

Opportunity in Uncertainty

Integrated Annual Report
2020





Cover Story

The sight of a sprouting plant has always been evocative of the emergence of new life, of a hope that it will flourish and grow to be beautiful in due time. For those who enjoy gardening, the emergence of a sprout from the seed they have planted some time earlier certainly brings joy and optimism. The budding plant will be nurtured with care and diligence, in the hope of making it grow bigger and stronger, with many branches and leaves bursting forth, and eventually crowned with blossoming flowers and luscious fruits. The soil on which the sprout grows will be cared for so that it will remain fertile, well-watered and fertilized to make the budding plant's roots become stronger and capable of supporting growth, which will finally make us feel happy and proud.

DISCLAIMER

PT BFI Finance Indonesia Tbk (BFI Finance or the Company) has made every effort to ensure the accuracy of the information contained in this Integrated Annual Report. However, the Company does not guarantee the appropriateness, accuracy, usefulness or any other matter regarding this information. This Integrated Annual Report contains some forward-looking statements about the Company's future expectations, plans, and strategies that are not historical facts. They are based on current expectations, estimates, forecasts, and projections about the business and environment in which the Company operates and beliefs and assumptions made by management. As these expectations, estimates, forecasts, and projections are subject to a number of risks, uncertainties, and assumptions, actual results may differ materially from those projected. The Company, therefore, wishes to caution readers not to place undue reliance on forward-looking statements. Furthermore, the Company undertakes no obligation to update any forward-looking statements as a result of new information, future events or other developments. Any reliance placed on these Integrated Annual Report and Financial Statements is done entirely at the risk of the person placing such reliance. Please also note that numbers represented throughout this Integrated Annual Report have been rounded up to the closest million or billion rupiah, and as such, there may be discrepancies in percentage change calculations compared to when calculated using full figures from the Annual Financial Statements.

The above description suggests an ideal description of the seed sprouting when planted in fertile soil, which contains enough water and nutrients to allow any seed planted in that soil to grow robustly. But what about wild shoots that appear and are able to grow unhindered in soils that are considered arid, far from being fertile and totally uncultivated? What about shoots that appear from cracks in walls or asphalt roads? Are they not as precious as those that sprout in fertile soil?

The emergence of a budding plant that continues to be able to grow in soils that we consider to be arid, barren, and far from being an ideal soil, is an apt analogy for the chances and opportunities to create and deliver positive things from a profusion of negativity we have never anticipated beforehand. And so it is with the economic downturn that we experienced together for most of 2020, owing to the raging Covid-19 pandemic. Everyone around the world, including Indonesia, has been stunned by the emergence of a novel virus that causes a disease that threatens society due to its

incredibly rapid transmission rate. Restrictions on physical interactions between people and the forced cessation of community activities to break the chain of virus transmission have stifled our mobility. However, in this severe period brought about by the pandemic, we are responding to the call to arms to pursue new opportunities to be innovative, creative, and transformative, to create new and positive things.

The pandemic has tested our agility in running an optimal business in the midst of a crisis. Our experience and agility in doing business have become our core strength that allows our organization to continue to exist, progress, and develop through time, even when beleaguered by numerous challenges and crises. The ability to adapt deftly to various changes both internally and externally must be fostered; it must be made manifest into an effective and impactful strategy.

We believe that executing a strategy that will transform us into a future-oriented organization will bring a positive and significant impact on our system, infrastructure, business processes and human capital. We want to continue to expand our market to reach the areas that we have not yet explored, even areas that we have either avoided or disregarded in the past.

No matter how difficult the situation that result from change, we remain steadfast and ready to go the extra mile, to rise up to the challenge with prudence and ingenuity. The pandemic has indeed wreaked havoc on many of us. However, we can also make this pandemic a turning point, a stepping stone for us to start a new era in which we live with renewed enthusiasm and hope.



Opportunity in Uncertainty



Before we start any activity at the beginning of the year, normally we would prepare a series of plans, targets and milestones, and consider the various risk factors and mitigation measures, infused as we are with enthusiasm to make all of our aspirations come true. Yet when a catastrophe completely beyond the predictions of many people takes place across all corners of the world, undeniably everyone would be shocked by its tremendous impact.

Who would have thought that Covid-19, which was originally only known as a novel type of virus causing serious illness that was first detected in Wuhan, Hubei Province, China, in the last quarter of 2019, could spread so rampantly to become a pandemic that affected the whole world, including Indonesia in March 2020. All sorts of community activities had to cease owing to the rapid proliferation of the virus, which has taken many lives among those infected. The world had to see its pace of progress restrained while governments worldwide were forced to impose lockdown measures in order to save their citizens, who from then on had to carry out most of their activities from home.

The pandemic has obliterated our initiatives and plans. The toughest adaptation was of course to abide to social distancing rules, which have resulted in a strictly limited social interaction in society and severely stifled the “normal” sphere of life that we all knew prior to the pandemic. This also means that a great deal of our communication had to be carried out remotely, online or virtually. This phenomenon has established a new order of life that has turned the definition of normalcy on its head, far beyond the conditions that we have previously known. In so doing, it has brought rise to the “New Normal”.

The pandemic has indeed delivered a devastating blow to BFI Finance, due to the resulting limitations of mobility and interaction to carry out marketing and sales in the field, in an attempt to comply with the government’s Large-Scale Social Restriction policy. However, armed with than 38 years of experience in the multifinance industry in Indonesia, and with an agility that has been the mainstay in the business to progress dynamically from year to year, the Company has nevertheless continued to strive to move forward. Despite facing monumental

challenges and obstacles due to the pandemic, the Company has seen the ebb and flow of the economic tide and successfully weathered crisis after crisis through the years. Thus, its preparedness for anticipating crises has been entrenched in the mindset of everyone in the Company to carry on without giving up.

The Company had to postpone several initiatives and work plans related to its business processes and transformation, and even re-evaluate various targets that had been previously determined, as it was required to suspend new financing activities in the second quarter of the year. However, everyone in the Company has remained enthusiastic and staunchly determined to overcome the dire situation of the pandemic and its possible future consequences while the pandemic continues. As it executes the financing restructuring program launched by the Government of Indonesia to alleviate the financial burden of customers directly affected by the pandemic, the Company continues to seek and take advantage of the various opportunities in doing business amidst a situation of great uncertainty due to the strict

implementation of health protocols, declining consumer purchasing power, waves of layoffs, the acute threat of an economic recession, and the difficulty of predicting when the pandemic will come to an end, when we can all return to pre-pandemic normalcy.

“Opportunity in Uncertainty” was chosen as the theme for our 2020 performance because it reflects the Company’s attitude, that is, able to take advantage of the pandemic as an accelerator in executing the various transformation plans according to **the New Operating Model** launched at the end of 2019 and the various initiatives to enhance information technology and data-driven processing capabilities.

The pandemic has stimulated conditions that provide unique challenges that have actually motivated everyone in the Company to work hard to achieve the targeted transformation, and progress to become an organization that can move with great agility across various arenas, forging alliances as it faces into a future fraught with various forms of uncertainty, continuing to rely on flexibility in innovation, and able to expand its reach to serve its target customers.

For us, the pandemic is not the end of the story. Instead it has encouraged us, and opened up an opportunity for us to improve. The pandemic has given us an invaluable lesson and formed a new paradigm for us to develop ourselves as we enter a brand new stage.





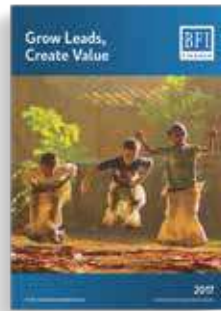
Theme Continuity



2016

Innovate to Serve

It is an initiative of the Company to improve the business operations. The Company is certain that there is always room for improvement, no matter how simple or small.



2017

Grow Leads, Create Value

The Company's efforts to create value by providing benefits to all stakeholders is made manifest in the Company's relentless pursuit to further improve its internal capabilities and expanding its business reach more optimally in the market.



2018

Embracing a New Normal

In today's world, information technology's role in supporting the Company's performance and as business process catalyst is increasingly crucial. Aiming to develop services to consistently meet customer needs and expectations, the Company has aligned its business strategies and is focused on continuing to provide better services to its customers, while accelerating the development of digital-based information technology, to address modern challenges and evolve together with its customers.



2019

Agility for Transformation

Aspiring to thrive alongside market development while seizing emerging opportunities, BFI Finance continues to instill a culture of change and transformation within the organization, to make it more agile and resilient in the face of future challenges. This requires deftness and robustness of systems and processes, as well as in our organization-wide mindset.



2020

Opportunity in Uncertainty



The Covid-19 pandemic presents unprecedented challenges and add to the element of "uncertainty" in the era of "New Normal." However, due to the Company's experiences and business agility, and supported by the determination of the entire organization to continue to strive for excellence amid various limitations, the Company could maintain its operations and seek to seize opportunities amid the difficult conditions. The Company will maintain its existence adaptively, create value to the stakeholders continuously, and implement various plans to reach the desired transformation.

Introduction to Integrated Reporting



BFI Finance presents this 2020 Annual Report as an Integrated Report.

This report describes how the balance maintained along the Triple Bottom Line (Profit–People–Planet) has contributed to BFI Finance's long-term achievements and how the Company, engaged in the financial services industry, nurtures innovation in order to fulfill the aspirations of shareholders, interact across generations, cater the needs of our customers and business partners that always move dynamically with the times and technology, and create sustainable added value.

The Covid-19 pandemic that struck the world and started to emerge in Indonesia in March 2020 has caused such a negative impact beyond the expectations of many and has been taking place for quite some time. The adverse influence has not only been experienced by businesses whose performance on average steeply declined in 2020, but also by individuals, families, and the society at large. All aspects of human life have been affected by it, especially due to the social distancing, restriction of activities that involve the participation of a group of people, and interactions between individuals.

Until the publication of this report, the pandemic is still ongoing, although businesses have been largely restarted with certain limitations and people's activities have been gradually returning towards normalcy amid the adaptation to the Large-Scale Social Restrictions and enforcement of health protocols. It was coupled by the positive news from the government on the commencement of Covid-19 vaccination rollout in Indonesia in early 2021 that has raised such optimism within communities that things will be able to return to their pre-pandemic condition.

The pandemic situation has created new challenges for business sustainability, even for businesses that have shown their most stellar performance in previous years. This turns out to be an invaluable lesson and has birthed a new paradigm for the entire business world and society in general.

Likewise, BFI Finance, having been in the industry in Indonesia for more than 38 years, faced the very same business milieu. Although the measures to move forward, grow, and transform in 2020 encountered a great deal of obstacles and various targets were not achieved, everyone at BFI Finance remains enthusiastic and works as hard as ever to prove its earned reputation as one of the most experienced and well-trusted multifinance companies in Indonesia. Amid the restrictions applied due to the pandemic, the Company aims to maintain its presence at the heart of the society, as it grows together with them. The Company maintains its agility while keeping abreast of the latest trends and market dynamics, from one era to the next.

For BFI Finance, the pandemic era has provided the means for the Company to prove itself as being capable of moving along with the change of the times with sheer agility, no matter how difficult the condition. The pandemic has been seen as the right time to seek and exploit



new opportunities amid the shift in people's lifestyle and demands for technological advancement to cater the needs of non-physical interaction. In supporting its efforts to deliver the highest level of service to the society, the Company is engaging various channels to understand what they need, so that it can provide solutions to its customers' wide-ranging financial needs with a great degree of ease, convenience, security, and reliability.

Prior to and during the pandemic, the Company has always been doing business ethically and complying with the laws and regulations as well as norms and rules set by the regulators, in carrying out its business activities and daily operations. BFI Finance has been staunchly working with the principle of prudence at its fore, and with a well-directed and continuous implementation of risk management behind it. The Company also has been actively engaged in the development of social aspects, conducting various activities which aim to help communities directly affected by the pandemic, and conserving energy as well as other environmental resources within its premises. BFI Finance is strongly committed to safeguard its sound reputation as a multifinance company that employs sustainable governance in Indonesia's thriving financial services industry.

Even in the midst of the pandemic, BFI Finance upholds its commitment without reserve to creating positive values and delivering benefits

based on the aspirations of all its stakeholders, in line with its vision to become the trusted financial solutions partner of the society and a pillar of ongoing social welfare enhancement in Indonesia.

Reporting References

The 2020 Integrated Report of BFI Finance combines the Annual Report (including the financial statements from independent auditor) and the Sustainability Report. This practice has been ongoing since the publication of BFI Finance's 2016 Integrated Report as the first edition of the Integrated Report, on 24 March 2017.

The 2020 Integrated Report covers a reporting period spanning 1 January to 31 December 2020. The Company publishes the Integrated Report once every year.

In its preparation, this report refers to the prevailing laws and regulations that pertain to the presentation of Annual Reports for Limited Liability Companies, among others, POJK No. 29/POJK.04/2016 on Annual Report of Issuers or Public Companies, SEOJK No. 30/SEOJK.04/2016 on Form and Content of Annual Reports of Issuers or Public Companies, POJK No. 51/POJK.03/2017 on Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, as well as the guidelines for Sustainability Reporting set forth by the Global Reporting Initiative (GRI) and the International Integrated Reporting Council (IIRC).

Financial data and information presented in this report are in line with the prevailing SFAS in Indonesia. Non-financial data and information are presented in line with of the Sustainability Reporting Guidelines from the GRI Standards. This report has been prepared in accordance with the GRI Standards: Core Option. The Company does not obtain any assurance from external parties on its 2020 Integrated Report.

The integration of the financial and non-financial reporting in this report has been prepared following the principal guidelines from the International Integrated Reporting Framework issued by IIRC. This report presents various non-financial topics that are material for BFI Finance and the views of its stakeholders. The report's theme, "Opportunity in Uncertainty", has been chosen for reasons explained in the Theme Explanation section (see page 2).

Scope and Restatements

The reporting scope in the Company's 2020 Consolidated Financial Statements covers all of the Company's business operations and its subsidiaries.

In its 2020 Integrated Reporting, the Company did not make any restatements on any of the data it had presented in its 2019 Integrated Report. The Company also did not make any substantial changes as regards the reporting scope and selection of material topics to be discussed in this report.

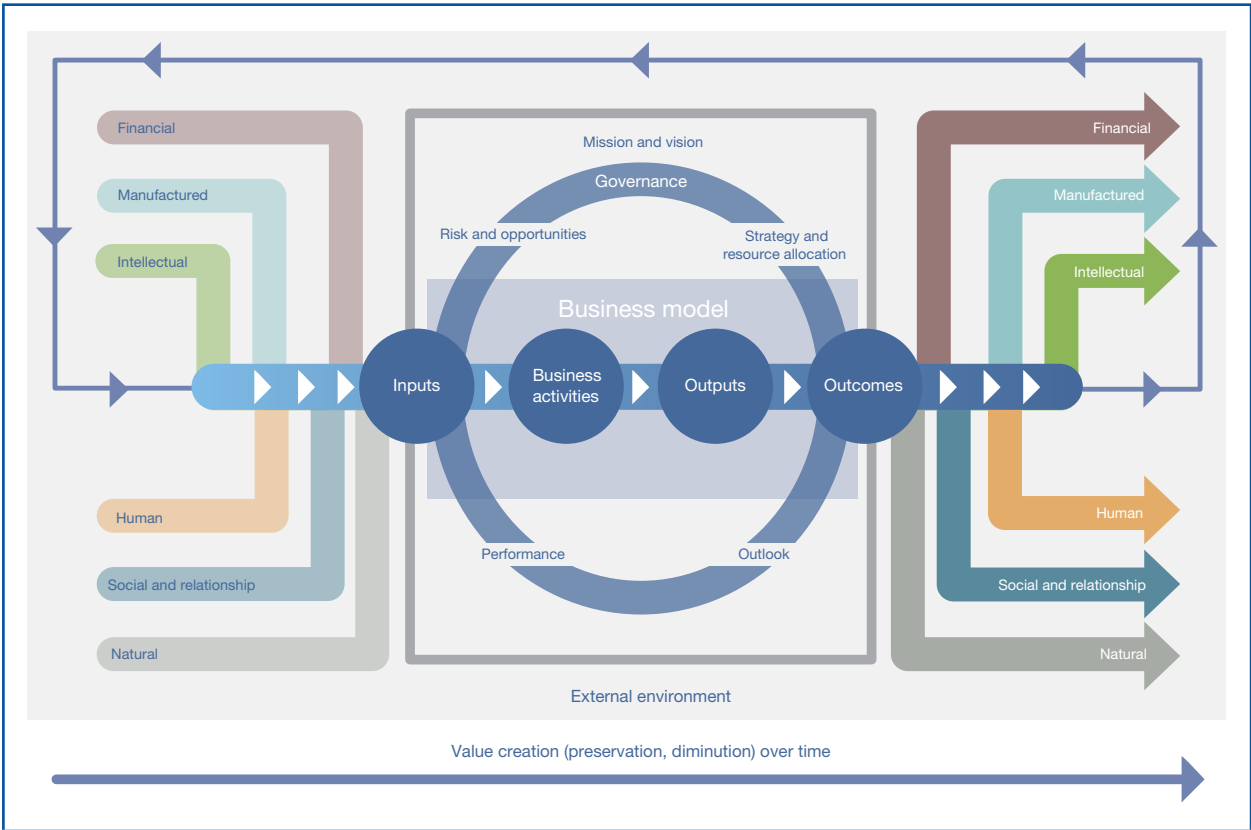
About the Integrated Report

The usage of Integrated Reporting (IR) framework as established by IIRC is aimed at presenting corporate reports in a more efficient and productive manner.

True to its name, the Integrated Report presents how resources owned by the Company interact with the external environment and the existing sources of capital, in order to create added value in the short, medium, and long term.

As the interaction of resources is regarded from a holistic stance to create sustainable value, the information in this report is valuable not only for its financial purposes, but also is valuable for the employees, customers, suppliers and partners of the Company, as well as for the public, regulators, and policymakers.

GRAPH 1 — INTERNATIONAL INTEGRATED REPORTING COUNCIL (IIRC) REPORTING FRAMEWORK



More on the IR framework and its supporting information is available on <https://integratedreporting.org>



Summary of Integrated Annual Report 2020

Subject Matter

The 2020 Integrated Annual Report of PT BFI Finance Indonesia Tbk is an integration of both the annual and sustainability reports, consisting of ten chapters on the Company's business and nonbusiness related discussions, as follows:

- | | | |
|-----------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------------|
| <input checked="" type="checkbox"/> 2020 Performance Highlights | <input checked="" type="checkbox"/> Business Supporting Units | <input checked="" type="checkbox"/> Sustainability |
| <input checked="" type="checkbox"/> Reports to Stakeholders | <input checked="" type="checkbox"/> Management Discussion and Analysis | <input checked="" type="checkbox"/> Corporate Supporting Data |
| <input checked="" type="checkbox"/> Company Profile | <input checked="" type="checkbox"/> Good Corporate Governance | <input checked="" type="checkbox"/> Annual Financial Statements |
| <input checked="" type="checkbox"/> Human Capital | | |

In addition to the printed book form, this report is accessible online on the Company website:

<https://www.bfi.co.id/en/corporate/investor-relations/annual-sustainability-report>



References

The main references used in the making of the 2020 Integrated Annual Report of PT BFI Finance Indonesia Tbk are the regulations issued by regulators or authorities concerning publication of annual report by public companies or issuers and international standard guideline for sustainability reporting, among others:

- | | | |
|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Law No. 40/2007 on Limited Liability Companies (UU PT); | 4 Regulations related to stock exchange and capital market issued by IDX; | 6 GRI Standards from the Global Reporting Initiative (GRI) as a reference of the disclosure criteria of elements within the Sustainability Report chosen by the Company. |
| 2 POJK No. 29/POJK.04/2016 on Annual Report of Issuers or Public Companies; | 5 Other laws, POJK, SEOJK, and regulations which become the references for the content and discussion material in the integrated annual report; and | |
| 3 SEOJK No. 30/SEOJK.04/2016 on Form and Content of the Annual Reports of Issuers and Public Companies; | | |

Sustainability Report Element

The inclusion of Sustainability Report (SR) element in the Integrated Annual Report is a form of the Company's compliance with POJK 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.

Sustainable Finance is a comprehensive support from the financial services sector to create sustainable economic growth by aligning economic, social, and environmental interests.

The SR element is also based on GRI Standards as the sustainability reporting standards issued by GRI.

Implementation of Integrated Reporting (IR) Standard

BFI Finance began publishing the Integrated Annual Report in 2017, to report on its 2016 performance, as part of the Company's efforts to comply the POJK No. 29/POJK.04/2016 on Annual Report of Issuers or Public Companies, and SEOJK No. 30/SEOJK.04/2016 on Form and Content of Annual Reports of Issuers or Public Companies. As for the Integrated Reporting (IR), the Company refers to the Framework issued by IIRC and has been applying it gradually over the years as a learning step.

BFI Finance presents the report by emphasizing the business process integration with capital elements owned by the Company, and how this integration then create added value to various stakeholders of the Company. With this application, it is hoped that the Company's annual report is able to state the facts on its business and nonbusiness activities and performances in a transparent and structured way.

The Covid-19 pandemic that had hit the country since March 2020 brought rise to an immense challenge that the Company had to face in integrating its various business processes and providing added value to the stakeholders. On the one hand, enforcement of Large-Scale Social Restrictions and health protocols by the government as the primary effort to prevent and break the chain of Covid-19 transmission has restricted the Company's interaction with the stakeholders and public in general. On the other hand, the pandemic has also accelerated the realization of the Company goals towards the transformation it aspires to. The pandemic has not dampened the spirit of the Company and everyone within it to strive for continuous excellence in serving the interests of all stakeholders. Therefore, this Integrated Annual Report has been presented based upon the spirit of New Normal, in which the Company has continued to be agile and adaptive, as conveyed in the report.

The decision of the Company management to prepare the Integrated Annual Report is testament to the Company's effort to issue an Integrated Report in accordance with an international standard, but still refers to and abides by the applicable regulations in Indonesia.

Company Capital

Referring to the IR Framework, the Company's business processes comprise six main types of capital, namely:



Financial



Intellectual



Manufactured



Human



Relationship & Social



Natural

Company Stakeholders

Given BFI Finance's line of business as a multifinance company, and its alignment with the six main types of capital, the Company's business and nonbusiness performances and achievements create added value to its main stakeholders, who are, among others:



Customers



Shareholders/
Investors



Employees



Regulators



General Public



Environment



Summary of 2020 Sustainable Performance

Sustainability Statement

We conduct a responsible business that elevates the livelihoods of our customers by providing them with access to financial empowerment through financing products, with a consideration on the betterment of society and conservation of the environment.

BFI Finance's Value Distribution

Through the financing business we are engaged in, over the course of 2020 we:

- Provided financing products to more than 420 thousand customers in 33 provinces in Indonesia, and therefore elevated their economic capability and self-reliance;
- Absorbed the workforce by providing employment to 8,995 personnel;
- Utilized the products and services provided by 4,473 suppliers from across Indonesia that partnered with us;
- Contributed to the surroundings' social betterment and environmental conservation through our CSR and financial literacy activities and tax payments to the government; and
- Created value and excellent returns for our shareholders/investors through our sterling reputation in the industry and an attractive dividend payout policy.







Financial Value Creation and Distribution

BFI Finance creates financial value and capital through its various business processes, and distributes this to different stakeholders via various means and in various forms. The amount of financial value that BFI Finance distributed in 2020 is detailed below (in Rp million):

Revenue	4,569,778
Shareholders and Investors	179,573*
Employees	1,122,266
Suppliers and Other Operational Business Processes	2,572,710
Government	168,404
Surrounding Communities	4,806
Business Continuity	701,592

* Final dividend for 2019 paid in 2020, including Article 26 Income Tax on dividend

Capital Utilization and Value Creation for Stakeholders

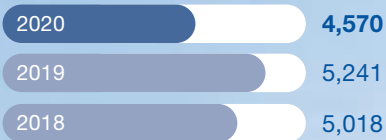
Type of Capital	Form of Capital	Utilization and Value Creation Activity	Beneficiary Stakeholder	Explained in Chapter
 Financial	Financing facility	Normal business activities, adjustments of business strategy to deal with the pandemic	Customers, Shareholders/Investors, Suppliers	2, 3, 5, 6, 10
	Equity	Business strategy execution		
 Intellectual	Business model	Development of a robust and adaptive business model	Customers, Shareholders/Investors, Employees, Suppliers	2, 3, 5, 6
	Digitalization initiatives	Formulation and implementation of digitalization in various business processes		2, 4, 5
 Manufactured	Operational business network	Expansion of physical and digital presence, strengthening via partnerships	Customers, Shareholders/Investors, Employees, Suppliers	2, 3, 5, 9
	Operational infrastructure	Investment, enhancement and development		2, 3, 5
	Information technology (IT)	Development and investment in IT		2, 5
 Human	Employees	Training, empowerment, professional development, health and safety	Employees, Regulators	2, 4, 8
	Work culture	Dissemination to and implementation by all employees		4
	Employment practices	Enhancement and alignment with the prevailing standards and best practices		4, 7, 8
 Relationship & Social	Partnership with the government	Support to government's initiatives and programs for national welfare, compliance with regulations	Regulators	2, 6, 7, 8
	Interactions with surrounding communities	Empowerment and enhancement of economic self-reliance, improvement of quality of life, public health protection in the pandemic era	General Public	8
	Scholarship program	Implementation and enhancement	General Public, Employees	8
 Natural	CSR programs	Formulation, implementation, evaluation, and continuous improvement	General Public	8
	Resources utilization	Reduction and more efficient use of resources	Environment	8



2020 Key Highlights



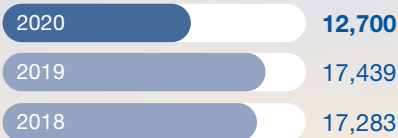
Total Revenue (Rp billion)



Assets (Rp billion)



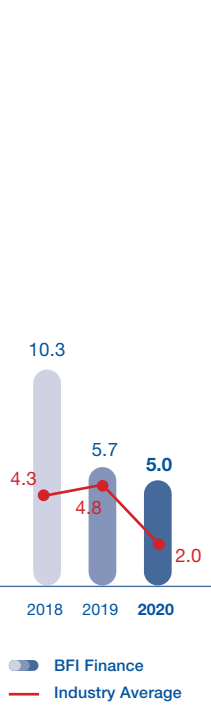
Net Financing Receivables (Rp billion)



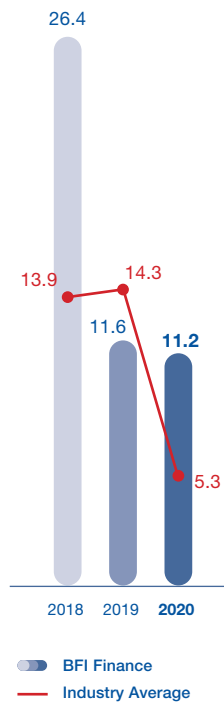
Profit for the Year (Rp billion)



ROAA (%)



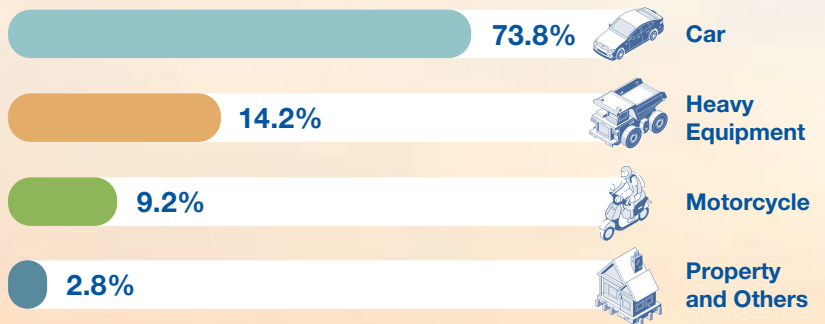
ROAE (%)



NPF (%)



Managed Receivables by Asset Type





Outlets

in Indonesia,
excluding 45 sharia
representative
branches



Outlet Region

● Java, Bali & Nusa Tenggara (including Greater Jakarta)	53.2%
● Eastern Indonesia	18.2%
● Sumatra	17.0%
● Kalimantan	11.6%



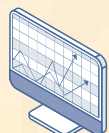
Employees

8,995
people



Contracts

457.4
thousand



Shareholders

Trinugraha Capital & Co SCA	42.81%
NTAsian Discovery Fund	9.05%
PT BFI Finance Indonesia Tbk*	6.28%
Others (each below 5%)	41.86%

*Result of the Company's stock buyback program in line with the EGMS resolution on 15 April 2015



Awards

- HR Excellence Awards 2020
 - Recruitment Strategy (Rating A)
 - Learning & Development Strategy (Rating A)
- Infobank Multifinance Awards 2020
 - Excellent Rating for Multifinance Companies with Assets of Rp10 Trillion and Above
 - First rank for "Infobank Titanium Trophy 2020" category for the "Excellent" performance for 15 years in a row (2005–2019)
 - The Biggest Leasing Financing
- Public Relation Indonesia Awards 2020 (PRIA 2020)
 - Gold Winner for Annual Report Subcategory
 - Silver Winner for Corporate PR Subcategory





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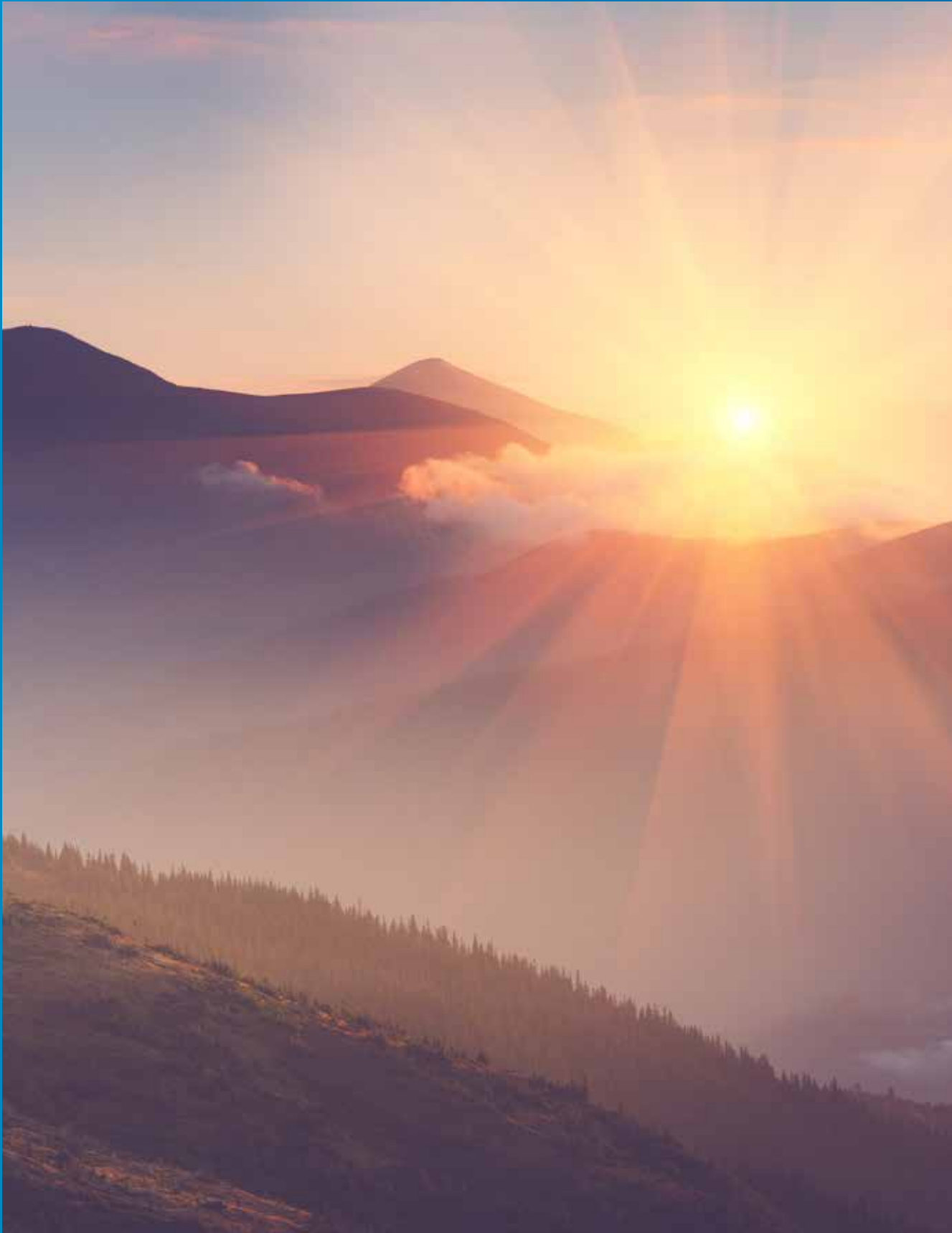
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2020

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Key Financial Highlights

Figures in tables and charts below are presented in billion rupiah (unless stated otherwise).

TABLE 1 — KEY FINANCIAL HIGHLIGHTS AND RATIOS

Description	2018	2019	2020
Consolidated Statement of Profit or Loss and Other Comprehensive Income			
Financing Income	4,893	5,000	4,302
Others	125	241	268
Total Income	5,018	5,241	4,570
Interest and Financing Charges	1,036	1,008	871
Salaries and Benefits	1,075	1,217	1,122
General and Administrative	542	705	536
Provision for Impairment Losses	509	426	1,058
Others	16	793	113
Total Expenses	3,178	4,149	3,700
Profit Before Tax	1,840	1,092	870
Income Tax Expense	372	380	168
Profit for the Year	1,468	712	702
Other Comprehensive Income for the Year - Net of Tax	71	(102)	126
Total Comprehensive Income for the Year	1,539	610	828
Consolidated Statement of Financial Position			
Cash and Cash Equivalents	755	660	1,415
Net Financing Receivables	17,283	17,439	12,700
Other Receivables - Net	198	154	155
Derivative Assets	110	-	-
Fixed Assets - Net	530	541	606
Intangible Assets - Net	32	30	43
Other Assets	209	266	282
Total Assets	19,117	19,090	15,201
Fund Borrowings	6,900	7,730	4,795
Securities Issued - Net	5,196	3,758	2,979
Other Payables	817	1,522	821
Total Liabilities	12,913	13,010	8,595
Equity	6,204	6,080	6,606
Total Liabilities and Equity	19,117	19,090	15,201



Description	2018	2019	2020
Shares Data			
Share Outstanding (million)	15,967	15,967	15,967
Basic Earnings per Share (Full Amount of Rupiah)	98	48	47
Dividend per Share (Full Amount of Rupiah) ¹	49	12	See Note 1
Ratios			
Profitability			
Return on Average Assets (ROAA) ²	10.3%	5.7%	5.0%
Return on Average Equity (ROAE) ³	26.4%	11.6%	11.2%
Profit for the Year / Total Income	29.2%	13.6%	15.4%
Asset Quality			
NPF (including Joint Financing)	1.21%	0.85%	1.72%
Allowance for Impairment Losses on Managed Receivables	2.1%	1.9%	7.1%
Coverage of NPF	1.7 x	2.3 x	4.1 x
Liquidity			
Current Ratio ⁴	1.4 x	1.5 x	1.6 x
Solvency			
Liabilities to Assets Ratio ⁵	0.7 x	0.7 x	0.6 x
Liabilities to Equity Ratio ⁶	2.1 x	2.1 x	1.3 x
Gearing Ratio ⁷	1.9 x	1.9 x	1.2 x
Other Relevant Financial Ratios			
Financing-to-Assets Ratio	90.4%	91.4%	83.6%
Equity-to-Paid-up-Capital Ratio	1,554.1%	1,523.2%	1,654.9%
Operational Efficiency Ratio	64.6%	67.1%	82.4%
Other Information			
Number of Outlets ⁸	401	423	346
Number of Employees	11,171	12,127	8,995

1 Dividend per Share for 2020 is pending the 2021 GMS resolution

2 Profit Before Tax / Average Assets

3 Profit for the Year / Average Equity

4 Current Assets / Current Liabilities

5 Total Liabilities / Total Assets

6 Total Liabilities / Total Equity

7 (Fund Borrowings and Securities Issued) / Equity

8 Comprising 228 branches (including 45 sharia representative branches) and 118 kiosks

Share Highlights

TABLE 2 — HISTORY OF SHARE ISSUANCE

Corporate Action	Period	New Shares Issued (million)	Outstanding Shares (million)
IPO @Rp5,750	April 1990	2.1	10.5
1-for-10 Stock Dividend	January 1993	1.2	11.7
17-for-20 Stock Bonus	July 1993	9.9	21.6
1-for-3 Stock Dividend	January 1994	7.2	28.8
1-for-1 Rights Issue @Rp1,500	May 1994	28.9	57.7
2-for-1 Rights Issue @Rp1,000	March 1997	115.4	173.1
2-for-1 Stock Split	September 1997	173.1	346.2
New Shares from Mandatory Convertible Bonds Conversion	August 2002 - May 2006	414.2	760.4
2-for-1 Stock Split	August 2012	760.3	1,520.7
MESOP Phase I - Grant Date 1	May 2013	5.9	1,526.6
MESOP Phase I - Grant Date 2	May 2014	23.3	1,549.9
MESOP Phase II - Grant Date 1	May 2015	16.0	1,566.0
MESOP Phase II - Grant Date 2	May 2016	30.8	1,596.7
10-for-1 Stock Split	June 2017	14,370.4	15,967.1

TABLE 3 — SHARE PRICE SUMMARY

Period	Share Price						Shares Circulation in Regular Market				Market Capitalization (Rp billion)	
	Highest (Rp)		Lowest (Rp)		Closing (Rp)		Transaction Volume (unit)		Transaction Value (Rp billion)			
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
1 st Quarter	740	580	640	234	660	240	64,227,500	74,160,300	42.5	28.4	10,538.3	3,832.1
2 nd Quarter	700	350	615	232	600	282	55,916,800	213,610,500	35.6	62.6	9,580.3	4,502.7
3 rd Quarter	620	444	510	258	540	406	58,956,700	1,650,504,000	33.4	584.8	8,622.2	6,482.6
4 th Quarter	615	635	490	370	560	560	108,845,100	3,497,460,600	61.7	1,579.8	8,941.6	8,941.6


GRAPH 2 — SHARE PERFORMANCE


BFI Finance shares' market capitalization as at end of 2020 was Rp8.9 trillion, unchanged from its value as at end of 2019. The total number of BFI Finance shares traded in 2020 was 5,435,735,400 shares, worth Rp2,255.6 billion.

Trading of BFI Finance (IDX: BFIN) shares opened on 2 January 2020 with a closing price of Rp560 and closed on 30 December 2020 with a closing price of Rp560 per share, unchanged from the opening price, while the IHSG throughout 2020 declined by 5.1%.

Corporate Action

The Company carried out a corporate action, i.e., the Public Offering or Issuance of *Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap III Tahun 2020* amounting to Rp832 billion in September 2020.

The Company also distributed cash dividends amounting to Rp12 per share, or equivalent to Rp180 billion of net income in 2019. The dividends were distributed on 29 July 2020.

The Company did not conduct other corporate actions including stock split, reverse stock, stock dividends, bonus stock, and change in par value of the share.

Suspension and/or Delisting

In 2019 and 2020, the Company's shares did not experience temporary suspension in trading and/or delisting on IDX.



Structure of Shareholders

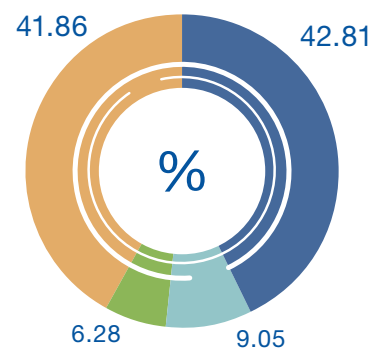
BFI Finance's structure of shareholders with ownership of 5% or more as of 31 December 2020 are detailed below:

TABLE 4 — STRUCTURE OF SHAREHOLDERS

Shareholders	2020		
	Total Shares	Nominal Amount (Rp)	% Shares
Trinugraha Capital & Co SCA	6,835,249,660	170,881,241,500	42.81
NTAsian Discovery Fund	1,445,000,000	36,125,000,000	9.05
PT BFI Finance Indonesia Tbk*	1,002,732,000	25,068,300,000	6.28
Others (each below 5%)	6,684,133,960	167,103,349,000	41.86
Total Issued and Fully Paid-up Capital	15,967,115,620	399,177,890,500	100.00

* Result of the Company's stock buyback program in line with the EGMS resolution on 15 April 2015

GRAPH 3 — SHAREHOLDERS COMPOSITION



Trinugraha Capital & Co SCA	42.81
NTAsian Discovery Fund	9.05
PT BFI Finance Indonesia Tbk*	6.28
Others (each below 5%)	41.86

Dividend Payment History

The Company's dividend payment history for the past five years is as follows:

TABLE 5 — DIVIDEND PAYMENT FOR THE LAST FIVE YEARS

Fiscal Year	2016*	2017*	2018	2019	2020
Date of BOD Meeting / GMS	21 November 2016/ 18 April 2017	21 November 2017/ 17 April 2018	28 May 2019 (GMS)	29 June 2020 (GMS)	****
Dividend per Share (in full amount - rupiah currency)					
Interim**	15	23	-	-	***
Final	11	16	49	12	****
Total	26	39	49	12	-
Pay Out Ratio	48.7%	49.1%	49.9%	25.2%	****
Payment Date					
Interim**	16 December 2016	18 December 2017	-	-	***
Final****	18 May 2017	18 May 2018	28 June 2019	29 July 2020	****
Total of Dividend (Rp billion)	389	584	733	180	-

* Restated to reflect the 10-for-1 Stock Split in May 2017

** Interim cash dividend was determined at the BOD Meeting

*** No Interim cash dividend payment in 2020

**** Any payment of final dividend for 2020 shall be determined during the 2021 GMS



Bonds Highlights

The Company's securities that were issued in the last five years and listed on IDX are as follows:

TABLE 6 — BONDS ISSUANCE FOR THE LAST FIVE YEARS

Debt Securities Issued	Date Listed on IDX	Effective Date	Bond Rating	Amount Issued (Rp billion)	Amount per Series (Rp billion)	Due Date	Status	
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahun III Tahun 2016</i>	Series A:	26 February 2016	28 February 2014 (No.S-121/D.04/2014)	AA-(idn)	1,000	200	5 March 2017	
	Series B:					142	25 February 2018	
	Series C:					658	25 February 2019	
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahun I Tahun 2016</i>	Series A:	26 October 2016	A+(idn)	1,000	317	5 November 2017	Paid	
	Series B:				550	25 October 2019		
	Series C:				133	25 October 2021	Not yet due	
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahun II Tahun 2017</i>	Series A:	3 March 2017	A+(idn)	1,000	540	12 March 2018	Paid	
	Series B:				460	2 March 2020		
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahun III Tahun 2017</i>	Series A:	10 November 2017	17 October 2016 (No.S588/D.04/2016)	A+(idn)	835	335	19 November 2018	
	Series B:					100	9 November 2019	Paid
	Series C:					400	9 November 2020	
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahun IV Tahun 2018</i>	Series A:	7 March 2018	A+(idn)	2,165	946	16 March 2019	Paid	
	Series B:				253	6 March 2020		
	Series C:				966	6 March 2021	Not yet due	
<i>Obligasi Berkelanjutan IV BFI Finance Indonesia Tahun I Tahun 2018</i>	Series A:	27 June 2018	A+(idn)	740	188	6 July 2019	Paid	
	Series B:				552	26 June 2021	Not yet due	
<i>Obligasi Berkelanjutan IV BFI Finance Indonesia Tahun II Tahun 2019</i>	Series A:	25 February 2019	7 June 2018 (No.S-67/D.04/2018)	A+(idn)	1,000	500	2 March 2020	Paid
	Series B:					500	22 February 2022	Not yet due
<i>Obligasi Berkelanjutan IV BFI Finance Indonesia Tahun III Tahun 2020</i>	Series A:	8 September 2020	A+(idn)	832	437	18 September 2021	Not yet due	
	Series B:				395	8 September 2023		



Important Events in 2020

January

- 12** National Agency Gathering at Hotel Santika Bintaro, South Tangerang
- 16** Palu branch collaborated with University of Indonesia Engineering Faculty Alumni Association (ILUNI FTUI), UI Architecture Alumni Association (ILUNI ArsUI), and FUSI Foundation conducted a social service to provide clean water for 300 families in Sigi and Palu Regencies
- 20** National Kick-off Meeting 2020 themed “Melangkah Bersama Mewujudkan Impian” (Stepping Together to Realize the Dream) at ICE BSD City, South Tangerang



February

- 2** “Road to BFI RUN 2020” held in Makassar
- 3** Samarinda and Jambi branches conducted social services to renovate classrooms in SMAN 15 Sungai Meriam, Kutai Kartanegara, East Kalimantan, and in SPMN 2 Jambi
- 15** “BFI RIDE 2020” held in South Tangerang

March

- 18** The Company implemented *Split Working Day* to anticipate further spread of Covid-19
- 30** Public Announcement in relation to the Credit Restructuring Policy from BFI Finance to consumers directly affected by Covid-19



April

- 1 Temporary discontinuation of services related to financing products due to the spread of Covid-19

May

- 6 Distribution of assistance in the form of hazmat suits for medical workers in more than 70 health facilities across Indonesia
- 16 Online discussion themed "Inovasi di Tengah Pandemi? Yuk, Bisa!" (Innovating in the Pandemic? Yes, We Can!) in collaboration with Etanee on BFI Finance's YouTube channel



June

- 29 The 2020 AGMS and EGMS held online from BFI Tower, South Tangerang



July

- 1 The Company resumed its services related to financing products as a way of adjusting to the “New Normal”

- 8 Initial online discussion of “Ruang Temu” themed “Atur Siasat Dana Darurat Era New Normal” (Setting up the Emergency Fund Strategy for the New Normal Era) with Metta Anggriani, founder of Anggriani & Partners, on BFI Finance’s YouTube channel



August

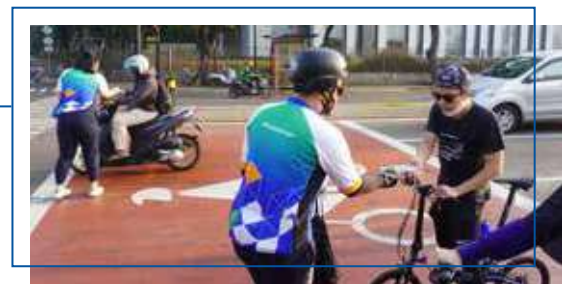
- 26 Signing of agreement of motor vehicle financing with a limit of Rp1 trillion from PT Bank Rakyat Indonesia (Persero) Tbk in Jakarta

September

- 6 In commemoration of the National Consumer Day, hand sanitizers were distributed to the public while cycling, held simultaneously at the head office and nine branches

- 9 Announcement of the winners of the “BFI RUN & RIDE Challenge” held virtually from 17 to 31 August 2020

- 25 The 2020 financial inclusion and literacy webinar themed “Bijak Mengelola Uang dan Cerdas Berinvestasi Menuju Kebebasan Finansial” (Managing Money Wisely and Investing Smartly to Achieve Financial Freedom) held in collaboration with Lazada





October

- 5** Participation in the Financial Inclusion Month 2020 initiated by OJK together with Ministries/Institutions, the Financial Services Industry, and relevant stakeholders, themed “Satukan Aksi Keuangan Inklusif untuk Indonesia Maju” (Integrating Inclusive Financial Actions for a Progressive Indonesia)



November

- 12** The Annual Public Expose of PT BFI Finance Indonesia Tbk held online from BFI Tower, South Tangerang
- 14** “BFI Healthy Ride 2020” held simultaneously in 26 branches for a mask-wearing campaign
- 27** Social service to distribute basic goods to veterans in commemoration of the Heroes’ Day, held in commemoration with Yayasan Sahabat Veteran



December

- 10** Online public lecture for students of Informatics at Soegijapranata Catholic University Semarang themed “Introduction to Scrum (An Agile Software Development Framework)”
- 23** Social service to provide online facilities for underprivileged students of SMP Pramula, Bakti Ibu 2 Palembang, SMAN 3 Jambi, and SMPN 33 Bandar Lampung





Awards and Recognition

9th Infobank Digital Brand Awards 2020



- First rank for “Multifinance Companies with Assets Rp15-20 Trillion” category
- Third rank for “Best Overall Multifinance Companies” category

Infobank magazine and Isentia Indonesia,
15 May 2020 in Jakarta

Public Relation Indonesia Awards 2020 (PRIA 2020)

- Gold Winner for Annual Report Subcategory
- Silver Winner for Corporate PR Subcategory

PR INDONESIA, 20 April 2020 in Jakarta



HR Excellence Awards 2020



- Recruitment Strategy (Rating A)
- Learning & Development Strategy (Rating A)

SWA magazine and Lembaga Manajemen Fakultas Ekonomi dan Bisnis UI, 11 June 2020 in Jakarta

Infobank Multifinance Awards 2020



- Excellent Rating for Multifinance Companies with Assets of Rp10 Trillion and Above
- First rank for “Infobank Titanium Trophy 2020” category for the “Excellent” performance for 15 years in a row (2005–2019)
- The Biggest Leasing Financing

Infobank magazine, 27 August 2020 in Jakarta

The Best Contact Center Indonesia 2020



- Gold Winner for “The Best Telesales Teamwork” category

Indonesia Contact Center Association (ICCA), 23 November 2020 in Jakarta



02_

Reports to Stakeholders



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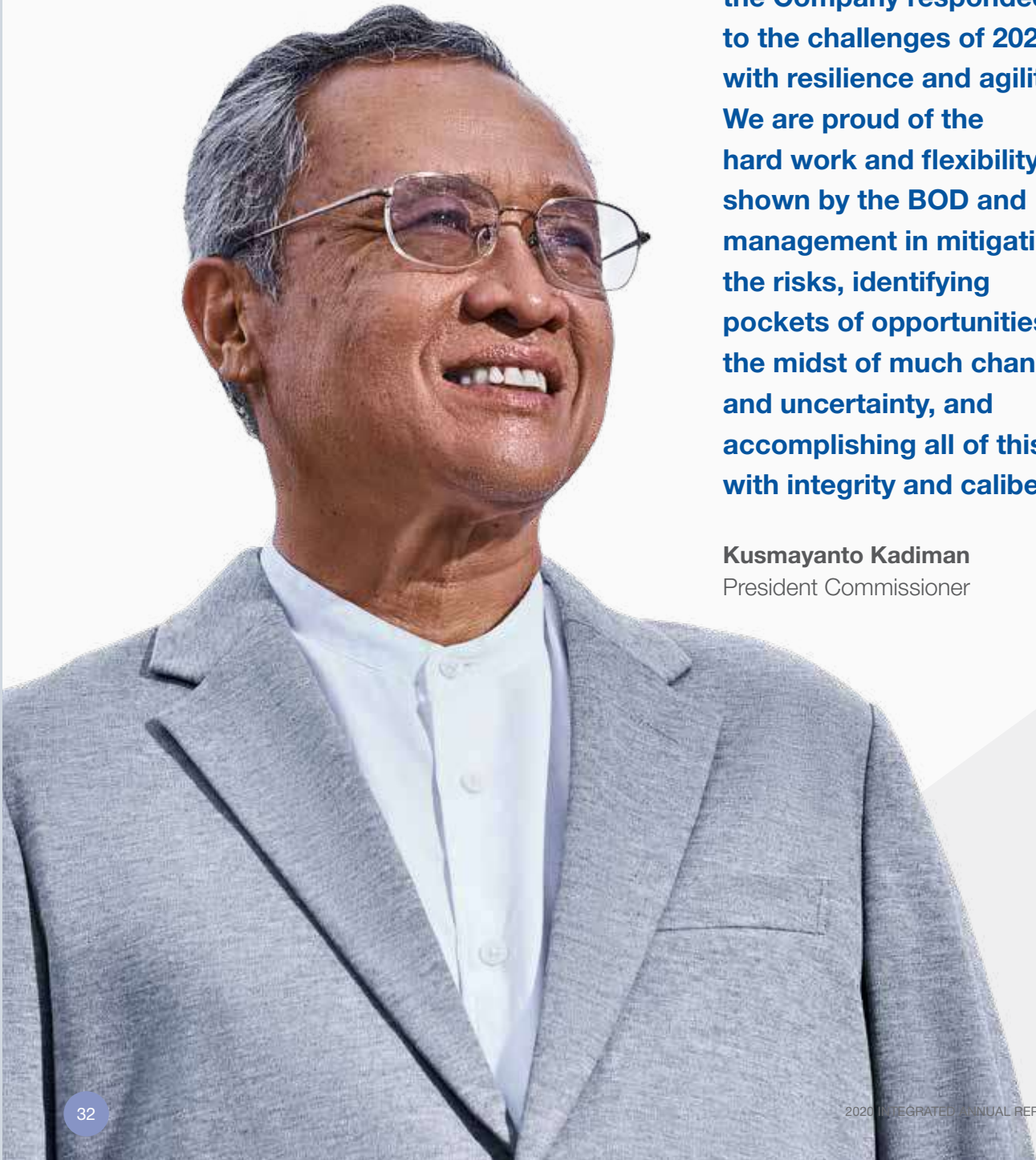


Report of the Board of Commissioners



We have witnessed how the Company responded to the challenges of 2020 with resilience and agility. We are proud of the hard work and flexibility shown by the BOD and management in mitigating the risks, identifying pockets of opportunities in the midst of much change and uncertainty, and accomplishing all of this with integrity and caliber.”

Kusmayanto Kadiman
President Commissioner





Dear Shareholders and Stakeholders,

Representing the BOC, I express my gratitude for the trust given to us in carrying out our supervision of the management of BFI Finance's business by the BOD, amidst a truly challenging situation throughout 2020.

We have witnessed how the Company responded to the challenges of 2020 with resilience and agility. We are proud of the hard work and flexibility shown by the BOD and management in mitigating the risks, identifying pockets of opportunities in the midst of much change and uncertainty, and accomplishing all of this with integrity and caliber. In particular, we appreciate the BOD's measures to adopt digital technology to augment the business, considering that vital role the digital world has for supporting business growth.

Financing Industry Overview

In 2020, the world experienced a crisis of untold proportions and was forced to change drastically and quickly with the emergence of Covid-19, which soon turned into a global pandemic and caused unprecedented closures of borders and economies. People and businesses the world over were quick in adapting to the "New Normal",

where we saw governments quickly implementing lockdowns and social restrictions in order to maintain the safety and health. As a result, many activities around the world have been disrupted, even stopped, especially economic activities that rely on physical interactions.

Dwindling global trade, slowing demand, and weakening purchasing power owing to restrictions on economic activities for most of 2020 have pushed Indonesia into its first recession since the 1998 Asian financial crisis. Numerous economic sectors have been hit by the pandemic, especially the transportation, hospitality, and tourism industries. A number of businesses, especially small and medium enterprises, have been experiencing difficulty in maintaining a positive cash flow; some had even gone bankrupt. Many companies readjusted their budgets, delayed their investment plans, and minimized spending to shore up liquidity. However, following the Indonesian government's easing of the large-scale social distancing aimed at containing the virus, the Indonesian economy showed signs of recovery towards the end of the year.

The global economic uncertainty and deterioration also impacted heavily on the financial services industry. The financing industry was no exception. Like other organizations, BFI Finance has had to deal with the adverse effects of the pandemic, as the economic activities in the community ceased, leading to limitations in carrying out operational activities, a decline in the quality of our financing portfolio, and disruption to our growth. Fortunately, the deteriorating quality of financing receivables had been anticipated and immediately responded to by OJK, with the launching of a debt restructuring program for banks and financing institutions. Finally, such measure taken by OJK effectively curbed the spike in NPF, which peaked at 5.6% in July.

Overview of the Company's Strategy Execution in 2020

We believe that BFI Finance had taken every measure and effort necessary to effectively minimize the performance disruption and financial downside caused by the pandemic.

In the midst of such a difficult business situation, the BOD and the management had executed an appropriate strategy to maintain business stability, while still prioritizing the safety of its employees and the balance sheet security at all times.



Health protocols have been implemented and continue to be carefully monitored. All employees who work from their respective homes have been able to work effectively and productively. Employees who are required to be present in our operational locations have been provided with personal protective equipment so that they are protected as much as possible from the danger of infection. In addition, training for employees has also been carried out undisturbed, thanks to our use of technology. Amidst the crisis, we appreciate the initiative of the BOD who realize how important it is to ensure that employee capabilities are continuously developed, so that they can always provide the best service to our customers in all conditions, and thus contribute to the progress of the Company.

The BOC has reviewed the justification provided by the BOD and the management for revising the business plan and targets for 2020 approved at the end of 2019, in order to adjust the business to the escalating risks due to Covid-19. In responding to the crisis, the BOC had guided the BOD to focus on the need to mobilize all resources to maintain liquidity. Given the results achieved by the end of 2020, the BOC appreciates the strategy and hard work of the BOD which had proven to successfully maintain liquidity during 2020.

One of the measures taken was the optimization of accounts receivable collection, amid a decline in the amount of new financing consistent with the management's policy in the second quarter to temporarily halt new financing disbursement. This measure was essential, as at that time the Company needed to restructure a part of its receivables and ensured that its financial position would remain solid in order to survive amid a potential crisis and a prolonged pandemic. This policy has not only proven effective in maintaining liquidity, but also in building investor confidence in the Company's business. Towards the end of 2020, we noticed the strong positive sentiment from market players towards the Company's shares traded on the stock exchange, demonstrated by how BFIN share price actually increased amid the weak performance of the financing industry.

Furthermore, we appreciate the management's commitment to continue our digital initiatives throughout the year. Despite the revision of the 2020 budget, BFI Finance managed to invest in its digitalization initiatives as initially planned. This commitment was coupled with the formulation of innovative strategies and business models by the management to be developed in the following years, including the collaboration with third parties to improve business processes. This demonstrates our

belief that the key to future growth and excellence will be the Company's ability to amass and analyze data.

Performance Evaluation of the BOD

The BOC commends the BOD for their leadership and strategy in adapting the Company's workflow to the new normal in 2020. Thanks to the use of technology that was focused on the seamless communication across the entire BFI Finance's business network, the Company's operational processes have not been significantly disrupted despite work-from-home.

The BOC views that the BOD's strategy in ensuring flexibility in its human resources' allocation has been remarkably positive. The agility shown in adapting to the new ways of work resulted in the optimization of all existing resources.

Regarding risk management during 2020, we consider that the BOD's efforts to strengthen reserves had been implemented very carefully, so that the Company was able to maintain its reserves even beyond the level required by the authorities. The BOD's measures in participating in OJK's restructuring program and maintaining a robust capital structure have enabled BFI Finance to maintain its reputation and financial performance, so that the Company continues to transfer substantial value to its shareholders.



Compliance and Good Corporate Governance, and Committees' Performance

Compliance and good corporate governance implementation have always been the Company's priorities that we continuously monitor meticulously. The BOD regularly reports every issue and progress of the Company to the BOC through joint meetings, and we consistently provide direction and recommendations on the measures to be taken by the BOD.

In carrying out supervision and providing advice to the BOD, we are assisted by the Audit Committee, the Risk Monitoring Committee, and the Nomination and Remuneration Committee. The Audit Committee has conducted a thorough and careful review of all aspects related to financial reports, internal and external audit processes and performance as well as ensuring compliance with all applicable regulations. The Risk Monitoring Committee has ensured that all risks have been identified appropriately and are comprehensively mitigated, to anticipate potential risks for the Company's business. The Nomination and Remuneration Committee has enforced and reviewed the nomination and remuneration system for the Company's Directors and Commissioners.

Coordination between each committee and the BOC was excellent throughout 2020, resulting in a well-run supervision that went without interruption. The Independent Commissioners meanwhile have carried out their responsibilities for representing minority and external interests.

Changes in the Composition of the BOC

It is with regret that we announce that nearing the end of 2020 the BOC lost one of its members who was also the Chairperson of the Audit Committee, Ms. Emmy Yuhassarie, who passed away on 11 December 2020. She had played a crucial role in the development of BFI Finance during her tenure, and we are extending our deepest condolences to her family.

2021 Prospects and Business Plan

The BOC has reviewed and supported the BOD's plan and strategies formulated for 2021 to stay focused on long-term business sustainability. The key strategies that will be pursued are liquidity preservation, operational integration, and the safety and security of the Company's assets. Improving the quality of our workforce with the right tools and expertise will also continue to be closely monitored, and with it, BFI Finance will be able to create a business environment ripe for digitalization and be at the forefront of the financing industry.

The BOC realizes that the challenges ahead of us will not become easier to overcome on their own. Yet, seeing how BFI Finance had managed to adapt, survive, and grow in a situation fraught with obstacles in 2020 has made us confident that the BOD and all employees will strive to produce new opportunities and lead the Company towards sustainable growth.

Acknowledgement

On behalf of the BOC, I express my appreciation to the BOD and all employees for their hard work during this transformative era in 2020. We are grateful for the support of shareholders, customers, business partners and all stakeholders. Their trust to date has enabled BFI Finance to survive and continue to provide services and benefits at an optimum level. May all of us always be bestowed with health and safety to embark into a better future.

On behalf of the BOC of
PT BFI Finance Indonesia Tbk,

Kusmayanto Kadiman

President Commissioner



The Board of Commissioners





THE BOARD OF COMMISSIONERS,

left to right:

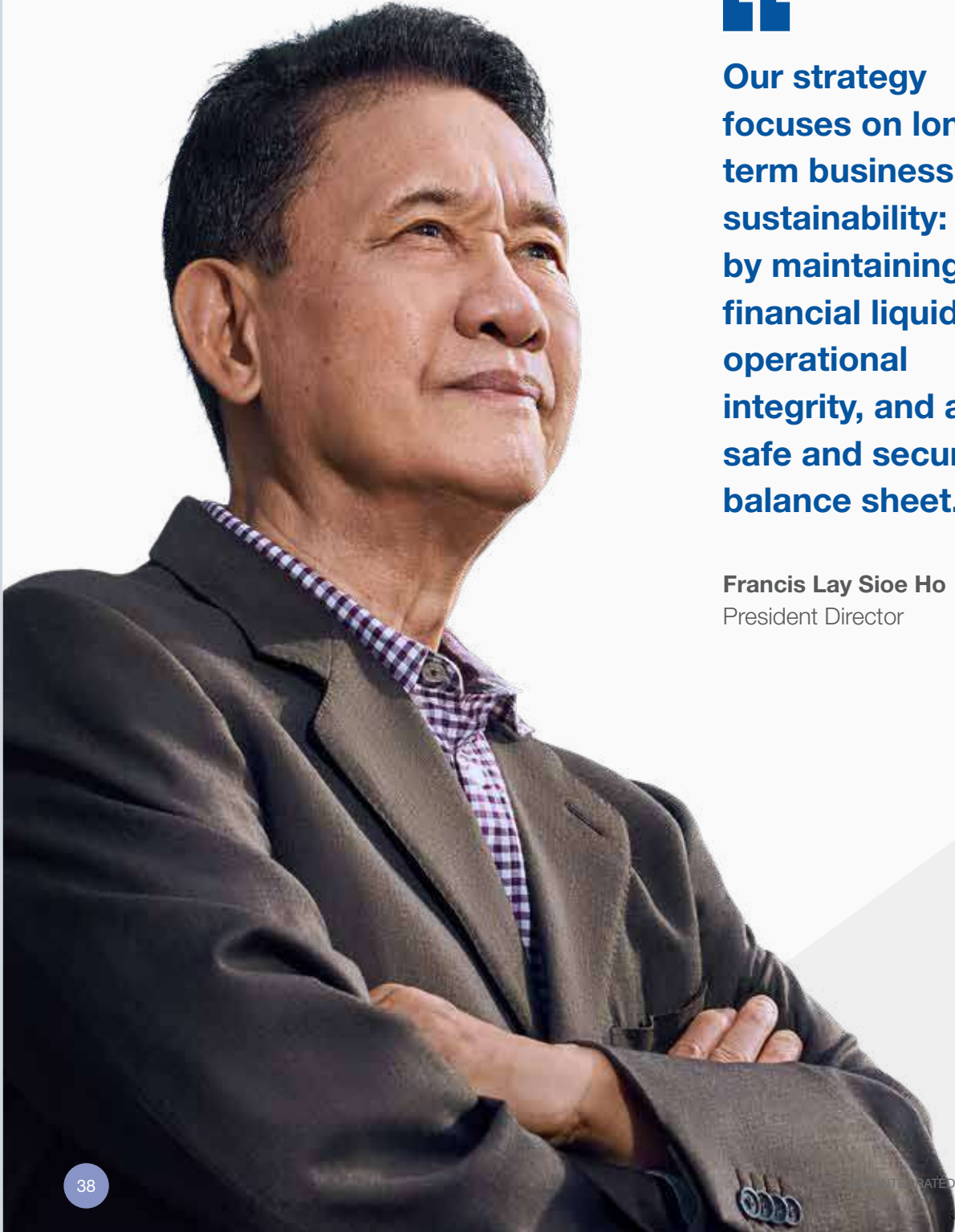
- 1 **Dominic John Picone**
Commissioner
- 2 **Kusmayanto Kadiman**
President Commissioner
- 3 **Johanes Sutrisno**
Independent Commissioner
- 4 **Alfonso Napitupulu**
Independent Commissioner
- 5 **Sunata Tjiterosampurno**
Commissioner
- 6 **Cornellius Henry Kho**
Commissioner
- 7 **Emmy Yuhassarie***
Independent Commissioner



* She passed away on 11 December 2020



Report of the Board of Directors



Our strategy focuses on long-term business sustainability: by maintaining financial liquidity, operational integrity, and a safe and secure balance sheet.”

Francis Lay Sioe Ho
President Director



Dear shareholders,

2020. A year like no other. There was no way of predicting at the end of 2019 the calamities that the new year would bring. We witnessed, very quickly, how the coronavirus pandemic shifted paradigms, created new normals and changed the world. With mobility, air travel and many aspects of business severely crippled, we saw the global economy shrink by 4.3%, worse than the 2008 economic crisis. In Indonesia, the pandemic took a toll on businesses and two consecutive quarters of negative growth pushed the country into its first recession in over two decades. Since the beginning of the fourth quarter, the economy has started to recover gradually but unevenly across sectors.

The multifinance industry declined as a direct consequence of the general economic malaise. By the end of 2020, industry receivables dropped by 18.2% yoy. The biggest contraction was in the motor vehicle financing segment, a longtime primary contributor to the industry. The overall NPF ratio of multifinance companies was 4.01% in December,

after peaking at 5.60% in July. OJK's credit restructuring policy—issued in March 2020 to maintain financial services system stability in the face of Covid-19—as well as the gradual easing of the government's large-scale social restrictions policy later in the year, contributed to the improvement of debtors' cash flow, helped to ease their financial burden, and for many, helped to keep them in business.

Our Strategy in 2020

The pandemic has prompted us to focus, develop and make good on our commitment to our most valuable assets—our business model, where we prioritized receivables quality and cash flow to ensure the fulfillment of all our commitments, and our people, where our priority was on health and safety as well as resource allocation. We adopted a Work-from-Home protocol and revamped work station configurations in the office, all the while maintaining business performance and continuity. Office attendance was kept at 50% and a rotation system was implemented, utilizing collaboration tools and video conference among our employees, branches and partners.

Our call centers for marketing and collections, an important function to our operations, were reorganized in order to meet the new safety protocols but at the same time ensuring that their functions and service levels were maintained. We leveraged our Telecollection function for high-load activities such as front-end collections to prioritize safety and increase efficiency. In May 2020, we obtained regulatory approval for our subsidiary, PT FIT, with its platform called Pinjam Modal (www.pinjammodal.id), which makes us the first multifinance in Indonesia to have a licensed fintech. PT FIT is focused on continuing to drive innovation and improvements in product offering, digital-based loan origination and credit scoring capabilities, as well as data management. With focus on seamless online onboarding, this was an important capability to have, especially during a time where we had to adapt to a more contactless customer experience. This is expected to further enhance and transform the existing business process in the parent company.



We participated in OJK's Covid-19 debt restructuring program and focused on containing related risks, maintaining a strong capital structure throughout and preserving liquidity. As at 31 December 2020, the Company reported that the outstanding value of its Receivables under Restructuring was Rp4.6 trillion, or 33.1% of the Total Managed Receivables. The ratio of Receivables under Restructuring to the Total Managed Receivables reached its highest value in September 2020, at 35.5%. It had subsequently slid down to 33.1% by end of 2020. The bulk of our restructured accounts saw typical grace period on principal given to customers of 3 and 6 months, with interest payment only, followed by 32.7% tenor extension up to 6 months, where the customer will pay smaller installment amount based on the extended tenor; and the balance of 3.2% were payment moratorium for up to 3 months.

We continue to be prudent and vigilant in our approach to restructuring so as to keep our risks contained and kept close contact with our customers to be updated on their status. This allows us to take remedial actions promptly when needed.

Our network expansion strategy also had to take a backseat during the year and we had to streamline our outlets—closing 78 points of sales or kiosks and 5 branches—as we reviewed our outlet productivity and overall physical footprint to adapt to the changing habits and activities of our customers. We remain focused on the long-term evolution of our business as we continue to identify talent and new skills to meet the changing scope of our operations.

2020 Financial Performance

By the end of Q1, it was evident that we needed to stop new loan disbursements in order to understand the extent and impact of Covid-19 to our business. The focus hereon was on collections. We saw widespread business closures and other detrimental impacts on the economy due to lockdowns and overall state of fear and shock. Supply chain was affected in major sectors and logistics needed to be revamped. During this time, we were able to reorganize our focus and operations and put ourselves in good stead to commence business again by the third quarter.

The 'reset' in Q2 was necessary as prudence and risk management took priority, but it however had a significant impact to our year's performance. Fortunately, our balance sheet is robust and the risk mitigating actions taken better equipped us in managing the crisis. We began to selectively reopen some segments and cautiously restarted new financing only to a small number of customers. By Q4, the focus was to bring the business back to normalcy.

The Company closed the year with total assets of Rp15,201 billion, and net receivables of Rp12,700 billion. Total assets shrank by 20.4% from 2019 levels—a consequence of both market forces and business prudence—and a necessary step to keep our financial position robust and our competitive edge uncompromised. Our NPF ratio stayed well below the industry average, at 1.72% at the end of the year, after peaking at 3.86% in July 2020. Continuous efforts are being undertaken to manage existing assets, especially those that were restructured. We closed the year with a net profit for the year of Rp702 billion, 1.4% lower than in 2019¹, our profitability performance was still better than the industry, and above our revised target for 2020.

¹ Prior to one-time charge of legal settlement fee, the net profit was down by 52% yoy.



Our NPF ratio stayed well below the industry average, at 1.72% at the end of the year, after peaking at 3.86% in July 2020. Continuous efforts are being undertaken to manage existing assets, especially those that were restructured.”

Furthermore, we are thankful for the continued liquidity support from our bond subscribers for a successful shelf registered bond issuance in the midst of the pandemic, as well as long-time bankers who have put their trust in us and continued to maintain partnership and support us even during the most challenging of times.

2020 Operational Performance

The pandemic necessitated us to scale back our physical operations as we anticipate changes to the way we do business going into the future. Our priorities on our employees' and their families' health and welfare posed a new challenge, limiting face-to-face interaction and working from home where possible. By year-end, we were operating 228 branches and 118 kiosks across Indonesia. Whilst we have had to reduce the number of contact points, both at head office and branch level, we continued to strive for service excellence across our active contact points. We are determined to work harder to provide our utmost best to support their

needs as we expect Covid-19 to continue to be a challenging issue going forward.

Resource allocation and continued skill training was the main focus of human resources during the year, where we had to reallocate employees across departments to ensure optimal productivity in more critical functions, such as in collections. Going forward we need to identify fresh talents with new skills to help realize our digitalization efforts. As the business progresses and the business environment continues to evolve, we will strive to be productive with current manpower levels, as we implement systems and technology into the mix. Some key initiatives completed during the year include data analytics to support customer acquisition using Fast Approval, the online scoring engine and credit analysis that allows credit application assessments to be carried out automatically; Touchless Process, by providing a web portal for customers' loan application and restructuring; and last but not least, improvements to document management, checking and validation system.



The Board of Directors





THE BOARD OF DIRECTORS, left to right:

- 1 **Sigit Hendra Gunawan**
Enterprise Risk Director (Independent)
- 2 **Sutadi**
Business Director
- 3 **Sudjono**
Finance Director
- 4 **Francis Lay Sioe Ho**
President Director
- 5 **Andrew Adiwijanto**
Operations and Human Capital Director





As we continue to strive to understand and communicate with our customers better, we focused on data analytics and have the capabilities for better analysis and decision making for acquisition and scoring engine, communication campaign, customer retention, and other business processes. Realizing that focus on customer-centric is the key to our future success, we are undertaking numerous initiatives to integrate this into our business processes and carry out the steps to change the mindset of our employees. To support growing business demands, we are continuously improving our system availability and reliability and upscaling our IT infrastructure in both Data Center and Disaster Recovery Center as well as leveraging cloud services.

In terms of human capital development, we continued to conduct virtual training programs for all levels and functions throughout 2020, staying true to our belief that people are our key asset and the importance of skill agility especially now when the environment is uncertain, imperfectly understood and constantly changing.

Corporate Governance

We have always been committed to high standards of corporate governance, demonstrating strong corporate citizenship through our ethical business practices, our general approach to go beyond compliance, and an acute awareness of our environmental and social responsibility. Reflecting on our commitment to continuous improvement, we review our governance practices on an ongoing basis to ensure that they promote stakeholder value.

With the pandemic, new uncertainties surface everywhere. We believe that we have to be prepared to continue to seize opportunities that arise, but to do so only with prudence and good governance. We have made sure that effective communication and coordination take place between the BOD and the BOC despite social distancing and have actually found that virtual meetings are effective with shortened and more efficient discussions and travel time eliminated. Despite the physical limitations, our Internal Audit and Risk Management teams have also performed their duties with high standards, allowing

for more informed and data-driven decision-making by the management in navigating the Company through this current environment.

Sustainability and Corporate Responsibility

BFI Finance's sustainability initiatives in 2020 were focused on mitigating the spread of Covid-19, and at tackling the potentially adverse effects on the health and welfare of our employees. In the early stages, we assisted employees at all levels by providing them with adequate masks and vitamin supplements to boost their immunity. For our field officers (collection and marketing teams), the Company provided and made compulsory the use of adequate personal protective equipment, such as masks, face shields, gloves and hand sanitizers. We also donated hazmat suits to hospitals and basic food supplies to the underprivileged and those most impacted by the pandemic. We also donated to the setting up of the Kemayoran Athletes Village as the Emergency Field Hospital for Covid-19 patients. We mobilized staff in various branches to assist a number of schools by supplying laptops and smartphones for students to study online from home, and collaborated with the



alumni association of one of the nation's leading universities to provide internet service for the community in Warakas, North Jakarta.

Business Outlook and Strategy

Business outlook in the short term remains uncertain, in spite of recent progress on Covid-19 vaccine. The challenges in vaccination logistics and rollout may stubbornly continue to hamper the return of business activity to pre-pandemic levels. This is why we remain highly cautious in stepping into 2021. Our strategy focuses on long-term business sustainability: by maintaining financial liquidity, operational integrity, and a safe and secure balance sheet. Continuous improvement and tweaking of our business model will see us bolster productivity and cost efficiency further. This will partly come from the enhancements to our existing loan origination system, and the continued efforts being undertaken to integrate our fintech subsidiary's business model into the BFI Finance's core system. With this "dual engine" approach to running the business, we strive to, on the one hand, promote the adaptability and agility of our business through innovation, and on

the other hand, widen our scope. Digitalization is an ongoing process and we are determined to incorporate better customer onboarding and expand online customer acquisition as we continue to develop these capabilities. An expanded product range is already in process to be rolled out in 2021.

The pandemic has reinforced the importance of agility and adaptability. Social distancing and remote working will continue in 2021, and we will continue to make the necessary adjustments to the business strategy and procedures to ensure that the business continues to strive and grow even in the most difficult of times.

Acknowledgements

We wish to extend our appreciation to all our stakeholders, and a special mention to our Board of Commissioners for their dedication to supporting us during the year. We would also like to honor Ibu Emmy Yuhassarie, our Independent Commissioner since 2011, who passed away on 11 December 2020. Our deepest condolences go to her family as they come to terms with the loss of an exceptional wife, mother and professional.

Last but not least, we wish to thank you for the trust and loyalty you have placed with BFI Finance over the years. As we enter this extremely challenging business period with the Covid-19 pandemic, we are all fully committed to serving you with the highest levels of responsiveness and quality. We have robust financial fundamentals and prudent governance that will help us withstand and weather whatever headwinds that come our way. With this confidence, we charge ahead.

On behalf of the Board of Directors of PT BFI Finance Indonesia Tbk,

Francis Lay Sioe Ho

President Director



Board of Commissioners



BOARD OF COMMISSIONERS, left to right:

- 1 **Cornellius Henry Kho**
Commissioner
- 2 **Dominic John Picone**
Commissioner
- 3 **Alfonso Napitupulu**
Independent Commissioner
- 4 **Johanes Sutrisno**
Independent Commissioner
- 5 **Kusmayanto Kadiman**
President Commissioner
- 6 **Sunata Tjiterosampurno**
Commissioner
- 7 **Emmy Yuhassarie***
Independent Commissioner

* She passed away on 11 December 2020



Board of Directors



BOARD OF DIRECTORS, left to right:

- 1 **Francis Lay Sioe Ho**
President Director
- 2 **Sutadi**
Business Director
- 3 **Andrew Adiwijanto**
Operations and Human Capital Director
- 4 **Sudjono**
Finance Director
- 5 **Sigit Hendra Gunawan**
Enterprise Risk Director (Independent)



Statement of the Board of Commissioners on the Responsibility for the 2020 Integrated Annual Report of PT BFI Finance Indonesia Tbk

We, the undersigned, testify that all information contained in the 2020 Integrated Annual Report of PT BFI Finance Indonesia Tbk has been presented completely and we are fully responsible for the accuracy of the contents of the Company's Integrated Annual Report.

This statement is hereby made in all truthfulness.

South Tangerang, March 2021

BOARD OF COMMISSIONERS

Kusmayanto Kadiman
President Commissioner

Johanes Sutrisno
Commissioner (Independent)

Alfonso Napitupulu
Commissioner (Independent)

Emmy Yuhassarie*
Commissioner (Independent)

Dominic John Picone
Commissioner

Sunata Tjiterosampurno
Commissioner

Cornelius Henry Kho
Commissioner

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South Tangerang, March 2021

BOARD OF DIRECTORS



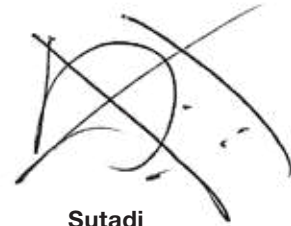
Francis Lay Sioe Ho

President Director



Sudjono

Finance Director



Sutadi

Business Director



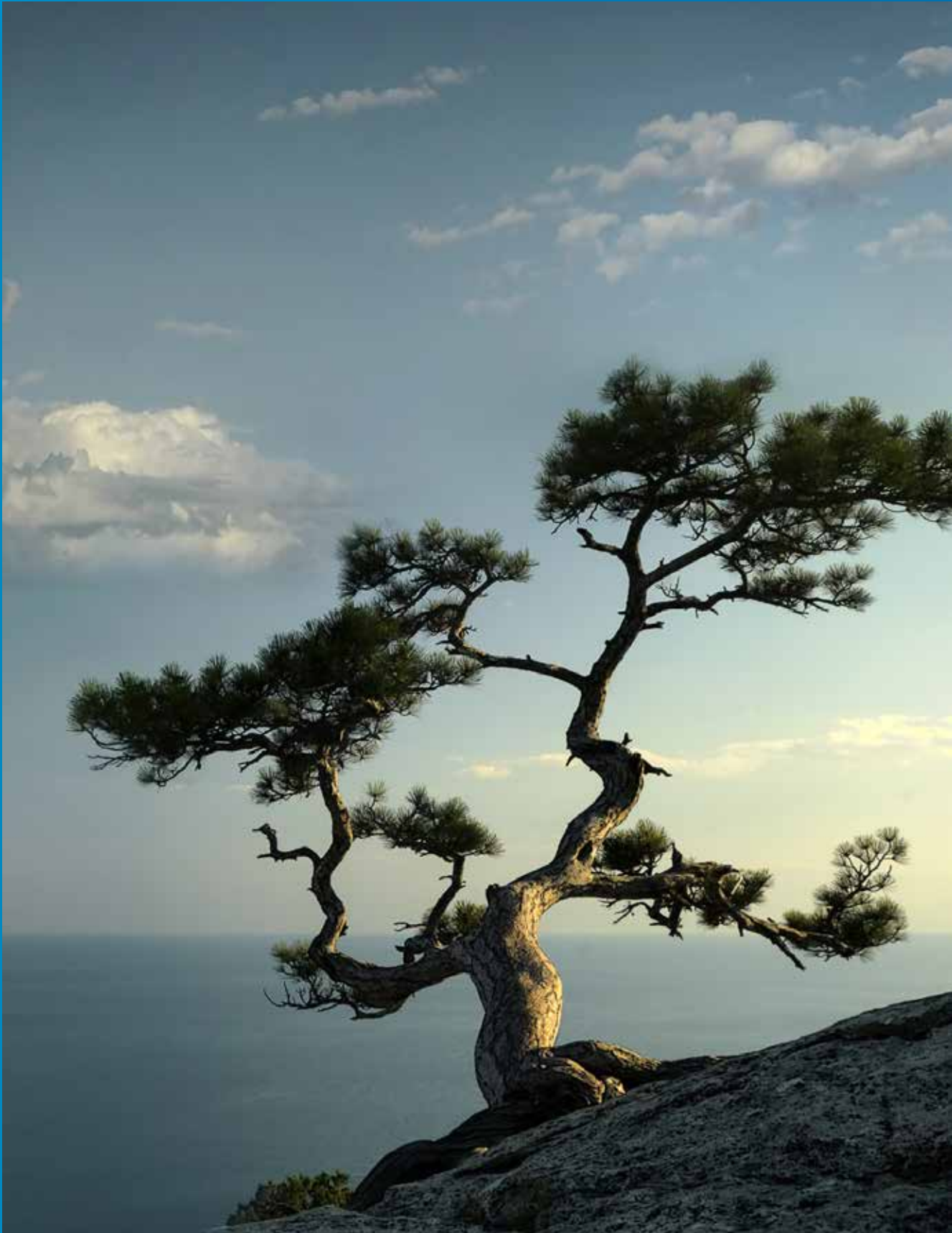
Andrew Adiwijanto

Operations and Human Capital Director



Sigit Hendra Gunawan

Enterprise Risk Director (Independent)



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Company Profile

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General Company Information

Company Name

PT BFI Finance Indonesia Tbk
(abbreviated as BFI Finance)

Domicile

South Tangerang, Banten Province, Indonesia

Established

7 April 1982

Legal Basis of Establishment

The Company was established based on Deed No. 57 made before Kartini Muljadi, S.H., Notary in Jakarta. The deed of establishment was approved by the Minister of Justice (now the Ministry of Justice and Human Rights) of the Republic of Indonesia through Decree No. C2-2091-HT.01.01.TH.82 dated 28 October 1982 and was published in the State Gazette No. 102 dated 21 December 1982, Supplement No. 1390.

Stock Market

BFI Finance shares listed and traded on the IDX.

Date of Share Registration

16 May 1990

Ticker Symbol

BFIN

Authorized Capital

Rp500 billion

Issued and Fully Paid-Up Capital

Rp399.2 billion

Share Ownership

- Trinugraha Capital & Co SCA: 42.81%
- NTAsian Discovery Fund: 9.05%
- PT BFI Finance Indonesia Tbk*: 6.28%
- Public/Others (each below 5%): 41.86%

* Result of the Company's share buyback program in line with the resolution of the EGMS on 15 April 2015

Memberships in Associations

- Indonesian Financial Services Association (APPI)
- Indonesian Public-Listed Companies Association (AEI)
- Indonesian Employers' Association (APINDO)
- Indonesian Capital Market Arbitration Board (BAPMI)
- Indonesia Financing, Pawnbrokerage and Venture Mediation Board (BMPPVI)

Corporate Secretary

corsec@bfi.co.id

Investor Relations

investor@bfi.co.id






Website

www.bfi.co.id

Call Center

☎ 1500018

Social Media

-  BFI Finance
-  @BFIFinance
-  bffinance
-  PT BFI Finance Indonesia Tbk
-  BFI Finance Official

Main Business Activities

Investment Financing, Working Capital Financing, Multipurpose Financing, Sharia Financing
Total Outlets: 346, consisting of 228 branches (including 45 sharia representative branches) and 118 kiosks
Total Employees: 8,995

Head Office

BFI Tower, Sunburst CBD Lot 1.2
Jl. Kapt. Soebijanto Djojohadikusumo
BSD City – Tangerang Selatan 15322
Indonesia
Phone: (62-21) 2965 0300, 2965 0500
Facsimile: (62-21) 2966 0757, 2966 0758

Company Vision and Mission

Vision

To become a trusted partner in financial solutions that contributes to the enhancement of people's standard of living

Mission

- To provide reliable and effective financial solutions to our customers
- To deliver superior return-on-investment and sustain our reputation as a trusted public company
- To provide an ecosystem that nurtures future leaders of the organization
- To build long-term collaboration with business partners, based on mutual trust and benefit
- To contribute positively to the society

The Company's Vision and Mission have been reviewed comprehensively to keep them up to date with the Company's dynamic business development. The Company's BOC and BOD have approved this Vision and Mission to be the Company's objective of its business activities.



Brief Company History



Establishment

BFI Finance is one of the pioneers in the financing sector in Indonesia. Initially established as PT Manufacturers Hanover Leasing Indonesia, a joint venture with Manufacturers Hanover Leasing Corporation from the United States, the Company was established on 7 April 1982 under the Notarial Deed No. 57 made before Kartini Muljadi, S.H., a Notary in Jakarta, and approved by the Minister of Justice of the Republic of Indonesia by virtue of its Decree No. C2-2091-HT.01.01.TH.82 dated 28 October 1982, and published on the State

Gazette No. 102 dated 21 December 1982, Supplement No. 1390. MHLC's shareholding in the Company was 70%, while the rest was owned by Indonesian nationals.

The Company was granted the finance institution business license as a leasing company from the Minister of Finance of the Republic of Indonesia under the Decree No. KEP-038/KM.11/1982 dated 12 August 1982.

In 1986, PT Bank Umum Nasional and Essompark Ltd., Hong Kong, took over Manufacturers Hanover Leasing Corporation's ownership of the Company, and later changed the Company name to PT Bunas

Intitama Leasing Indonesia, under the deed made before Inge Hendarmin, S.H., a Notary in Jakarta, dated 17 September 1986, and approved by the Minister of Justice of the Republic of Indonesia by virtue of its Decree No. C2-6977.HT.01.04. TH.86 dated 7 October 1986, and published on the State Gazette No. 94 dated 25 November 1986, Supplement No. 1451.

Development

In 1990, the Company became one of the first multifinance companies to list its shares at the Jakarta Stock Exchange and Surabaya Stock Exchange (now IDX), with the share



ticker symbol of BFIN. The name and status of the Company were adjusted to PT Bunas Finance Indonesia Tbk. The Company also altered its operating license to a multifinance company, pursuant to the Decree of the Minister of Finance of the Republic of Indonesia No. 493/KMK.013/1990 dated 23 April 1990.

After overcoming the 1997 Asian financial crisis, the Company successfully restructured its debts in 2001 and changed its name to PT BFI Finance Indonesia Tbk, under the Notarial Deed No. 116 made before Aulia Taufani, S.H., previously Sutjipto, S.H., a Notary in Jakarta, dated 27 June 2001, and approved by the Minister of Law and Human Rights of the Republic of Indonesia by virtue of its Decree No. C-03668.HT.01.04.TH.2001 dated 24 July 2001 and published on the State Gazette No. 35 dated 30 April 2002, Supplement No. 4195.

On 20 February 2006, the Minister of Finance of the Republic of Indonesia amended the Company's business license through the Decree No. KEP-038/KM.5/2006 to amend the business license previously granted to PT Bunas Finance Indonesia Tbk to the date of the approval of the Company's name change to PT BFI Finance Indonesia Tbk under the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. C-03668.HT.01.04.TH.2001 dated 24 July 2001.

The Company's articles of association have been amended several times. The latest amendment was made under the Deed No. 9 dated 29 June 2020, made before Shanti Indah Lestari, S.H., M.Kn., Notary in South Jakarta, on the approval of the amendments of Articles 9, 10, 11, and 22 of the Company's Articles of Association, which have been received and registered in the database of the Legal Entities Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia by virtue of its Letter No. AHU-AH.01.03-0302995 Tahun 2020 dated 23 July 2020. Up to the completion date of this Integrated Annual Report, the amendment has not been published on the State Gazette.

BFI Finance Today

BFI is now among the top multifinance companies in Indonesia, known for its widest network and product range, employing 8,995 personnel in 228 branches (including 45 sharia representative branches sharing premises with existing conventional branches) and 118 kiosks spread across Indonesia.

BFI Finance has demonstrated a continuous growth, as made evident by the numerous awards it has won for its business performance, including the title of "Multifinance Company with Excellent Financial Performance" from InfoBank magazine for fifteen consecutive

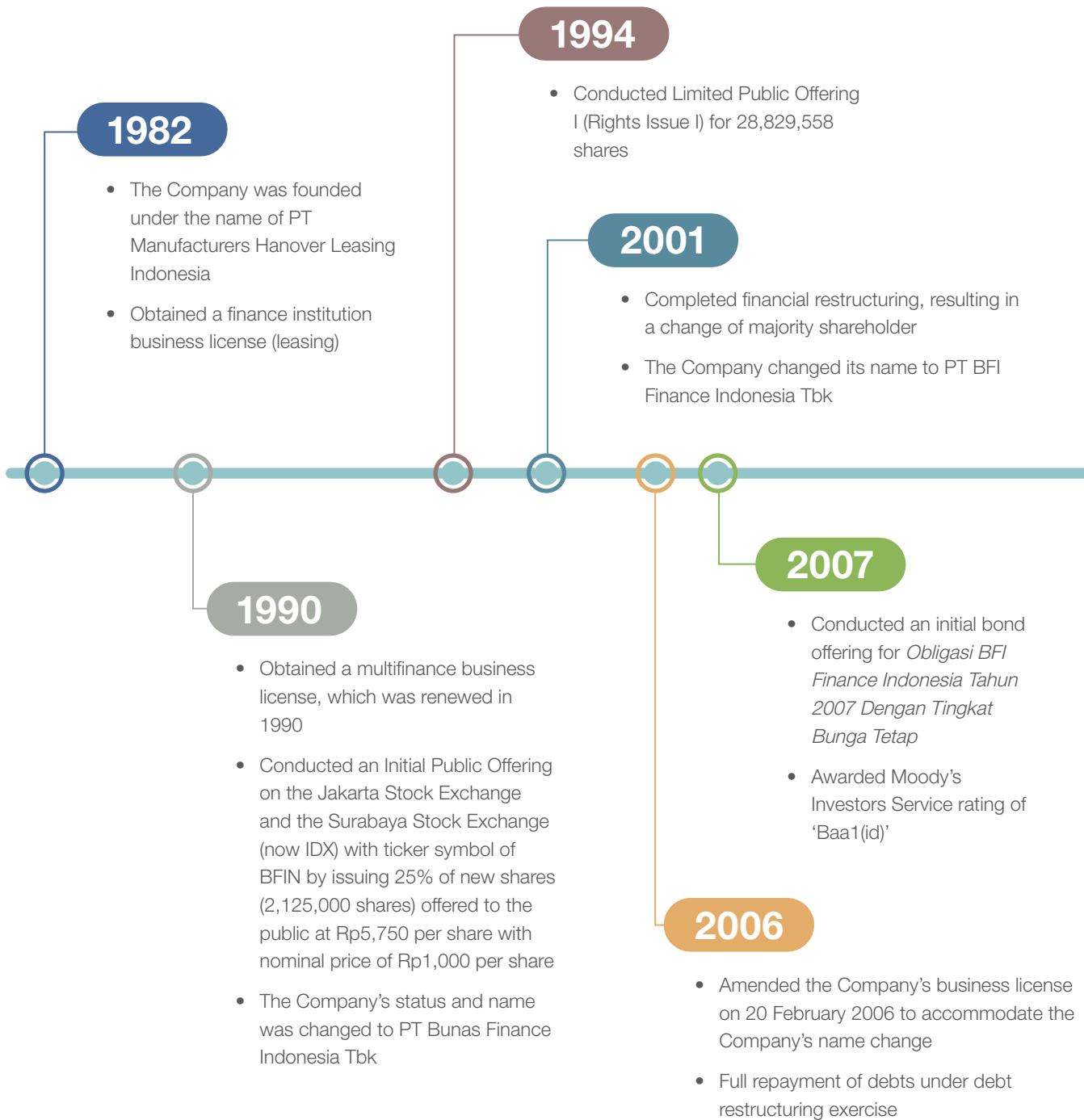
financial years (2006–2019), an achievement for which it received the "Infobank Titanium Trophy 2020". The Company also again received the "Infobank Multifinance Awards" as the First in the asset category of Rp10 trillion, and "The Biggest Leasing Financing". Aside from earning accolades in terms of business and finance, BFI Finance has also received awards and accolades in other fields, most notably in the areas of digital branding, human capital management, good corporate governance, public relations, and corporate social responsibility. The complete details of the Company's awards and accolades in 2020 are presented in the Awards and Recognition section in the 2020 Performance Highlights chapter (pages 28-29).

As at 31 December 2020, Trinugraha Capital & Co SCA, a Luxembourg-based financial institution, was the majority shareholder of BFI Finance, with a 42.81% stake.

Since 2013, the Company's Head Office has been located in BFI Tower, Sunburst CBD Lot 1.2, Jl. Kapt. Soebijanto Djojohadikusomo, BSD City, South Tangerang, Banten Province.



Milestones





2011

- Trinugraha Capital & Co SCA became a majority shareholder with a 44.95% stake
- Obtained a rating of 'A(idn)' from Fitch Ratings

2015

- Conducted stock buyback program to improve the Company's capital management

2018

- The Company obtained the license from OJK to run the Sharia Business Unit by offering products marketed via online and conventional channels through its sharia representative branches across Indonesia, and launched two initial sharia financing products, i.e., for umrah and halal travel
- PT FIT was registered on the OJK and commenced operations officially via www.pinjammodal.id platform

2017

- Establishment of a subsidiary, PT Finansial Integrasi Teknologi (FIT), a company that provides IT-based money borrowing and lending services, based on the peer-to-peer (P2P) lending concept

2016

- Obtained a rating of 'AA-(idn)' with Outlook Stable from Fitch Ratings from previously 'A+(idn)' with Outlook Positive

2020

- PT FIT obtained a Business License from OJK as the provider of IT-based lending and borrowing services

2019

- The Company resolved all legal disputes with a former shareholder which took place since 2003



Core Values and Corporate Culture



Grow and Improve Continuously

Definition

Continuing to improve oneself as a contribution to the Company. This value is adapted into three main behaviors, namely:

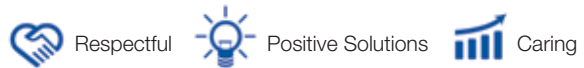


Respect and Care

Definition

Cultivating mutual respect and care to maintain a positive work environment.

This value is adapted into three main behaviors, namely:



Excellent Service

Definition

Giving the best service to ensure internal and external customers' satisfaction.

This value is adapted into three main behaviors, namely:

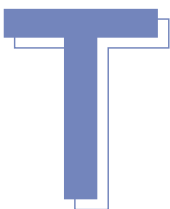


Absolute Integrity

Definition

Maintaining integrity in every action to maintain professional reputation of oneself and the Company's.

This value is adapted into three main behaviors, namely:



Trust and Team Spirit

Definition

Maintaining a spirit of cooperation and mutual trust to achieve mutual goals.

This value is adapted into three main behaviors, namely:



The Core Values underlying the Corporate Culture have been reviewed comprehensively to keep them up to date with the Company's dynamic business development. The Board of Commissioners and the Board of Directors have approved the Core Values and Corporate Culture to be the key guidelines for all employees in achieving the Company's objectives of its business activities.

**TABLE 7** — DISSEMINATION AND INTERNALIZATION OF CORPORATE CULTURE

Timeline	Jan-Feb 2020	Jan-Dec 2020	Jul-Aug 2020
Activity	"Sosialisasi Nilai GREAT" (Dissemination of GREAT Corporate Culture)	Desktop Core Value	E-Learning Covid-19
Venue	Online via M-BEAT	Head Office and Branches	Online via M-BEAT
Facilitator	Corporate Culture Team (head office) and HC staff in branches	Corporate Culture Team (head office)	Corporate Culture Team (head office)/Division Head
Objective	Providing basic understanding of the Company's core values	Implementation of BFI Finance's corporate values	Raising awareness and understanding of the Covid-19 pandemic and related issues
Participation	Nationwide (head office and all branches)	Nationwide (head office and all branches)	Nationwide (head office and all branches)
Total Participants	482	8,995	1,058





Corporate Identity



The logo of BFI Finance has been designed to reflect the Company's identity and values. The logo comprises three main elements, namely logogram, logotype, and company name. In their usage for all kinds of purposes, the logogram and the logotype are inseparable. The various configurations of placement of the logogram, logotype, and company name, along with the color palettes that are allowed, are detailed in a Corporate Brand Guidelines document in BFI Finance, titled "Brand Visual Identity".



Line of Business

Business Activities

In accordance with POJK No. 35/POJK.05/2018 (POJK 35) on Execution of Finance Companies' Businesses, which amended the previous POJK 29, the Company's scope of business covers the following:

- Investment Financing;
- Working Capital Financing;
- Multipurpose Financing; and
- Other business activities approved by OJK.

The scope of business of each of the above is carried out through these means:

- Finance Lease;
- Sale and Leaseback;
- Installment Financing, or also known as Consumer Financing;
- Working Capital Facility;
- Funding Facility;
- Factoring (with recourse);
- Financing of projects, infrastructure, and others.

Currently, the Company is engaged in the following business activities:

TABLE 8 — THE COMPANY'S BUSINESS ACTIVITIES

Type of Business Activities	Means of Financing						
	Finance Lease	Sale and Leaseback	Consumer Financing	Working Capital	Funding Facility	Factoring	Project Financing and Others
Investment Financing	✓	✓	✓	X	X	X	X
Working Capital Financing	X	✓	X	✓	X	X	X
Multipurpose Financing	✓	X	✓	X	✓	X	X
Other Financing	X	X	X	X	X	X	X



Based on the amendment to the Company's articles of association as stated in Deeds No. 6 and No. 7 dated 25 October 2017, the Company is also engaged in sharia-based financing activities based on Article 4 of POJK No. 10/POJK.05/2019, comprising:

- a. Sale and Purchase Financing;
- b. Investment Financing; and/or
- c. Services Financing.

Business Segments

In line with the division of business activities in which the Company is engaged, as explained above, the types of business activities the Company conducts, by segment, are as follows:

Consumer Financing

Consumer Financing includes the financing of new cars purchased via dealers, and used cars and used motorcycles purchased via dealers or sales representatives (non-dealers) of the Company.

1. Financing of Cars via Dealers

Cars financing via dealers has been the Company's core business for more than 20 years. This product, offered in almost all branches, provides financing facilities for new and used cars purchased via dealer partners.

2. Non-Dealer Financing of Cars and Motorcycles

Non-dealer financing was first introduced in 2006 to serve the financing needs of the customers (car and motorcycle owners) directly, as well as existing customers with repeat orders, new customers referred by

existing customers (Customer-Get-Customer program), or through independent sales agents and Telesales Call Centers (direct marketing and sales). The Company's target market is the low-to-middle income segment.

Joni Effendi

Dealer and Owner of CV Sharifa Mobilindo
Pekanbaru, Riau



I am very satisfied with my partnership with BFI Finance because of the convenience and clarity in the processing of the applications. Furthermore, BFI Finance has been around for a long time and is a trusted institution in my city, Pekanbaru. Its product offerings are also quite well-diversified. Going forward, I hope that the application processing will be even more further."



Finance Lease

Finance Lease business includes financial services aimed at individual and corporate customers who purchase or engage in sale and leaseback of heavy equipment, machineries, motor vehicles, and other equipment, in new or used condition. Customers of the Company's Finance Lease business generally come from the mining, trading, construction, services, agriculture, manufacturing, transportation, infrastructure, and other sectors.

Sharia-based Consumer Financing

Sharia-based financing was started in 2018. The Company's Sharia Business Unit (SBU) has received approval from OJK to conduct and market the use of deeds from sharia-based financing, namely:

1. *Ijarah* contract for umrah financing;
2. *Ijarah* contract for halal travel financing; and
3. *Murabahah* contract for motorized vehicle financing.

In 2020, the six sharia-based financing products marketed by the Company were:

1. *My Ihram* for umrah financing;
2. *My Safar* for halal travel financing;
3. *My Ta'lim* for education financing;
4. *My Hajat* for multipurpose financing and financing of various services, such as house/shophouse contract services, home renovation, and consultancy;
5. *My Cars* for financing of four-wheeled motorized vehicles; and
6. *My Faedah* for multipurpose financing and other needs for the purchase of goods, such as construction material, household goods, and other goods that are beneficial to society.

All the above financing contracts are marketed online via BFI Finance Syariah microsite, <https://syariah.bfi.co.id/>, and conventionally via the sharia representative branches across 45 locations in various regions in Indonesia.

Pursuant to Article 12 of POJK 10, BFI Finance has established the Sharia Business Unit Product and Activity Development Committee, chaired by the head of the SBU and has five members.

Financing Product by Asset Type

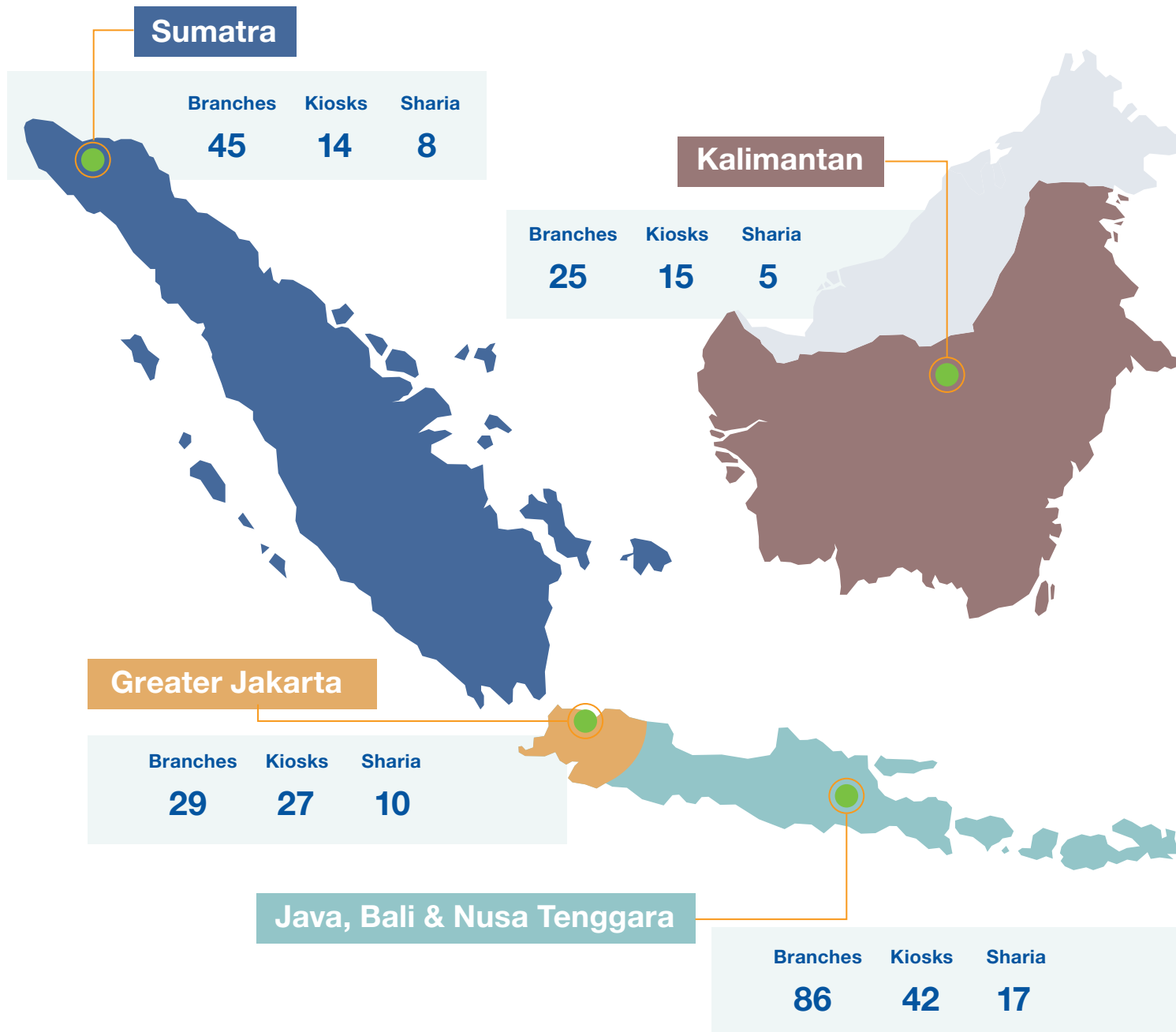
Consumer Financing and Finance Lease business segments cover the following product portfolio by asset type:

1. New cars;
2. Used cars;
3. Used motorcycles;
4. Heavy equipment, consisting of:
 - Heavy equipment;
 - Truck and public transportation;
 - Machinery;
 - Others; and
5. Property.

Further explanation on the Company's product portfolio is presented in the Management Discussion and Analysis chapter of this Integrated Annual Report (pages 130-137).



Map and Operational Network

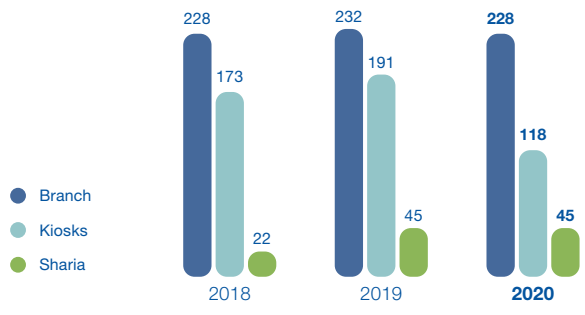




Eastern Indonesia (Sulawesi, Maluku, Papua)

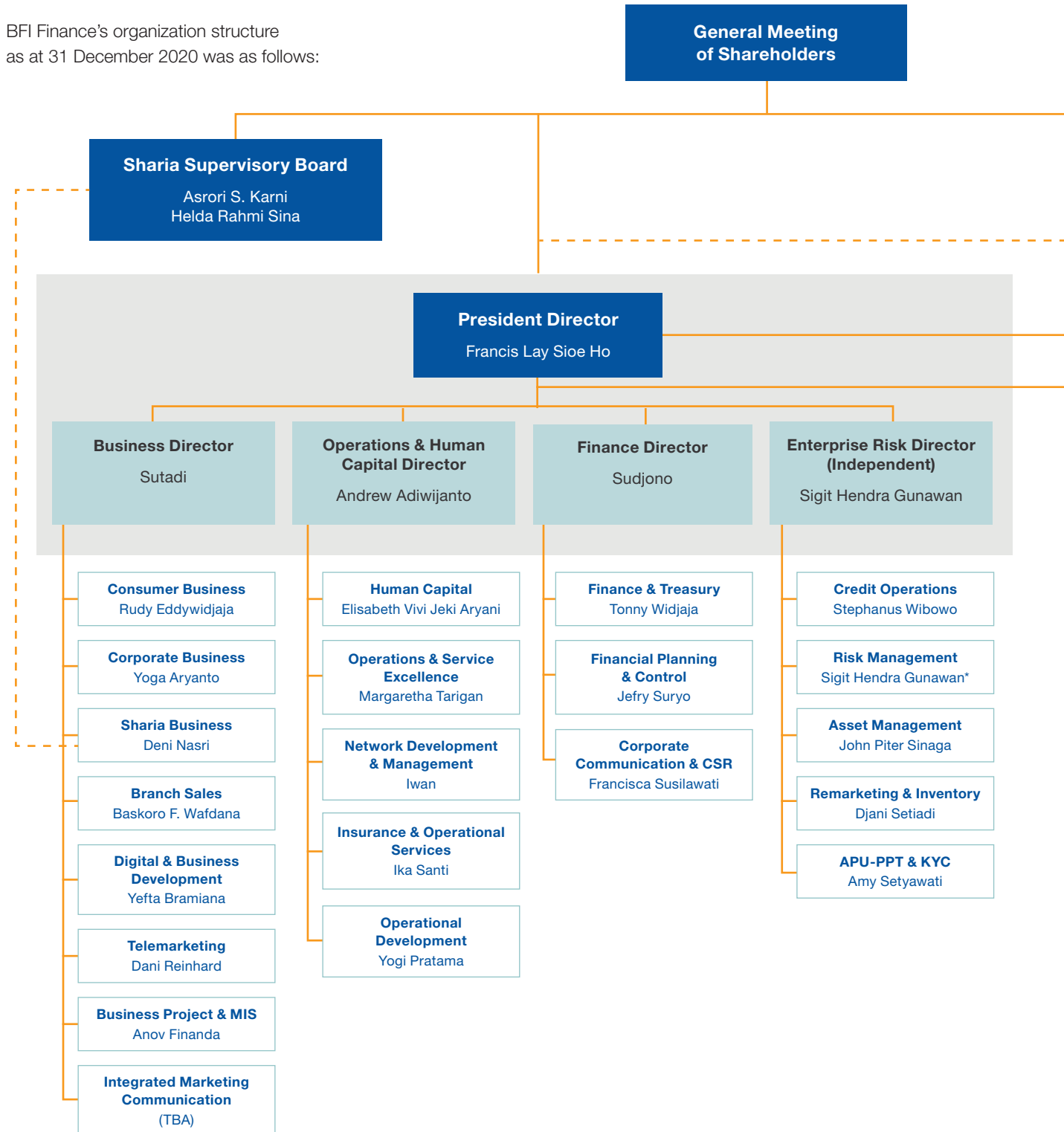
Branches	Kiosks	Sharia
43	20	5

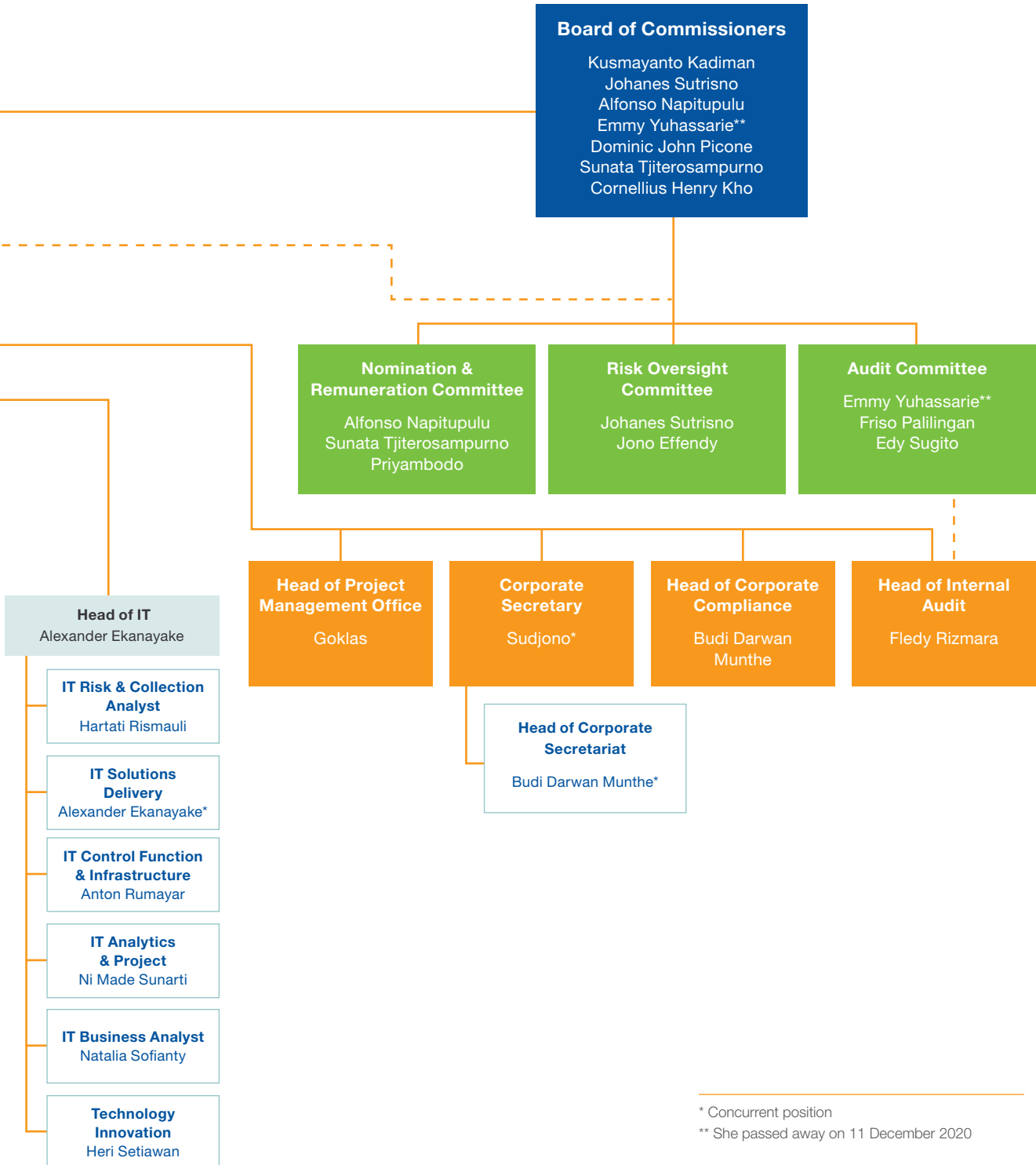
GRAPH 4 — BRANCH, KIOSK AND SHARIA DISTRIBUTION



Organization Structure

BFI Finance's organization structure as at 31 December 2020 was as follows:





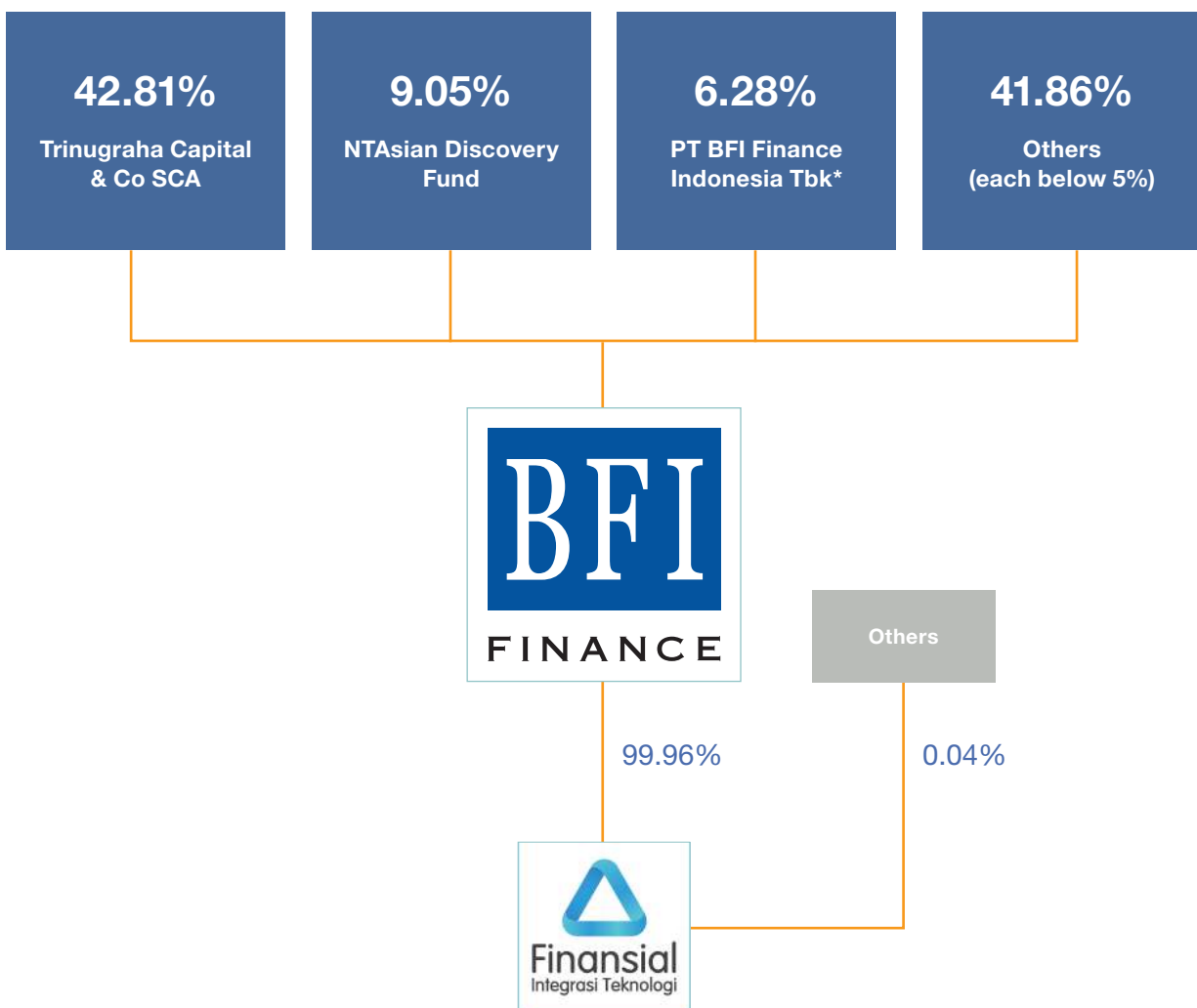
* Concurrent position

** She passed away on 11 December 2020



Corporate Structure

BFI Finance's corporate structure as at 31 December 2020 was as follows:



* Result of the Company's stock buyback program in line with the EGMS resolution on 15 April 2015



Subsidiaries and Associated Entities

Subsidiaries

Up to the end of 2020, BFI Finance had one subsidiary, i.e., PT Finansial Integrasi Teknologi (FIT).

PT Finansial Integrasi Teknologi (FIT)

Office Address

BFI Tower 2nd Floor, Sunburst CBD
Lot 1.2, Jalan Kapten Soebijanto
Djohadikusumo, BSD City,
Tangerang Selatan 15322

Date of Establishment

15 September 2017

Legal Basis of Establishment

Notary Deed of Herna Gunawan,
S.H., M.Kn. No. 4 dated 15
September 2017, as approved by the
Minister of Law and Human Rights of
the Republic of Indonesia by the letter
No. AHU-0043022.AH.01.01.Tahun
2017 dated 29 September 2017.

Line of Business

IT-based borrowing and lending
services via www.pinjammodal.id

Vision

To provide easily accessible financial
services to the Indonesian society
to contribute to the improvement of
public welfare

Mission

1. Providing easy access to services for the public by utilizing state-of-the-art technologies
2. Providing competitive and practical financial services to be used widely by the Indonesian society
3. Growing into a sound, strong, and integrated company

Shareholders

- PT BFI Finance Indonesia Tbk 99.96%
- Lainnya 0.04%

OJK Registration

Letter No. S-588/NB.213/2018 dated
31 July 2018

Total Assets as at 31 December 2020

Rp9.3 billion



Herman Handoko

Indonesian Citizen

Age: 42

Domicile: Jakarta, DKI Jakarta

Appointed as Director of PT FIT pursuant to the Notary Deed of Herna Gunawan, S.H., M.Kn. No. 4 dated 15 September 2017 and approved by the Minister of Law and Human Rights of the Republic of Indonesia by the letter No. AHU-0043022.AH.01.01.Tahun 2017 dated 29 September 2017.

Previously he had joined BFI Finance in 2003 and held various positions, among others, as Head of Operations, Marketing Officer of Leasing & Used Car, Head of Sales, Head of Car Product, Branch Manager of West Jakarta-Meruya, Area Manager of DKI Jakarta, Associate Department Head of Network & Development, Head of Branch Management Department, Regional Manager for Jakarta, Depok and Tangerang region, Head of Business Strategy Development & Management, and Head of Channel.

He earned his Bachelor of Economics degree in Accounting from Atma Jaya Catholic University, Jakarta, in 2002.

Associated Entities

Up to the end of 2020, BFI Finance did not have any associated entities.



Board of Commissioners Profiles



Kusmayanto Kadiman

President Commissioner

WIndonesian Citizen

Age: 66

Domicile: Tangerang, Banten

He serves as the Company's President Commissioner pursuant to the Deed of Minutes of AGMS No. 80 dated 15 June 2011, and was reappointed pursuant to the Deed of Minutes of EGMS No. 43 dated 25 April 2016 for the period 2016–2021.

He also serves as Vice President Commissioner of PT Adaro Power, Commissioner of PT Tamaris Hidro, President Commissioner of PT Setiabudi Investment Management, Commissioner of PT Profesional Telekomunikasi Indonesia (Protelindo), and Independent Commissioner of PT Sarana Menara Nusantara Tbk.

Previously, he served as commissioner and adviser at several companies focusing on natural resources and power generation since 2009, Minister of Research and Technology of the Republic of Indonesia (2004–2009), Chairman of Asian–Europe University Network (ASEA–UNINET) in 2002–2004, Rector of Bandung Institute of Technology (ITB) in 2001–2004, Head of Technology Development Center of ITB (1998–2001), Head of ITB Control Laboratory (1995–1998), Director of Business Group in Jakarta (1993–1995), and Director of ITB Computer Center (1990–1993).

He obtained his Doctor of Philosophy degree from the Australian National University, Canberra, Australia, in 1988, and Bachelor of Engineering Physics from ITB in 1977.



Johanes Sutrisno
Independent Commissioner

Indonesian Citizen
Age: 69
Domicile: Jakarta, DKI Jakarta

He serves as the Company's Independent Commissioner pursuant to the Deed of Minutes of AGMS No. 80 dated 15 June 2011 and was reappointed pursuant to the Deed of Minutes of EGMS No. 43 dated 25 April 2016 for the period 2016–2021, and also as Chairman of the Risk Oversight Committee (previously Risk Management Committee).

He joined BFI Finance as a Credit Officer (1982–1991), then Director (1991–1999) and President Commissioner (2000–2011).

He was Member of the Audit Committee of PT Bentoel International Investama Tbk from March 2010 to 31 March 2016, Finance Director of PT Carsurin from April 2007 to June 2013, joined the Mutual International Finance Corporation (1980–1982), and Auditor in SGV, Utomo, Mulia & Co. (1973–1976).

He obtained his Master of Business Administration (M.B.A.) degree from Gadjah Mada University, Yogyakarta, in 2009, and Bachelor of Economics in Management (Drs.) from Universitas Indonesia, Jakarta, in 1980.



Alfonso Napitupulu
Independent Commissioner

Indonesian Citizen
Age: 70
Domicile: Jakarta, DKI Jakarta

He serves as the Company's Independent Commissioner pursuant to the Deed of Minutes of AGMS No. 80 dated 15 June 2011, and was reappointed pursuant to the Deed of Minutes of EGMS No. 43 dated 25 April 2016 for the period 2016–2021, as well as Chairman of the Nomination and Remuneration Committee.

He holds concurrent positions as Managing Partner at the Law Office of Alfonso Napitupulu & Partners, Jakarta, since 1993, and Independent Commissioner of PT. BRI Asuransi Indonesia (BRINS General Insurance) since 2015.

Prior to joining BFI Finance, he worked as Partner at the Law Office of Alfonso, Giunseng & Kolopaking, Jakarta (1988–1993), International Lawyer Practitioner at the Law Office of Bronson & McKinnon, San Francisco, California, USA (1984–1985), Partner at the Law Office of Gani Djemat & Partners (1975–1988), and Legal Consultant Advocate for Capital Market and Intellectual Property Rights (1976).

He obtained his Bachelor of Law degree (Civil Law) from Universitas Indonesia, Jakarta, in 1975.



Cornelius Henry Kho
Commissioner

Indonesian Citizen
Age: 54
Domicile: Jakarta, DKI Jakarta

He serves as the Company's Commissioner for the period 2017–2022 pursuant to the Deed of Minutes of EGMS No. 25 dated 18 April 2017 in conjunction with the Deed of Meeting Resolutions Statement No. 15 dated 13 June 2017.

Previously, he had served as the Company's Director pursuant to the Deed of Minutes of AGMS No. 80 dated 15 June 2011, and was reappointed to the same position pursuant to the Deed of Minutes of EGMS No. 43 dated 25 April 2016 for the period 2016–2021, and later resigned on 31 January 2017.

He once served as the Operations Director which began in May 2014 and supervised the Company's Operations Division, Network Development and Corporate Business, as the Director that supervised various departments in BFI Finance from 2007 until 2014, among others, Human Capital until 2012, Finance and Treasury as well as Internal Audit until 2014, and concurrently served as the Corporate Secretary until June 2014. He was also Division Head of Financial Control and Treasury of BFI Finance (1996–1997), Financial Supervisor of BFI Finance (1992–1996), and Auditor at Prasetio, Utomo and Co. (1989–1992).

He obtained his Bachelor of Economics degree in Accounting from Trisakti University, Jakarta, in 1990.



Dominic John Picone
Commissioner

Australian Citizen
Age: 42
Domicile: Singapore

He serves as the Company's Commissioner pursuant to the Deed of Minutes of EGMS No. 44 dated 15 April 2015 in conjunction with the Deed of Meeting Resolutions Statement No. 3 dated 6 July 2015 for the period 2015–2020, then was reappointed by the Deed of Minutes of EGMS No. 7 dated 29 June 2020 in conjunction with the Deed of Meeting Resolutions Statement No. 8 dated 29 June 2020 for the period 2020–2025.

He previously served as Member of the Audit Committee, the Risk Management Committee as well as the Nomination and Remuneration Committee from 2011 until March 2015.

Currently, he also holds positions as the Managing Director and Partner at TPG in Singapore, where he has been working since 2005. Prior to that, he was an Analyst in Investment Banking Division of Credit Suisse First Boston in Melbourne, Australia (2004–2005), and held various positions at Consumer Finance Division of ANZ Bank, Australia (1998–2004).

He earned his Bachelor of Law in 2003 and Bachelor of Commerce (Honours–Finance) in 2001 from University of Melbourne, Australia.



Sunata Tjiterosampurno

Commissioner

Indonesian Citizen

Age: 48

Domicile: Jakarta, DKI Jakarta

He serves as the Company's Commissioner pursuant to the Deed of Minutes of EGMS No. 44 dated 15 April 2015 in conjunction with the Deed of Meeting Resolutions Statement No. 3 dated 6 July 2015 for the period 2015–2020, then was reaffirmed by the Deed of Minutes of EGMS No. 7 dated 29 June 2020 in conjunction with the Deed of Meeting Resolutions Statement No. 8 dated 29 June 2020 for the period 2020–2025. He also serves as Member of the Nomination and Remuneration Committee. Previously, he was Member of the Risk Management Committee from May 2013 until September 2014.

Currently, he also holds positions as the Managing Director of Northstar Advisors Pte. Ltd. started in 2006, President Commissioner of PT Bukit Makmur Mandiri Utama since 2009, Commissioner of PT Delta Dunia Makmur Tbk since 2011, and Commissioner of PT Trimegah Sekuritas Indonesia since 2013.

He once served as Commissioner, member of the Audit, Risk Monitoring, and Remuneration and Nomination Committees of PT Bank Tabungan Pensiunan Nasional Tbk (2008–2015), Director of Investment Banking of PT Danareksa Sekuritas (2004–2006), and Consultant at Boston Consulting Group, Jakarta (1998–2004). His career began as Assistant Vice President for Equity Research of PT Lippo Securities – SBC Warburg (1995–1998).

He obtained his Master of Finance (Merit) degree from London Business School, UK, 2002, and Bachelor of Business Administration (Distinction) from University of Wisconsin–Madison, USA, in 1995.



Emmy Yuhassarie

Independent Commissioner

She served as the Company's Independent Commissioner pursuant to the Deed of Minutes of AGMS No. 80 dated 15 June 2011, and was reappointed pursuant to the Deed of Minutes of EGMS No. 43 dated 25 April 2016 for the period 2016–2021, as well as Chairwoman of the Audit Committee.

She passed away on 11 December 2020.



Board of Directors Profiles



Francis Lay Sioe Ho

President Director

Indonesian Citizen

Age: 72

Domicile: Jakarta, DKI Jakarta

He was appointed as Director of the Company in 1983 and later served as President Director in 1986. He was reappointed to the same position pursuant to the Deed of Minutes of AGMS No. 80 dated 15 June 2011 for the period 2011–2016 and the Deed of Minutes of EGMS No. 43 dated 25 April 2016 for the period 2016–2021.

Prior to joining BFI Finance in 1980, he worked at the Ministry of Finance in Singapore (1972–1973), then joined PT Indovert (1975–1980).

He earned his Bachelor of Business Administration (B.B.A.) degree from University of Singapore (now the National University of Singapore or NUS) in Singapore in 1972, and Master of Business Management (M.B.M.) from the Asian Institute of Management (AIM) in Manila, Philippines, in 1975.



Sudjono

Finance Director

Indonesian Citizen

Age: 50

Domicile: South Tangerang, Banten

He serves as the Company's Finance Director pursuant to the Deed of Minutes of AGMS No. 18 dated 6 May 2014 in conjunction with Deed of Meeting Resolutions Statement No. 3 dated 25 June 2014 (period 2014–2019). He was then reappointed for the period 2019–2024 pursuant to the Deed of Minutes of EGMS No. 59 dated 28 May 2019 in conjunction with the Deed of Meeting Resolutions Statement No. 56 dated 25 June 2019. He concurrently holds the position as Corporate Secretary based on the BOD Decree No. BOD–BOC/VI/2014–0011 dated 24 June 2014.

Previously, he also concurrently served as Information Technology Director from May 2014 to May 2017. Prior to his appointment as Director, he held a position as Head of Finance and Information Technology Division and various other positions from 1993 to April 2014, as well as Member of the Risk Management Committee from 2003 to 2013.

Prior to joining BFI Finance, he had served as Senior Auditor at the Public Accounting Firm of Hans Tuanakotta Mustofa – member firm of Deloitte Touche Tohmatsu International in 1991–1993.

He obtained his Enterprise Risk Manager (ERM™) title from Asia Risk Management Institute (ARiMI) and National University of Singapore (NUS) in Singapore in 2009, Master of Business Administration (M.B.A.) from Institut Pengembangan Manajemen Indonesia (IPMI), Jakarta, in 2006, and Bachelor of Economics majoring in Accounting from Tarumanagara University, Jakarta, in 1993.



Sutadi

Business Director

Indonesian Citizen

Age: 46

Domicile: Tangerang, Banten

He serves as the Company's Business Director pursuant to the Deed of Minutes of EGMS No. 18 dated 6 May 2014 in conjunction with the Deed of Meeting Resolutions Statement No. 3 dated 25 June 2014 (period 2014–2019). He was then reappointed for the period 2019–2024 pursuant to the Deed of Minutes of EGMS No. 59 dated 28 May 2019 in conjunction with the Deed of Meeting Resolutions Statement No. 56 dated 25 June 2019.

Previously, he served in various other positions at the Company, among others, Retail Business Division Head until April 2014, Department Head and Associate Division Head (2008–2012), Regional Manager (2006–2008), Branch Manager (2004–2006), Branch Establishment Manager (2001–2004), and Branch Manager (2000–2001).

He also had served as Sales Executive in Marketing Export of PT Tjiwi Kimia Pulp & Paper (1999–2000) and Collection & Credit Analyst Officer of PT Bunas Finance Indonesia (1997–1999).

He earned his Executive M.B.A. degree from IPMI International Business School, Jakarta, in 2018, and Bachelor of Industrial Engineering from Trisakti University, Jakarta, in 1998.



Andrew Adiwijanto
Operations and Human Capital
Director

Indonesian Citizen
Age: 52
Domicile: Jakarta, Indonesia

He serves as the Company's Operations and Human Capital Director pursuant to the Deed of Minutes of EGMS No. 25 dated 18 April 2017 in conjunction with the Deed of Meeting Resolutions Statement No. 15 dated 13 June 2017 for the period 2017–2022.

Previously, he was Member of the Nomination and Remuneration Committee from April 2015 to April 2017, Head of Operations & Control (2012–2017), and Head of Compensation & Benefit (2014–2017).

He joined BFI Finance in 1993 as Marketing Officer and has held various other positions, among others, Branch Manager in Makassar, Denpasar, and Palembang, Regional Manager for Sumatera Region, and Department Head of Quality Service, Corporate Services, Human Resources, as well as Branch Operations.

He earned his Master of Business Administration (M.B.A.) degree from Gadjah Mada University, Jakarta, in 2013, and Bachelor of Electrical Engineering from Sekolah Tinggi Teknik Surabaya (STTS), East Java, in 1992. He obtained a special certificate for joining "Human Capital Management: Making HR & Business Partnership Work", an intensive course from the Asian Institute of Management (AIM) in Manila, Philippines, in 2008.



Sigit Hendra Gunawan
Enterprise Risk Director
(Independent)

Indonesian Citizen
Age: 52
Domicile: Tangerang, Banten

He joined the Company as Head of Enterprise Risk Division in 2015 and then has been serving as the Company's Enterprise Risk Director (Independent) since April 2016 pursuant to the Deed of 2016 EGMS Minutes No. 43 dated 25 April 2016 for the period 2016–2021.

Previously, he worked at PT Astra Sedaya Finance (1994–2005) with his last position as Account Management & Credit Analyst Department Head (Fleet Division), and at Adira Finance (2005–2015) with his last position as Deputy Director – Head of Credit & Collection.

He obtained a Certificate of Master Class in "Enterprise Risk Governance" from CRMS (Center for Risk Management & Sustainability) Indonesia and a Certificate of Competence in Risk Management – QRGP (Qualified Risk Governance Professional) from Professional Certification Body of Mitra Kalyana Sejahtera (LSP MKS), National Accreditation Committee (KAN), and International Accreditation Forum (IAF) in 2019. In addition, he also earned a Certified Business Management in 2004 and Certified Business Management–Operation in 2003, both from Prasetya Mulya Business School, Jakarta. He obtained his Bachelor of Industrial Engineering degree from Trisakti University, Jakarta, in 1993.



Sharia Supervisory Board Profiles



Asrori S. Karni Chairman of Sharia Supervisory Board

Indonesian Citizen
Age: 45
Domicile: Jakarta, DKI Jakarta

He serves as the Company's Chairman of Sharia Supervisory Board pursuant to the Deed of Minutes of EGMS No. 6 dated 25 October 2017 in conjunction with the Deed of Meeting Resolutions Statement No. 19 dated 21 December 2017 for the period 2017–2022.

He obtained his Competency Certificate as Sharia Supervisor from the Professional Certification Agency (LSP) of National Sharia Board – Indonesian Ulema Council (DSN–MUI).

Currently, he is a Lecturer of Sharia Economics Study Program at Universitas Nahdlatul Ulama Indonesia (UNUSIA) Jakarta and Lecturer of Sharia and Law Faculty at Syarif Hidayatullah State Islamic University Jakarta (UIN), also serves as Vice Chairman of Qanuliyah (Islamic Law) at Bahtsul Masail Institute of Nahdlatul Ulama Great Administrator (LBM PBNU), Deputy General Secretary at MUI Headquarters, and Member of Sharia Supervisory Board of PT Indomobil Finance Indonesia.

At the moment, he is taking a Doctoral Program in Law Science at Diponegoro University, Semarang, Central Java. He earned his Master of Laws degree majoring in Economic Law from Universitas Indonesia in 2010, and Bachelor of (Islamic) Religion from Sharia and Law Faculty at Institut Agama Islam Negeri (IAIN) Syarif Hidayatullah; now known as UIN Syarif Hidayatullah Jakarta, in 1998.



Helda Rahmi Sina Member of Sharia Supervisory Board

Indonesian Citizen
Age: 47
Domicile: Jakarta, Indonesia

She serves as the Company's Member of Sharia Supervisory Board pursuant to the Deed of Minutes of EGMS No. 6 dated 25 October 2017 in conjunction with the Deed of Meeting Resolutions Statement No. 19 dated 21 December 2017 for the period 2017–2022.

Currently, her concurrent positions include as General Secretary of Yayasan Pendidikan Fatahillah Jakarta (YPFJ), Postgraduate Program Lecturer at Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI) Rawamangun, East Jakarta, and Head of Consultation and Development Division for Sharia Financial Program at International Center for Development in Islamic Finance – Indonesian Banking Development Institute (ICDIF–LPPI).


Previously, she was a Member of the Sharia Economics Expert Board at Universitas Azzahra in East Jakarta (2010–2014), worked as a Lecturer of Sharia Contracts & Products course for the M.B.A. in Sharia Banking & Finance Program at Bandung Institute of Technology or ITB (2009–2015), Head of Sharia Financial Program Implementation Department at ICDIF–LPPI (2008–2014), and President of Sekolah Tinggi Ekonomi Islam Tiara (STEI Tiara) Rawamangun, East Jakarta (2006–2008).

She graduated from her Doctoral Program in Sharia Economics from Universiti Malaya, Kuala Lumpur, Malaysia, in 2007, earned her Master in Islamic Economics (M.A.) degree from Universiti Kebangsaan Malaysia in 2000, and Bachelor of Syariah Islamiyyah (Lc) from the Faculty of Islamic Studies and Arabic Language, Al–Azhar University in Cairo, Egypt, in 1996.



Committees of the Board of Commissioners Profiles


Audit Committee



Emmy Yuhassarie
Chairwoman of the Audit Committee

Indonesian Citizen
Domicile: Jakarta, DKI Jakarta


Her position as Chairwoman of the Audit Committee was confirmed by the BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016 for the period 2016–2021. She also served as Independent Commissioner. She passed away on 11 December 2020.



Friso Palilingan
Member of the Audit Committee

Indonesian Citizen
Age: 37
Domicile: Jakarta, DKI Jakarta

He serves as Member of the Audit Committee pursuant to the BOC Decree No. BOC/SK/IV/2015-0081 dated 13 April 2015 and was reaffirmed by the BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016 for the period 2016–2021. At present, he also serves as Senior Partner at the Certified Public Accounting Firm Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Rekan (PKF Indonesia, member of PKF International), Independent Commissioner of PT Intiland Development Tbk, Commissioner of PT Kiat Ananda Cold Storage, PT Ananda Solusindo, and PT Manggala Kiat Ananda, as well as Member of the Audit Committee of PT Asahimas Flat Glass Tbk. Previously, he was a partner of a global top five accounting firm, Member of the Audit Committee of PT Medikaloka Hermina Tbk and PT Duta Intidaya Tbk, as well as Member of the Financial Accounting Standards Board at the Institute of Indonesia Chartered Accountants. He obtained his Bachelor of Economics degree in Accounting in 2005 and Master of Accounting in 2008, both from Kwik Kian Gie School of Business, Certified Public Accountant (CPA) in 2008 and Chartered Accountant (CA) in 2013, both from IAI, as well as Certified Audit Committee Practitioner from Indonesian Institute of Audit Committee (IKAI) in 2016.



Edy Sugito
Member of the Audit Committee

Indonesian Citizen
Age: 56
Domicile: Jakarta, DKI Jakarta

He serves as Member of the Audit Committee pursuant to the BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016 for the period 2016–2021. He also serves as Commissioner of PT Gayatri Kapital Indonesia and as Independent Commissioner in several other companies, among others, PT PP London Sumatra Indonesia Tbk, PT Wisnilak Inti Makmur Tbk, and PT Trimegah Sekuritas Indonesia Tbk. Previously, he was the Director of Company Valuation of PT Bursa Efek Indonesia (2000–2005), Director of PT Kliring Penjaminan Efek Indonesia (2000–2005), and Director of PT Kustodian Sentral Efek Indonesia (1998–2000). He earned his Bachelor of Economics degree in Accounting from Trisakti University, Jakarta, in 1991.



Risk Oversight Committee



Johanes Sutrisno
Chairman of the Risk Oversight Committee

Indonesian Citizen
Age: 69
Domicile: Jakarta, DKI Jakarta

He was appointed as Chairman of the Risk Oversight Committee (previously Risk Management Committee) pursuant to the BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016 for the period 2016–2021. He also serves as Independent Commissioner. His profile is presented in the BOC Profiles section (page 71).



Jono Effendy
Member of the Risk Oversight Committee

Indonesian Citizen
Age: 46
Domicile: Jakarta, DKI Jakarta

He serves as Member of the Risk Oversight Committee (previously Risk Management Committee) pursuant to the BOC Decree No. BOC/SK/IV/2015-0081 dated 13 April 2015 and was reaffirmed by the BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016 for the period 2016–2021.

He is the Founder and Managing Director of PT Mudita Finansial Teknologi (since September 2018), as well as Founder and President Director of PT Pasar Jasa Profesional (since July 2019). Currently, he also serves as Member of the Audit Committee and the Risk Oversight Committee of PT Bank Commonwealth (since Maret 2013), as well as Independent Commissioner and Member of the Risk Oversight Committee of PT FWD Insurance Indonesia (since June 2020).

He previously served as Independent Commissioner and Chairman of the Risk Oversight Committee of PT Commonwealth Life (2014-2020), Managing Director of PT Kiran Resources Indonesia for 14 years, and member of Audit Committee and Risk Monitoring Committee in several banks and financial institutions, such as PT Bank BNP Paribas Indonesia (11 years), PT Bank Barclays Indonesia (1 year), and PT BII Finance Centre (2 years). From July 2001 to February 2004, he held various positions at the Indonesian Bank Restructuring Agency (BPPN).

He began his career at PT Tanjung Johor Wood Industry, Jakarta (1993–1996) as an Accountant, then as Senior Auditor at Arthur Andersen, Jakarta (1996–1998), and Senior Consultant at Deloitte Touche, Jakarta (1998–2001).

He obtained his Master's degree in Finance from Pelita Harapan University, Tangerang, in 2003, Bachelor of Economics in Accounting from Tarumanagara University, Jakarta, in 1996, Risk Management Certification Level 3 from Badan Sertifikasi Manajemen Risiko (BSMR) in Indonesia and International Certificate in Banking and Regulation from Global Association of Risk Professionals (GARP) in 2011, Risk Management Certification for Insurance Company Level 5 from Asosiasi Ahli Manajemen Asuransi Indonesia (AAMAI) in 2015, and Certified in Enterprise Risk Governance (CERG) from Enterprise Risk Management Academy (ERMA), Singapore, in 2017.



Committees Under the Board of Commissioners' Profiles


Nomination and Remuneration Committee



Alfonso Napitupulu
Chairman of the Nomination and Remuneration Committee

Indonesian Citizen
Age: 70
Domicile: Jakarta, DKI Jakarta


His position as Chairman of the Nomination and Remuneration Committee was confirmed by the BOC Decree No. BOC/SK/IV/2015-0081 dated 13 April 2015 and was reaffirmed by the BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016 for the period 2016–2021. He also serves as Independent Commissioner. His profile is presented in the BOC Profiles section (page 71).



Sunata Tjiterosampurno
Member of the Nomination and Remuneration Committee

Indonesian Citizen
Age: 48
Domicile: Jakarta, DKI Jakarta

He serves as Member of the Nomination and Remuneration Committee pursuant to the BOC Decree No. BOC/VI/2017-0103 dated 2 June 2017 for the period up to 2021. He also serves as Commissioner. His profile is presented in the BOC Profiles section (page 73).



Priyambodo
Member of the Nomination and Remuneration Committee

Indonesian Citizen
Age: 67
Domicile: Jakarta, DKI Jakarta

He serves as Member of the Nomination and Remuneration Committee pursuant to the BOC Decree No. BOC/SK/IV/2015-0081 dated 13 April 2015, and was reaffirmed by the BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016 for the period 2016–2021.

He joined BFI Finance (1983-2013) with the latest position as Senior Manager of Payroll Compensation, and had held various other positions, among others, Accounting Manager and Payroll Unit Head. He earned his Diploma in Accounting from Sekolah Akademi Akuntansi Indonesia, Jakarta, in 1980.



Senior Management Profiles

Senior Management of Head Office



Name	Alexander Ekanayake	Djani Setiadi	Elisabeth Vivi Jeki Aryani	Goklas
Citizenship	Indonesian	Indonesian	Indonesian	Indonesian
Age	47	53	52	42
Domicile	South Tangerang, Banten	Tangerang, Banten	Bogor, West Java	Jakarta, DKI Jakarta
Joined BFI in	2018	1997	2019	2001
Current Position	Head of Information Technology	Head of Remarketing and Inventory	Head of Human Capital	Head of Project Management Office
Since	2018	2020	2019	2015



Name	Iwan	John Piter Sinaga	Tan Rudy Eddywidjaja	Tonny Widjaja
Citizenship	Indonesian	Indonesian	Indonesian	Indonesian
Age	50	51	50	53
Domicile	Tangerang, Banten	Tangerang, Banten	Jakarta, DKI Jakarta	Jakarta, DKI Jakarta
Joined BFI in	1995	1997	1997	1994
Current Position	Head of Network Development & Management	Head of AR Management & Recovery	Head of Consumer Business	Head of Finance & Treasury
Since	2019	2019	2017	1996



Senior Management Profiles

Senior Management of Regional Office



Name	Sudi Hartono	Sastero Wijaya Gunawan	Susinto Tenggono Then
Citizenship	Indonesian	Indonesian	Indonesian
Age	49	41	47
Domicile	Medan, North Sumatra	South Tangerang, Banten	South Tangerang, Banten
Joined BFI in	1994	2002	1994
Current Position	Regional Manager covering Medan, Pekanbaru, and Batam	Regional Manager covering Palembang, Jambi, and Bandar Lampung	General Manager Business covering Jabodetabek
Since	2014	2019	2020



Nama	Tan Eng Han	Stefanus Wibowo	Stanly Darisang
Citizenship	Indonesian	Indonesian	Indonesian
Age	45	39	49
Domicile	South Tangerang, Banten	Bandung, West Java	South Tangerang, Banten
Joined BFI in	1997	2003	1996
Current Position	General Manager Asset Management covering Jabodetabek	Regional Manager covering Bandung, Cirebon, and Karawang	Regional Manager covering Surabaya and Kediri
Since	2020	2015	2019



Nama	Khenriek Tjandra	Medy Mirdianata	Rachmadi
Citizenship	Indonesian	Indonesian	Indonesian
Age	47	47	50
Domicile	Makassar, South Sulawesi	Surabaya, East Java	Semarang, Central Java
Joined BFI in	2002	1997	2006
Current Position	Regional Manager covering South, West, Central, and Southeast Sulawesi	Regional Manager covering Banjarmasin and Pontianak	Regional Manager covering Central Java and Yogyakarta Special Region
Since	2015	2019	2011



Nama	Hernandi Kusno	Augusnen Silalahi	I Kadek Tirtayasa
Citizenship	Indonesian	Indonesian	Indonesian
Age	52	48	49
Domicile	Samarinda, East Kalimantan	Tangerang, Banten	Denpasar, Bali
Joined BFI in	1994	1999	1997
Current Position	Regional Manager covering East and North Kalimantan	Regional Manager covering Manado, Ambon, and Papua	Regional Manager covering Bali, Nusa Tenggara, and Malang
Since	2007	2017	2019

Share Ownership Composition

Based on the Shareholders Register issued by PT Raya Saham Registra as the Company's Share Registrar, the composition of shareholders of BFI Finance as at 31 December 2020 was as follows:

TABLE 9 — COMPOSITION OF SHARES AND SHAREHOLDERS

Description	Price per Share Rp25		
	Total Shares	Face Value (Rp)	% Shares
Authorized Capital	20,000,000,000	500,000,000,000	100.00
Issued and Fully Paid-up Capital	15,967,115,620	399,177,890,500	79.84
Share Capital in Portfolio	4,032,884,380	100,822,109,500	20.16
Shareholders			
Trinugraha Capital & Co SCA	6,835,249,660	170,881,241,500	42.81
NTAsian Discovery Fund	1,445,000,000	36,125,000,000	9.05
PT BFI Finance Indonesia Tbk*	1,002,732,000	25,068,300,000	6.28
Others (each below 5%)	6,684,133,960	167,103,349,000	41.86
Total	15,967,115,620	399,177,890,500	100.00

* Result of the Company's stock buyback program in line with the EGMS resolution on 15 April 2015

Share ownership of members of the BOC and the BOD as at 31 December 2020 was as follows:

TABLE 10 — SHARE OWNERSHIP OF MEMBERS OF THE BOC AND THE BOD

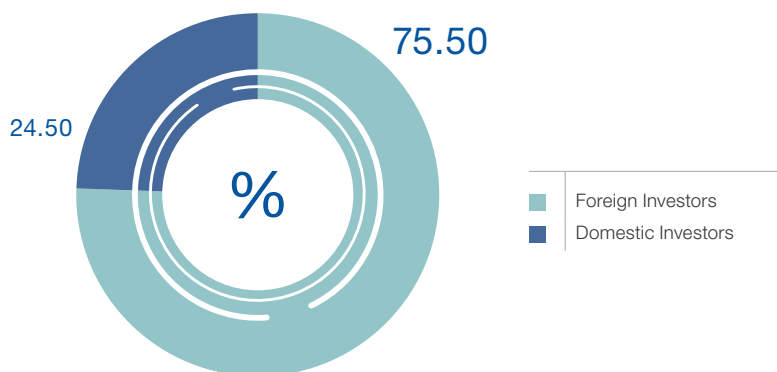
Name	Position	Total Shares	% Shares
Francis Lay Sioe Ho	President Director	391,171,480	2.45
Sudjono	Director	34,310,800	0.21
Sutadi	Director	21,388,100	0.14
Andrew Adiwijanto	Director	10,240,000	0.06
Sigit Hendra Gunawan	Director (Independent)	10,000,000	0.06
Johanes Sutrisno	Commissioner (Independent)	2,480	0.00
Total		467,112,860	2.92



PT BFI Finance Indonesia Tbk's ownership structure, as at end of 2020, comprised a total of 5,412 individuals and institutions, of which 75.50% were registered abroad and 24.50% locally. Three institutions own shares exceeding 5%, i.e., Trinugraha Capital & Co SCA, Luxembourg, with a 42.81% stake, NTAsian Discovery Fund with a 9.05% stake, and PT BFI Finance Indonesia Tbk, with 6.28%. The shares in the name of PT BFI Finance Indonesia Tbk resulted from the Company's share buyback program.

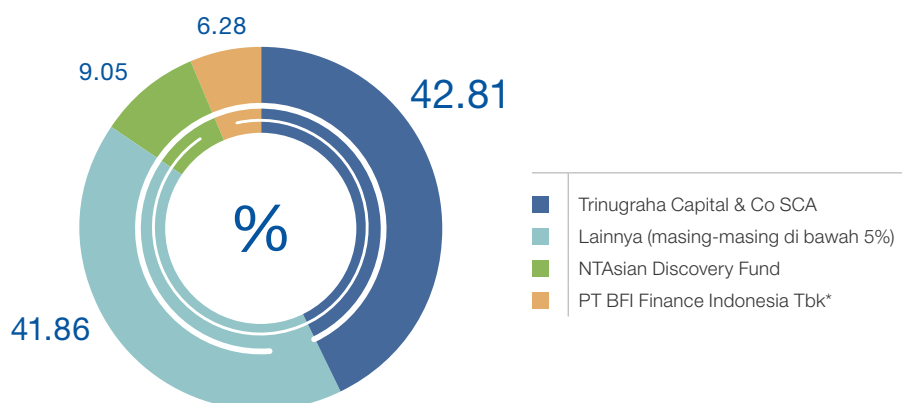
GRAPHIC 5

SHARE OWNERSHIP COMPOSITION BY NATIONALITY



GRAPHIC 6

SHARE OWNERSHIP COMPOSITION BY CORPORATE STRUCTURE



* Result of the Company's stock buyback program in line with the EGMS resolution on 15 April 2015



Majority Shareholder Profile

Trinugraha Capital & Co SCA

Manager

Trinugraha Capital (TC Sarl)

Supervisory Board

Members

Garibaldi Thohir

John Viola

Doug Puckett

Brief History

Trinugraha Capital & Co SCA (TC&Co) is a company incorporated under the laws of the Grand-Duchy of Luxembourg with its establishment made before Maitre Joseph Elvinger, Notary in Luxembourg, and was listed on The Registre de Commerce et des Sociétés in Luxembourg under number B 160504. The articles of association of TC&Co have been amended several times with the latest amendment being effective based on the resolutions of TC&Co's extraordinary general meeting of shareholders, dated 20 May 2011, made before Maitre Joseph Elvinger, Notary in Luxembourg.

Objectives and Interests of TC&Co

TC&Co's objectives and interests are in participating, in any form, in companies, partnerships, or other forms of business entity. TC&Co has the capability to be involved in all of the commercial, technical, financial, or operational aspects, either directly or indirectly, in order to successfully achieve its objectives.

Managers and Supervisors of TC&Co

In accordance with its articles of association, TC&Co is managed by one or more managers who are the unlimited liability shareholders/*commandite*. TC Sarl, a *societe a responsabilite limitee*, was appointed as the sole manager of TC&Co. All matters related to TC&Co and their financial condition including in particular the bookkeeping and accounts are overseen by the TC&Co Supervisory Board.



Capital Market Supporting Institutions and Professions

Trustee

PT Bank Tabungan Negara (Persero) Tbk

Menara BTN
Jl. Gajah Mada No. 1
Jakarta 10130, Indonesia
Phone: (62-21) 633 6789
ext. 1844-1847
www.btn.co.id

Fee for the assignment period 2016–2022 ranged from 0.0025%–0.0088% of the total bonds issued.

Legal Consultant

Jusuf Indradewa & Partners

Menara BCA (Grand Indonesia),
50th Floor
Jl. M.H. Thamrin No.1
Jakarta 10310, Indonesia
Phone: (62-21) 2254 4117 (Hunting)
Fax: (62-21) 2254 4367
www.jusufind.com

Fee for the assignment period 2019–2022 was approximately 0.0138% of the total bonds issued.

Public Accounting Firm

Tanubrata Sutanto Fahmi Bambang & Rekan

Prudential Tower, 17th Floor
Jl. Jend. Sudirman Kav. 79
Jakarta 12910, Indonesia
Phone: (62-21) 5795 7300
Fax: (62-21) 5795 7301
www.bdo.co.id

Fee for the 2020 assignment period was Rp462 million.

Share Registrar

PT Raya Saham Registra

Gedung Plaza Sentral, 2nd Floor
Jl. Jend. Sudirman Kav. 47–48
Jakarta 12930, Indonesia
Phone: (62-21) 252 5666
Fax: (62-21) 252 5028

Fee for the assignment period 2020–2021 was Rp118.8 million.

Ratings Agency

PT Fitch Ratings Indonesia

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

Fee for the 2020 assignment period was Rp485.3 million.



Chronological Listing of Shares and Changes in Number of Shares

Chronology of Share Listing

Based on Deed No. 57 on 7 April 1982, and amended by Deed No. 40 dated 6 October 1982, both made before Kartini Muljadi, S.H., Notary in Jakarta, the authorized capital of the Company was Rp3 billion divided into 100 preferred shares and 1,900 common shares, each with a nominal value of Rp1.5 million, while the issued and fully paid-up capital amounting to Rp1.5 billion, divided into 100 preferred shares and 900 common shares.

Based on Deed No. 80 dated 22 November 1989 and Deed No. 27 dated 8 March 1990, the authorized capital of the Company when the Company was about to conduct a public offering increased from Rp3 miliar divided into 100 preferred shares and 1,900 common shares each with a nominal value of Rp1.5 million to Rp15 billion divided into 15 million ordinary shares each having a nominal value of Rp1,000, while the issued and fully paid-up capital amounting to Rp8.5 billion, consisting of 8.5 million shares.

The following is a summary of the Company's chronological share listings:

TABLE 11 — CHRONOLOGICAL LISTING OF SHARES AND CHANGES IN THE NUMBER OF OUTSTANDING SHARES

Corporate Action	Stock Exchange	Listing Date	Listed Shares	Value & Price (Rp)	Total Listed Shares
Initial Public Offering	JSX & SSX	16 May 1990	2,125,000	1,000	2,125,000
Share Dividend	JSX SSX	14 June 1993 11 June 1993	1,062,500	The Company issued 1 new share for every 10 shares owned	3,187,500
Bonus Share	JSX SSX	22 September 1993 13 September 1993	9,934,668	The Company issued 17 bonus shares for every 20 shares owned	13,122,168
Company Listing	JSX SSX	6 December 1993 2 December 1993	8,500,000	1,000	21,622,168
Share Dividend	JSX SSX	22 March 1994 21 March 1994	7,207,390	The Company issued 1 new share for every 3 shares owned	28,829,558



Corporate Action	Stock Exchange	Listing Date	Listed Shares	Value & Price (Rp)	Total Listed Shares
Limited Public Offering I (Rights Issue I): 1 share entitled to 1 new share	JSX & SSX	9 May 1994	28,829,558	1,000	57,659,116
Limited Public Offering II (Rights Issue II): 1 share entitled to 2 new shares	JSX & SSX	12 February 1997	115,318,232	1,000	172,977,348
Stock Split 1:2	JSX & SSX	3 November 1997	172,977,348	500	345,954,696
New Shares from MCB Conversion	JSX SSX	11 May 2006, 5 June 2006	414,384,585		760,339,281
Stock Split 1:2	IDX	7 August 2012	760,339,281	250	1,520,678,562
Issuance of Shares for Implementation of MESOP Phase I - Grant Date 1	IDX	31 May 2013	5,936,000	250	1,526,614,562
Issuance of Shares for Implementation of MESOP Phase I - Grant Date 2	IDX	30 May 2014	23,320,000	250	1,549,934,562
Issuance of Shares for Implementation of MESOP Phase II - Grant Date 1	IDX	29 May 2015	16,025,000	250	1,565,959,562
Issuance of Shares for Implementation of MESOP Phase II - Grant Date 2	IDX	31 May 2016	30,752,000	250	1,596,711,562
Company's Share Buyback with the maximum repurchasing period of 18 months from 15 April 2015	N/A	15 April 2015	100,273,200	Total shares purchased amounted to Rp252,160,169,658	N/A
Stock Split 1:10	IDX	5 June 2017	1,596,711,562	25	15,967,115,620

All of the above actions have been approved by the capital market authorities and duly implemented.

Chronological Listing of Other Securities

Listing of Bonds

TABLE 12 — BOND LISTING SUMMARY

Debt Securities Issued	Date Listed on IDX	Effective Date	Bond Rating	Amount Issued (Rp billion)	Amount per Series (Rp billion)	Due Date	
<i>Obligasi Berkelanjutan II BFI Finance Indonesia Tahun III Tahun 2016</i>	Series A	26 February 2016	28 February 2014 (No. S-121/D.04/2014)	AA-(idn)	1,000	200	5 March 2017
	Series B					142	25 February 2018
	Series C					658	25 February 2019
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahun I Tahun 2016</i>	Series A	26 October 2016	A+(idn)	1,000	317	5 November 2017	
	Series B				550	25 October 2019	
	Series C				133	25 October 2021	
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahun II Tahun 2017</i>	Series A	3 March 2017	17 October 2016 (No. S-588/D.04/2016)	A+(idn)	1,000	540	12 March 2018
	Series B					460	2 March 2020
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahun III Tahun 2017</i>	Series A	10 November 2017	A+(idn)	835	335	19 November 2018	
	Series B				100	9 November 2019	
	Series C				400	9 November 2020	
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahun IV Tahun 2018</i>	Series A	7 March 2018	A+(idn)	2,165	946	16 March 2019	
	Series B				253	6 March 2020	
	Series C				966	6 March 2021	
<i>Obligasi Berkelanjutan IV BFI Finance Indonesia Tahun I Tahun 2018</i>	Series A	27 June 2018	A+(idn)	740	188	6 July 2019	
	Series B				552	26 June 2021	
<i>Obligasi Berkelanjutan IV BFI Finance Indonesia Tahun II Tahun 2019</i>	Series A	25 February 2019	7 June 2018 (No. S-67/D.04/2018)	A+(idn)	1,000	500	2 March 2020
	Series B					500	22 February 2022
<i>Obligasi Berkelanjutan IV BFI Finance Indonesia Tahun III Tahun 2020</i>	Series A	8 September 2020	A+(idn)	832	437	18 September 2021	
	Series B				395	8 September 2023	



Status	Underwriters	Trustee	Public Accountant	Legal Consultant	Notary	Bond Rating Agency
Paid	PT Danareksa Sekuritas PT Indo Premier Securities PT Mandiri Sekuritas PT Trimegah Sekuritas Indonesia Tbk	PT Bank Tabungan Negara (Persero) Tbk	Tanubrata Sutanto Fahmi Bambang & Rekan	Jusuf Indradewa & Partners	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.	PT Fitch Ratings Indonesia
Paid	PT Danareksa Sekuritas PT DBS Vickers Securities Indonesia PT Mandiri Sekuritas PT Trimegah Sekuritas Indonesia Tbk	PT Bank Tabungan Negara (Persero) Tbk	Tanubrata Sutanto Fahmi Bambang & Rekan	Jusuf Indradewa & Partners	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.	PT Fitch Ratings Indonesia
Rp133 billion not yet due	PT Danareksa Sekuritas PT DBS Vickers Securities Indonesia PT Mandiri Sekuritas PT Trimegah Sekuritas Indonesia Tbk	PT Bank Tabungan Negara (Persero) Tbk	Tanubrata Sutanto Fahmi Bambang & Rekan	Jusuf Indradewa & Partners	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.	PT Fitch Ratings Indonesia
Paid	PT Danareksa Sekuritas PT DBS Vickers Securities Indonesia PT Mandiri Sekuritas PT Trimegah Sekuritas Indonesia Tbk	PT Bank Tabungan Negara (Persero) Tbk	Tanubrata Sutanto Fahmi Bambang & Rekan	Jusuf Indradewa & Partners	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.	PT Fitch Ratings Indonesia
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Rp966 billion not yet due	PT Danareksa Sekuritas PT DBS Vickers Securities Indonesia PT Mandiri Sekuritas PT Trimegah Sekuritas Indonesia Tbk	PT Bank Tabungan Negara (Persero) Tbk	Tanubrata Sutanto Fahmi Bambang & Rekan	Jusuf Indradewa & Partners	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.	PT Fitch Ratings Indonesia
Lunas	PT Danareksa Sekuritas PT DBS Vickers Securities Indonesia PT Trimegah Sekuritas Indonesia Tbk	PT Bank Tabungan Negara (Persero) Tbk	Tanubrata Sutanto Fahmi Bambang & Rekan	Jusuf Indradewa & Partners	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.	PT Fitch Ratings Indonesia
Rp552 billion not yet due	PT Danareksa Sekuritas PT DBS Vickers Securities Indonesia PT Trimegah Sekuritas Indonesia Tbk	PT Bank Tabungan Negara (Persero) Tbk	Tanubrata Sutanto Fahmi Bambang & Rekan	Jusuf Indradewa & Partners	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.	PT Fitch Ratings Indonesia
Paid	PT Danareksa Sekuritas PT DBS Vickers Securities Indonesia PT Trimegah Sekuritas Indonesia Tbk	PT Bank Tabungan Negara (Persero) Tbk	Tanubrata Sutanto Fahmi Bambang & Rekan	Jusuf Indradewa & Partners	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.	PT Fitch Ratings Indonesia
Rp500 billion not yet due	PT Danareksa Sekuritas PT DBS Vickers Securities Indonesia PT Trimegah Sekuritas Indonesia Tbk	PT Bank Tabungan Negara (Persero) Tbk	Tanubrata Sutanto Fahmi Bambang & Rekan	Jusuf Indradewa & Partners	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.	PT Fitch Ratings Indonesia
Rp832 billion not yet due	PT Danareksa Sekuritas PT DBS Vickers Securities Indonesia PT Trimegah Sekuritas Indonesia Tbk	PT Bank Tabungan Negara (Persero) Tbk	Tanubrata Sutanto Fahmi Bambang & Rekan	Jusuf Indradewa & Partners	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.	PT Fitch Ratings Indonesia



04_

Human Capital

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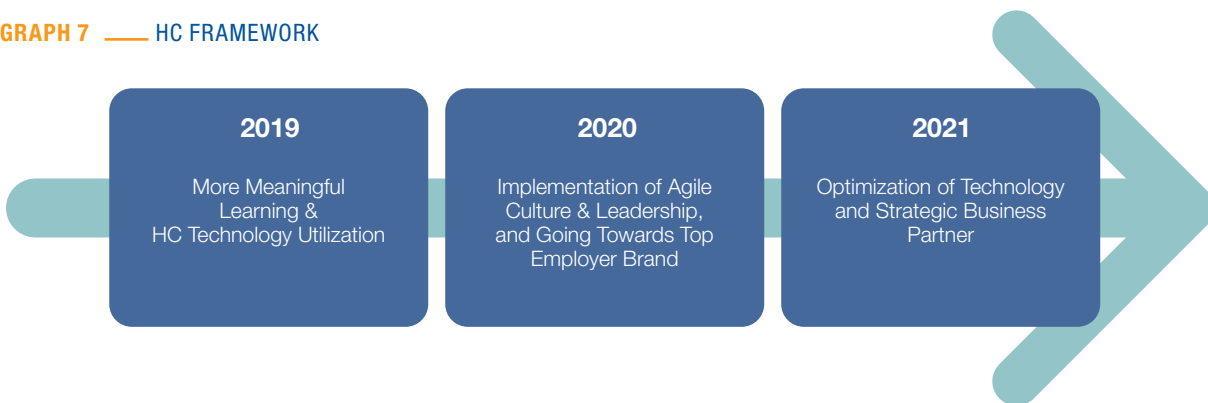
HC Management



The integrity and quality of its Human Capital (HC) allows BFI Finance to create an added value in improving public welfare and the quality of the surrounding environment. By assigning the right people with suitable competence and expertise, the Company ensures that every individual can continue to work and excel in their performance

The Company's transformation relies upon the HC Department and the entire top management in managing and empowering its HC in a sustainable manner. The flexibility and capability of the HC in adapting to change is closely linked to the Company's resilience and agility in implementing the right policies and in managing its business in a dynamic and adaptive manner in the face of change.

GRAPH 7 — HC FRAMEWORK





The flexibility and capability of the HC in adapting to change is closely linked to the Company's resilience and agility in implementing the right policies and in managing its business in a dynamic and adaptive manner in the face of change."

BFI Finance is implementing a state-of-the-art HC management technology to support:

1. The proper HC and organizational designs that are aligned with the Company objectives;
2. An effective and creative recruitment strategy;
3. The management of talent based on a relevant competence model and culture internalization that drives transformation process;
4. The formulation of performance-based rewards; and
5. The implementation of a highly capable HC Business Partner.

Those five factors are also the HC Department's strategy in managing HR to direct the Company along its desired transformation path. The management continues to align its recruitment techniques in order to attract the generation of today, so as to identify and carry out the best talent development programs.

The primary characteristic of the young generation nowadays, being quickly adaptive to technological developments, is optimally

empowered by the Company to create a management style that is "agile" and quick to ride the waves and follow the dynamic rhythm of the Company business. To support this, the management provides adequate space for innovation and growth for all generations so that the Company continues to be competitive in the multifinance industry.



Corporate Culture



The core values of GREAT and the role-modeling of the Leaders in the organization are continuously internalized to all employees, so that they always apply GREAT-based behavior in their daily lives. The cultural internalization process combines the related activities with digital media facilities, such as posting a wallpaper on the computer screen of each employee's that contain the GREAT corporate culture on a regular basis, as well as disseminating the values in GREAT to all new employees.

During the pandemic, internalization of these values has been carried out through learning about Covid-19 through the online learning platform called Mobile BFI Edustream & Training (M-BEAT). Self-learning knowledge enhancement is given in a five-module content format, followed by a final test to ensure learners' comprehension. Aside from this content, learning has also been conveyed through teasers and posters regarding Covid-19 and the adaptation to the "New Normal" with the health protocols.

1. Dissemination of the GREAT corporate culture values to new employees in one of the region prior to the Covid-19 pandemic



2. Adaptation of the new ways of working through the Work from Home (WFH) scheme, disseminated to employees via online and offline posters

3. Distribution of health information reminding employees to abide by the health protocols as part of the "New Normal" lifestyle





Milestones in 2020



The Covid-19 pandemic in 2020 had brought the Company to face a series of unexpected challenges. This called for the HC Department to be actively supporting the process of change taking place within the Company. Various steps taken have included reinforcement of online learning and training, reduction of paper-intensive activities, maintenance of employee discipline using an online attendance system, and formulation of the work shift mechanism and its implementation.

The optimization of technology in the Company's learning and recruitment management programs had resulted in BFI Finance receiving two awards, each in the category of "Learning & Development Strategy (A Rating)" and "Recruitment Strategy (A Rating)" at the HR Excellence Award 2020 held by SWA magazine in collaboration with the Management Institute of University of Indonesia's

Faculty of Economics and Business. These awards are given to appreciate companies' efforts in implementing HR management strategy that are aligned with their business strategy.





Recruitment Management



To fill the vacancies that arise in line with its business development, BFI Finance regularly recruits new personnel for strategic and field functions as well as trainees. Recruitment for strategic positions and trainees is carried out at the head office, while recruitment for field functions takes place at each branch.

BFI Finance is providing an equal opportunity to work to all job seekers who have the qualifications and competencies that the Company is looking for. The Company's recruitment policy is an inclusive one, which does not discriminate job seekers based on differences in their gender, belief, political orientation, or other backgrounds. Furthermore, the Company acknowledges no child labor and forced labor.

The management aligns its recruitment techniques to attract the millennial generation and specialized experts. The effectiveness of recruitment in the Company continues to be improved through:

- Needs analysis with an anticipatory approach;
- Publication of job vacancies via social media, such as Facebook, Twitter, Instagram, Career.com, LinkedIn, and JobStreet;
- Utilization of the BFI Jobs and the Applicant Tracking System digital platforms to receive and process new employee candidates; and
- Collaboration with startups and coding schools (Hacktiv8, Purwadhika, and Glints) to look for talents with special competencies in the field of technology.

To acquire highly qualified people, the Company sources them through collaboration with external parties as well as by utilizing the network of employee relations. In the 2020 pandemic, while recruitment frequency was reduced, especially for management trainees, key vacancies in the areas of information technology, business, and others, continued to be filled. The number of new employees recruited in 2020 reached 3,556 people. HC recruitment initiatives in 2020 include:

- Production of video content ("Covid-19 Outreach") as an employer branding collaboration between departments;
- Optimization of apprenticeships in the Operations area;
- Development of outsourcing data monitoring dashboard to display comprehensive information related to national outsourcing data; and
- Updating of SOPs for outsourcing.



HC Development



Even amidst the ongoing pandemic, the Company continues to provide learning facilities as needed by its employees. Most of the internal training programs have been conducted online, with topics such as refreshment and enhancement, including the Great People Orientation Program (GPOP). GPOP is a new online employee orientation program conducted through the M-BEAT learning platform. Refreshment and enhancement training is conducted to enhance employee knowledge and skills regarding work processes and existing/new regulations. This training can be conducted using a variety of methods, i.e., online, webinar, and blended learning.

All HR development programs are coordinated and facilitated by the BFI Learning Institute, which is tasked with formulating training programs according to the needs and business challenges often encountered by the Company, through delivery methods considered attractive and effective.

BFI Learning Institute also encourages employees to actively utilize the M-BEAT platform, which contains more than 357 learning video modules. The mobile and interactive video streaming feature is accessible to all employees through their devices.

Conventional (offline) training programs are still being implemented, both internally and externally, including:

- Great Leaders Program (GLP) for career preparation and enrichment;
- Talent Development Program, namely Talent Flexy Learning and Sandbox Innovation Program;
- External training programs and certifications; and
- Professional Education Assistance for managerial level and above who are taking postgraduate courses.

The Company's employees training expenditures reached Rp4 billion in 2020. This included the development of employee competencies and capabilities, reimbursement of accommodation costs during training, and other supporting components.

Training expenditures in 2020 amounted to less than in 2019, due to the increased utilization of digital (online) channels through optimization of M-BEAT. The BFI Learning Institute has also been using video conferencing technology, so that branch employees can conduct discussions and carry out case studies with learning partners at the head office. The Company has submitted a request to the OJK for relaxation on the proposed training



programs for 2020 to be implemented in 2021 instead. These programs covered both the internal programs and those that would involve external consultants. As a result, training expenditures in 2020 were lower than in the previous years.

In terms of technology development, starting in 2020, employees have now been able to take advantage of employee self-service features in the HCIS, including online attendance that has been implemented nationwide, replacing the conventional attendance machines. This facilitates the management of employee attendance, which previously had relied heavily on machine connectivity. The new system also minimizes the transmission of Covid-19. The e-Payslip has also been implemented since early 2020. E-Payslip is delivered directly to the email of each employee to speed up information flow to employees.

HC also began to use the Robotic Process Automation (RPA) for PPh 21 tax reporting and BPJS Kesehatan registration. This makes it easier for the Company to report PPh 21 to more than 230 Tax Offices and register more than 300 employees to BPJS Kesehatan every month. RPA saves the processing time needed to perform these two routine jobs by up to 72%.



TABLE 13 — HC DEVELOPMENT METRICS

Description	2019	2020	Comparison with Last Year
Training Cost	Rp12.8 billion	Rp4.1 billion	(Rp8.7 billion)
Number of Participants	26,574	8,319	(18,255)
Number of Training Programs	16	11	(5)

TABLE 14 — TRAINING AND EDUCATION PROGRAMS

Type of Training	Number of Programs	Number of Participants
Internal Training	4	7,800
External Training	7	519
Total	12	8,319

TABLE 15 — TRAINING PARTICIPANTS BY POSITION LEVEL

Position Level	Internal Training	External Training	Number of Participants
BOC & BOD	-	28	28
Senior Manager	59	108	167
Junior Manager	255	74	329
Officer	2,918	150	3,068
Staff	4,568	159	4,727
Total	7,800	519	8,319

**TABLE 16** — AVERAGE TRAINING HOURS PER EMPLOYEE PER YEAR

Position Level	Male			Female			Average Training Hours per Employee
	Training Hours	Number of Employees as at 31 Dec 2020	Average Training Hours per Employee	Training Hours	Number of Employees as at 31 Dec 2020	Average Training Hours per Employee	
BOC & BOD	207	12	17	17	1	-	17.2
Senior Manager	3,630	371	10	930	95	10	9.8
Junior Manager	7,772	256	30	2,368	78	30	30.4
Officer	73,229	1,938	38	27,848	737	38	37.8
Staff	108,168	4,258	25	30,357	1,195	25	25.4
Total	193,006	6,835	28	61,520	2,106	29	28.5

Performance Management



To ensure that all employees continue to perform well at work during the pandemic, BFI Finance monitors employee Key Performance Indicators (KPI) at branches on a monthly basis and reviews the KPI components to be adjusted to the prevailing business condition to ensure the achievement of targets.

In light of these adjustments in work processes and targets during the pandemic, each supervisor at the head office is responsible for managing the performance of their subordinates and for reviewing this performance periodically.

TABLE 17 — EMPLOYEE PRODUCTIVITY

Description	2019	2020	Comparison with Last Year	
			Total	Percentage
Number of Employees	12,127	8,995	(3,132)	-25.8%
Number of Outlets	423	346	(77)	-18.2%
Employees / Outlets	28.7	26.0	(2.7)	-9.4%
Total of New Contracts / Total Employees	40.2	29.0	(11.2)	-27.9%



Career Development



To support the growth of the Company, employees' potentials must be optimized. The management therefore is implementing a career development mechanism delivered by the HC Department through two stages, namely GREAT Talent Review (GTR) and People Development.

At the GTR stage, every employee has the same opportunity to have their potentials reviewed under the Human Asset Value (HAV) methodology and the individual competence profile projection, consisting of core, functional, and technical competencies. Furthermore, a committee will determine the talents to be developed in the appropriate programs.



Yongki Yuswantara

Branch NDF Motorcycle Manager
Surabaya



When we talk about being part of the big family of PT BFI Finance Indonesia Tbk, we don't just talk about work, but everything in this life that makes it a truly worthwhile journey. The career opportunities, the camaraderie between work units, and other noble values instilled by this organization have been so extraordinary that I am able to go through my days in high spirits up to my current milestone, becoming the Branch NDF Motorcycle Manager of Surabaya.

The Company's sincerity in delivering value to the community at large is the greatest reason for us to continue to strive, create, and give our best, because I believe it is that sincerity that yields the abundance, welfare, health, and other positive things that we have received in this big family. As long as BFI Finance stands firm for this country, we will always support its every policy, pray with all our heart, and work according to our job descriptions for the glory of this organization."



BFI Finance provides opportunities for its internal talents to contribute to the Company by submitting ideas for business development. The BFI Sandbox Innovation Program was established as a program by which every talent is free to innovate, both internally and externally. The management also determines the right talents to fill key positions in the organizational structure, to ensure the proper running of the Operating Model to boost profitability.

Employee career development in 2020 had to be temporarily suspended, especially for new positions or new structures in the organization. However, replacing employees who resigned or were transferred was carried out directly by employees deemed capable and worthy of filling the position.

TABLE 18 — PARTICIPANTS OF TALENT MANAGEMENT AND SUCCESSION PROGRAMS

Position Level	31 Dec 2019			31 Dec 2020			Comparison with Last Year	
	Male	Female	Total	Male	Female	Total	Total	Percentage
Managerial and above	172	40	212	11	-	11	(201)	-94.8%
Supervisor	844	278	1,122	107	59	166	(956)	-85.2%
Total	1,016	318	1,334	118	59	177	(1,157)	-86.7%



Employee Welfare



To boost productivity, strengthen employee loyalty and attachment to the Company, and ensure that employees perform at their best, BFI Finance applies a competitive standard when formulating the remuneration package and structure for its employees. The Company's remuneration policy is adjusted from time to time to the needs and developments in the financing industry and the labor market where the Company operates.

Apart from the applicable labor regulations regarding wages and minimum wage standards, the salary structure and performance bonuses for employees are also determined by the basic factor (position level) and other factors (such as their achievement and contribution to the progress of the individual, their team, and the Company). In 2020, the Company established a wage structure whose terms have been gradually disseminated to employees.

The remuneration package provided to all permanent employees of the Company includes:

1. Basic salary;
2. Employee allowances, including:
 - a. Housing allowance;
 - b. Transportation allowance;
 - c. Hardship allowance;
 - d. Religious festivity allowance, once a year;
 - e. Medical allowance (hospital reimbursement);
 - f. Position allowance for structural positions;
3. Motorcycle Ownership Program (MOP) and Car Ownership Program (COP);
4. Occupational facility ownership program;
5. Maternity leave;
6. Membership in BPJS Ketenagakerjaan (Occupational Accident Insurance, Pension, Life Insurance) schemes;
7. Personal insurance and life insurance; and
8. Performance bonuses (optional).

At the end of 2020, the smallest amount of remuneration for employees at the lowest level in the Company was higher than the regional minimum wage applicable in each area where the Company operates.

The number of employees who took maternity leave in 2020 is 193 female employees, and all of them returned to work after taking this leave.

In May 2020, to ensure that the Company remained capable to continue its business and not deteriorate due to and during the pandemic, the management implemented several strategies, which included operational cost efficiency, temporary closure of several branches, and a 50% reduction in allowances for managerial level and above. The Company also decided to not renew the work contracts of 1,008 employees whose tenure was less than one year.

The Company also moved 1,883 employees across directorates during the pandemic in 2020. The purpose of this was to ensure there was no reduction in employees in other units or sections affected by Covid-19, and to optimize the existing workforce by



Dian Primavera

Business Alliance Head
Head Office



The Indonesia Best Companies in Creating Leaders from Within Award obtained by BFI Finance is clearly not just an award. I saw it with my own eyes and felt for myself how BFI Finance had shaped me to what I am at this point. Starting my career at BFI Finance fresh out of university was certainly daunting, and I asked myself, can I contribute something here? What's the world of work like? However, my fear immediately dissipated thanks to an atmosphere that made me feel very welcome.

The challenges, the space for learning, and the opportunities that are given to all irrespective of age, means that everyone is treated equally. Even at my age, I have already been given an extraordinary opportunity to shoulder the responsibility as the Business Alliance Head to forge new partnerships, especially with technology companies. I grow along with BFI, and together we contribute to our country."

moving them to other departments or units that spearheaded the Company operations during the pandemic.

Employees' COP and MOP applications have also been postponed with a new rule in place that stipulates that new employees can apply for COP/MOP after one year of their promotion, or after one year starting from the ending date of their previous COP.

Cognizant that employee morale is closely related to their performance, the Company is actively fostering the sense of belonging in the employees and, through informal interactions, eradicating boundaries that might exist due to differences in position levels. Nevertheless, in light of the challenging situation during the pandemic, to protect employees' health and safety, the Company has stopped physical or face-to-face activities that were previously carried out regularly, including sports activities (badminton, basketball, table tennis, futsal, zumba, and running), video competitions (about applying the corporate culture), outbound events, outings, and community activities (movie nights, iftar).



Industrial Relations



BFI Finance aims to foster productive and mutually beneficial industrial relations with its entire workforce. BFI Finance thus complies with all applicable regulations related to employment and also applies the Company Regulations that its employees must adhere to at all times.

The Company Regulations contain key aspects related to employment, such as working conditions, dialog, competence development, equality of rights, and legal assistance. The Company Regulations protect all the rights of its employees. The Company Regulations in effect throughout 2020 were ratified by the Ministry of Law and Human Rights of the Republic of

Indonesia and are valid for a period of three years.

Within BFI Finance there are no labor unions as it has been generally considered by the Company's employees that establishing a labor union is necessary to channel their aspirations.

Employees can submit grievances to the management related to the fulfillment of their rights and any violations of the agreements in the Company Regulations. The grievance can be made both verbally and in writing. Grievances will be resolved in stages based on the organizational structure of BFI Finance. In 2020, BFI Finance did not receive substantial

grievances from employees regarding the industrial relations implementation.

To strengthen industrial relations, in 2020 the HC Department conducted:

- Dissemination of health protocols;
- BFI Run & Ride in the form of a virtual and individual sports challenge during the pandemic;
- "BFI Finance for Indonesia" video contest;
- Employee Mood as an additional communication channel for employees to the Company to anticipate, analyze, and rectify employee issues identified; and
- Best Employee Award event to appreciate the top-performing employees of the Company.

Occupational Health and Safety



The Company strives to establish and maintain a work environment that is safe, comfortable, and conducive to employee productivity. In recognition of this, BFI Finance implements the Occupational Health and Safety (OHS) Management System managed by the HC Department and the Infrastructure Development Unit under the Operations Division.

Clauses related to occupational health and safety (OHS) are stipulated in the Company Regulations on Prevention and Control, applicable to all employees. The Company requires all employees to prevent and avoid any risk of civil unrest, work accidents, or other events that may harm the Company's assets, and to take the initiative to overcome them if such risk is detected while they are at work.

The Company's employees are covered by several types of insurance, namely Occupational Accident Insurance from *BPJS*

Ketenagakerjaan, as well as health insurance and personal accident insurance from partnering insurance companies.

BFI Finance ensures that safety standards and permits for buildings and office facilities used by BFI Finance are always compliant and updated. Every operational support system and infrastructure for the building (such as lifts, generators, and waste treatment facility) is ensured to be working properly on a regular basis, and that their permits are updated. Important assets including documents belonging to customers at the Custodian Center are protected in an earthquake- and fire-resistant room, located at the head office, BFI Tower.

BFI Finance routinely conducts evacuation drills, testing of fire fighting equipment, and routine maintenance of building facilities. On each floor is kept fire fighting equipment and a first aid kit. An emergency team is on standby to deal with emergency events and prepare all employees to respond appropriately to these events.

BFI Finance's field staff, including those who execute the marketing, collection, and operational functions, spend a lot of their time on the road. To protect them from the risk of traffic accidents, BFI Finance ensures that they comply with traffic regulations and wear adequate protective equipment while driving.

BFI Finance exhorts all its employees to take care of their health and the environment in which they are located, and to understand the risk of various occupational diseases that may arise from their daily activities.

Since Covid-19 had begun to spread in Indonesia, BFI Finance has carried out the following anticipatory and mitigative efforts:

- Establishing the Business Continuity Management (BCM) joint task force, whose members come from each Directorate to jointly formulate a Business Continuity Plan (BCP) and provide anticipatory actions within BFI Finance's work environment;



- Conducting temperature checks in the lobby, providing hand sanitizers at each work location, and implementing restrictions on lift capacity;
- Distributing masks and vitamin C to all employees;
- Establishing a hotline for handling Covid-19, namely the BFI Corona Crisis Center (BFI 3C) for all employees, under the coordination of HC Department;
- Requiring employees under the Work from Office (WFO) scheme to fill out the Covid-19 Risk Self-Assessment Online Form;
- Implementing split working days (WFH and WFO) and flexy hour scheme to ensure physical distancing in the workplace;
- Raising employee awareness of Covid-19 through email blasts, teasers and banners; and
- Conducting tracing and mass testing upon employee exposure to Covid-19.

To support monitoring of the spread of Covid-19 within BFI Finance, the Task Force is present both at the head office and at each branch. Team members have been appointed based on the President Director's Decree.

The BFI 3C team also handles and prevents the spread of Covid-19 within BFI Finance and responds to reports and complaints of employees who have been indicated to have been exposed to Covid-19, or designated as persons under surveillance (ODP) or patients under supervision (PDP). BFI 3C team's efforts include:

- Monitoring employee health developments regularly;
- Delivering medication to employees who are symptomatic; and
- Helping to secure information related to inpatient care locations, if needed.

The Company incurred Rp1.5 billion in costs to anticipate and mitigate the spread of Covid-19 in 2020.

A total of 300 employees contracted Covid-19 at the head office and branches in 2020, of whom 4 had died. Other occupational accidents recorded by the Company in 2020 are summarized in Table 19.

TABLE 19 — OCCUPATIONAL ACCIDENTS

Occupational Accident Rate	Field Staff	Non-field Staff	Total
Major Accidents	-	1	1
Minor Accidents	12	2	14
Total Number of Accidents	12	3	15

Workforce Profile



Since the pandemic began in Indonesia, starting in March 2020, BFI Finance had temporarily ceased recruiting new employees. In line with this extraordinary circumstance, the recruitment team has conducted an internal overhaul by enhancing the recruitment system with new technology. It is expected to allow all selection processes in the future to be performed fully digitally.

TABLE 20 — TOTAL EMPLOYEES

Description	31 Dec 2019	31 Dec 2020	Comparison with Last Year	
			Total	Percentage
Total Employees	12,127	8,995	(3,132)	-25.8%

TABLE 21 — NUMBER OF EMPLOYEES BY DIRECTORATE

Directorate	31 Dec 2019			31 Dec 2020			Comparison with Last Year	
	Male	Female	Total	Male	Female	Total	Total	Percentage
BOC	7	2	9	7	2	9	-	0.0%
BOD	5	-	5	5	-	5	-	0.0%
CEO (President Director)	224	124	348	200	120	320	(28)	-8.0%
Business	4,271	872	5,143	2,446	392	2,838	(2,305)	-44.8%
Operations & HC	1,087	1,580	2,667	419	1,122	1,541	(1,126)	-42.2%
Enterprise Risk	3,204	484	3,688	3,597	451	4,048	360	9.8%
Finance	218	49	267	198	36	234	(33)	-12.4%
Total	9,016	3,111	12,127	6,872	2,123	8,995	(3,132)	-25.8%

TABLE 22 — NUMBER OF EMPLOYEES BY EMPLOYMENT STATUS

Employment Status	31 Dec 2019			31 Dec 2020			Comparison with Last Year	
	Male	Female	Total	Male	Female	Total	Total	Percentage
Permanent	4,933	1,918	6,851	4,555	1,656	6,211	(640)	-9.3%
Non-Permanent	4,083	1,193	5,276	2,317	467	2,784	(2,492)	-47.2%
Total	9,016	3,111	12,127	6,872	2,123	8,995	(3,132)	-25.8%

TABLE 23 — NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT

Employment Contract	31 Dec 2019			31 Dec 2020			Comparison with Last Year	
	Male	Female	Total	Male	Female	Total	Total	Percentage
Full Time	9,016	3,111	12,127	6,872	2,123	8,995	(3,132)	-25.8%
Part Time	-	-	-	-	-	-	-	-
Total	9,016	3,111	12,127	6,872	2,123	8,995	(3,132)	-25.8%

TABLE 24 — NUMBER OF EMPLOYEES BY REGION

Region	31 Dec 2019			31 Dec 2020			Comparison with Last Year	
	Male	Female	Total	Male	Female	Total	Total	Percentage
Head Office	610	480	1,090	518	422	940	(150)	-13.8%
Greater Jakarta	892	269	1,161	1,169	314	1,483	322	27.7%
Java & Bali	3,717	1,145	4,862	2,279	614	2,893	(1,969)	-40.5%
Sumatra	1,455	486	1,941	1,084	307	1,391	(550)	-28.3%
Kalimantan	883	270	1,153	670	180	850	(303)	-26.3%
Eastern Indonesia	1,459	461	1,920	1,152	286	1,438	(482)	-25.1%
Total	9,016	3,111	12,127	6,872	2,123	8,995	(3,132)	-25.8%

TABLE 25 — NUMBER OF EMPLOYEES BY EDUCATIONAL LEVEL

Educational Level	31 Dec 2019			31 Dec 2020			Comparison with Last Year	
	Male	Female	Total	Male	Female	Total	Total	Percentage
Master's & Doctoral Degree	37	18	55	29	17	46	(9)	-16.4%
Bachelor's Degree	5,350	2,274	7,624	4,060	1,567	5,627	(1,997)	-26.2%
Diploma	889	413	1,302	674	301	975	(327)	-25.1%
High School and below	2,740	406	3,146	2,109	238	2,347	(799)	-25.4%
Total	9,016	3,111	12,127	6,872	2,123	8,995	(3,132)	-25.8%

**TABLE 26** — NUMBER OF EMPLOYEES BY POSITION LEVEL

Position Level	31 Dec 2019			31 Dec 2020			Comparison with Last Year	
	Male	Female	Total	Male	Female	Total	Total	Percentage
BOC & BOD	12	2	14	12	2	14	-	0.0%
Senior Manager	162	44	206	158	43	201	(5)	-2.4%
Junior Manager	494	134	628	475	132	607	(21)	-3.3%
Officer	2,368	922	3,290	1,961	743	2,704	(586)	-17.8%
Staff	5,980	2,009	7,989	4,266	1,203	5,469	(2,520)	-31.5%
Total	9,016	3,111	12,127	6,872	2,123	8,995	(3,132)	-25.8%

TABLE 27 — NUMBER OF EMPLOYEES BY AGE GROUP

Age Group	31 Dec 2019			31 Dec 2020			Comparison with Last Year	
	Male	Female	Total	Male	Female	Total	Total	Percentage
< 25 years	1,559	1,011	2,570	641	356	997	(1,573)	-61.2%
25-30 years	4,401	1,447	5,848	3,215	1,123	4,338	(1,510)	-25.8%
31-40 years	2,730	584	3,314	2,655	569	3,224	(90)	-2.7%
41-50 years	290	52	342	318	59	377	35	10.2%
> 50 years	36	17	53	43	16	59	6	11.3%
Total	9,016	3,111	12,127	6,872	2,123	8,995	(3,132)	-25.8%

TABLE 28 — NUMBER OF EMPLOYEES BY TENURE

Tenure	31 Dec 2019			31 Dec 2020			Comparison with Last Year	
	Male	Female	Total	Male	Female	Total	Total	Percentage
< 3 years	6,097	1,951	8,048	3,466	900	4,366	(3,682)	-45.7%
3-5 years	1,347	488	1,835	1,610	507	2,117	282	15.4%
6-10 years	1,173	490	1,663	1,362	514	1,876	213	12.8%
≥ 11 years	399	182	581	434	202	636	55	9.5%
Total	9,016	3,111	12,127	6,872	2,123	8,995	(3,132)	-25.8%



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Business Supporting Units



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Information Technology



The Covid-19 pandemic in 2020 gave birth to a new reality for the Company's digital transformation plan, which is required to be faster in strengthening service infrastructure and business processes. The objective is to better prepare the Company to face the rising socio-economic dynamics in the wake

of the pandemic. Such a condition had also forced the Company to reconsider its plans for 2020, adjusting them to pandemic conditions. As such, some initiatives were postponed or canceled, while some were supplanted by new ones.



People, Process, Technology, and Data Management—altogether support the transformation of the Company's business and operations, making it even more agile amidst the pandemic.”

IT Strategic Design in Dealing with the Pandemic

Changes in people's lifestyle due to the pandemic have required BFI Finance to accelerate the modernization of its IT system. The Company's four pillars of transformation in the IT field—namely People, Process, Technology, and Data Management—altogether support the transformation of the

Company's business and operations, making it even more agile amidst the pandemic. IT-related adaptations of new work patterns that were implemented in 2020 include:

- Fast Approval, through the acceleration of the online scoring engine and credit analysis initiatives, which speed up processes and are based on database of credit application assessment; and
- Touchless Process, through a web portal for customers to apply for loans or loan restructuring, as well as migration of employee attendance system from fingerprint-based to online through their respective devices.

2020 Key Achievements

Some of the main achievements of the IT Department in 2020 in developing IT technology to respond to the challenges due to the pandemic include:

- Implementing government programs related to pandemic management, such as credit restructuring and minimization of direct interaction between the Company and its customers, through the provision of online applications, both for credit restructuring as well as for loan application and payment;
- Developing a modernized Loan Origination System to be implemented in stages, starting in the first half of 2021;
- Continuing the transformation in the Software Development Life Cycle (SDLC), where all personnel are grouped into squads;
- Procuring a form builder platform to accelerate web development in forms;
- Starting the implementation of the Document Management System (DMS) project and the Checking and Validation System as an aggregator of external data sources;



- Implementation of Big Data Analytics to support customer acquisition using the Fast Approval method;
- Implementation of automation in the CI/CD (Continuous Integration – Continuous Delivery) Pipeline process, which allows teams to go through the build-versioning-deployment stages faster;
- Starting the development of a Finance-as-a-Service (FaaS) platform to pave the way for the Company towards the Open API economy ecosystem;
- Organizing the BFI Agile Thought Community (BATC);
- Strengthening IT Governance by developing rules for software development using agile methods;
- Implementing application testing process automation using Katalon application;
- Forming a Data Governance Committee, formulating Data Governance SOP, and creating a Data Quality System prototype, all key pillars in implementing Data Management & Analytics;

- Implementing Site Recovery Manager (SRM) to support and automate every aspect of the plan for the recovery of Data Center to the Disaster Recovery Center, with the aim of speeding up the recovery process and minimizing risks arising from manual processes;
- Rejuvenating server rooms and data networks in several branches; and
- Strengthening data security on Company computers by implementing Data Leakage Protection (DLP).

2021 Work Plan

Business trends in 2021 will increasingly rely on Industry 4.0. Therefore, IT resources, which cover the aspects of human, technology, and business process, are paramount for the Company in ensuring its success.

As a continuation from 2020, a number of initiatives that will be ready to be launched in early 2021 include the Loan Origination System based on Rule-based Engine and Big Data Analytics, Document

Management System, Checking and Validation System, Customer Mobile Application System, Open API, as well as Data Quality System and Master Data related to Data Analytics. In addition, IT modernization involving both scrum methodology and micro services architecture will continue to be developed further, preparing the Company to seize the opportunities of post-pandemic growth.

In preparation for this, the IT Department has planned the following to be accomplished in 2021:

- Utilization of initiatives begun in the previous year, including: Loan Origination System, Document Management System, Checking and Validation System, Mobile Customer Application, and FaaS;
- Ongoing IT modernization through application modularization and automation based on CI/CD;
- Development and modernization of mobile-based applications for sales teams and for customers, on both Android and iOS, to facilitate customer interaction, acquisition, and online customer service;



- Expansion of Robotic Process Automation (RPA) utilization to reduce human involvement in high-volume routine activities;
- Omnichannel Automation platform initiative that allows communication with customers to be carried out along various types of communications media in a centralized manner;
- Strengthening of scoring capabilities to support process of Loan Origination System by utilizing internal and external data, and by employing the Rule Engine System and Big Data Analytics;
- Implementation of the Data Quality System along with Data Quality SOPs, including data updating mechanisms at the head office and branches;
- Expansion of data utilization by creating Master Data and implementing Data Virtualization;
- Broader use of cloud computing services for stability, availability, operational and maintenance efficiency;
- Improvement of IT infrastructure, database optimization and systems availability monitoring;
- Renewal and improvement of supporting and security facilities at the BFI Data Center, including fire extinguishers in the staging room, panel and corridor rooms, security devices: replacement of CCTVs, fingerprint system, and fire suppression system; and
- Improvement of security for web-based applications through a Web Application Scanner to detect vulnerabilities in web based applications.





Network and Operational Development



BFI Finance's operational activities underwent a substantial change as the management adapted them to the "new normal" condition prescribed by the government to deal with the Covid-19 pandemic. Thus, while the Company remains consistent in delivering the much-needed financial services for the Indonesian population, BFI Finance since the early days of the pandemic has been implementing strict health protocols, through the 3M policy of washing hands, wearing masks, and maintaining a safe distance, across all of its operational locations.

This policy has been enforced by implementing a flexible work system to reduce the number of people physically going to the office, and to ensure a safe distance in the seating positions of each employee. Personal health and hygiene facilities are provided in all locations, along with access to health checks for all employees who have been known to have been exposed to Covid-19.

The Company has minimized official employee travel, both for the purpose of meeting and work coordination as well as for regular branch visits. All of these activities have been substituted with online meetings. Employees

who still have to travel for business are required to undergo the Covid-19 antigen swab test, both before and after their travel.

BFI Finance monitors its operating expenses carefully to anticipate the impacts of the pandemic on its financial condition. Taking into account the market condition in certain regions that have been severely affected by the pandemic, the Company's network expansion strategy had to take a backseat during the year and we had to streamline our outlets—closing 5 branches and 78 kiosks—as the Company reviewed its outlet



BFI Finance since the early days of the pandemic has been implementing strict health protocols, through the 3M policy of washing hands, wearing masks, and maintaining a safe distance, across all of its operational locations.”

productivity and overall physical footprint to adapt to the changing habits and activities of our customers.

The effectiveness and efficiency of the Company's operational activities, which have now been more reliant on the digital realm, is ensured with the optimum utilization of an integrated and up-to-date information technology system in all of its business processes. The Company keeps abreast of the latest developments in the financing industry and the potential in the industry, as it seeks to cater to the highly diverse and rapidly changing needs of consumers.

The Company has initiated three network and operation pillars—consisting of business process centralization, outlet functions automation, and a cashless transaction ecosystem—which continued to be implemented and improved in 2020.

The operational centralization at BFI Finance in 2020 was conducted so that all operational processes could be controlled and managed properly. This was achieved through the application of several work tools and technology, such as a comprehensive document management system.

The Company's HR competence is continuously improved as they undergo a transformation to the new ways of working, which have increasingly been empowered by digital technology. Concurrently, the Company continues to standardize and streamline various procedures, especially in smaller branches, to improve work effectiveness and efficiency. This standardization is part of the Company's outlet functions automation pillar.

In the new normal era, with physical movement restrictions in place in many regions in Indonesia, BFI Finance continues to facilitate its customers by tapping digital payment providers by collaborating with several multi-service platforms, including Gojek through the GoBills feature, Tokopedia, and Shopee.

Amidst the ongoing pandemic, BFI Finance needs to be constantly prepared for disasters and emergency situations that may occur at any time and threaten the continuity of its business. Therefore, BFI Finance's Business Continuity Plan (BCP) has been established to stipulate the steps for monitoring and implementing the rehabilitation and relocation of assets in the event of a disaster. In 2020, BCP was enriched with the measures for implementing health protocols during the pandemic.

BFI Finance entered 2021 with optimism while remaining prudent in developing its business. The focus of operational network development is currently focused on Java, which still has a high growth potential in the pandemic, which will be tapped by the Company by opening four new outlets in 2021.



Customer Service



The customer service program implemented based on Law No. 8/1999 on Consumer Protection and POJK No. 1/POJK.07/2013 on Consumer Protection in the Financial Services Sector, as well as other related regulations.

Strategic efforts to deliver the best service to customers are summarized in the Service Excellence Strategy framework. The goal is to comprehensively improve service quality and maintain business amid competition in the industry.

BFI Finance's Service Excellence Strategy framework consists of three main components:

1. Sustaining Service Insight
2. Customer Relationship & Engagement
3. Complaint Handling & Service Recovery

Sustaining Service Insight

The Service Insight component is inculcated in all employees, especially those who deal directly with the customers. In accordance with one of the Company's Core Values, Excellent

Service, Service Insight seeks to deliver satisfaction through three main values, namely:

- Positive Attitude: friendly and polite in providing services;
- Responsive: quick, precise, responsive and accurate response; and
- Professional: creating customer satisfaction according to the Company's service standards.



Adelin Pinsow

Car Financing Consumer

Ambon, Maluku



I have been a BFI Finance customer since 2008. I first had heard about the Company from a friend. When I finally decided to obtain financing from BFI Finance, it was because its competitive interest rates. So far, BFI Finance has provided a highly reliable and satisfying service, so whenever I have a need related to financing, I will definitely contact BFI Finance.”

Customer Relationship & Engagement

To provide a more comprehensive and excellent service to all customers, thus building their loyalty to the Company, the latest competence and understanding of service quality and customer needs are instilled in all employees through:

- Self Development Program, aimed at creating service standards based on the core value of Excellent Service. The training provided is the Ngobrol Santai (Ngobras) program and the Development Day Service carried out virtually;

- Virtual customer appreciation activities on the 2020 National Consumer Day, which focused on increasing service awareness, product introduction and company branding to the wider community, as well as providing the best service consistently; and
- Service Mindset Program as an annual event for Regional Service Excellence Monitoring Specialists (RSEMS), as the forefront of service strategy in every region throughout Indonesia. In addition to improving their capabilities and service mindset, this activity also boosted the potential and creativity of RSEMS related to standardization of branch services.

Amidst the pandemic, appreciation for loyal customers was manifested in the following programs:

- Complete health protocol facilities in the front office area;
- Video calls to greet customers and share the spirit of living through the pandemic;
- On the 2020 National Consumer Day, branch leaders served customers directly at the offices;
- National Consumer Day Promo for customers who transacted digitally; and



- Appeal for living a healthier life by cycling and special treatment on National Consumer Day with the Healthy Ride Harpelnas program;

In 2020, apart from by telephone, BFI Finance customers were also able to engage the Company on the Company's social media platforms on official Facebook, Instagram, Twitter, and WhatsApp account.

Complaint Handling & Service Recovery

In collaboration with related units, the Customer Service Unit is responsible for following up on complaints received by the Company to ensure a fast, accurate, comprehensive, and satisfying response. The Customer Service Unit maintains communication and is integrated with all branches.

In 2020, BFI Finance received 9,763 feedbacks in the form of complaints and suggestions, especially with regard to its products. There were no complaints from customers regarding violation of customer privacy rights and customer data in 2020.

During the 2020 pandemic, since the debt restructuring program for customers affected by Covid-19 had been implemented since April 2020, the Company received 1,657 complaints regarding debt restructuring, including related to

the mechanism, procedures, and calculation of credit restructuring amount. The Company has provided the details for the credit restructuring application on its official website.

In line with the Company's internal policies and applicable regulations in Indonesia, BFI Finance has established a Service Level Agreement (SLA) in the form of a response period for each complaint received. BFI Finance's achievement of this SLA in 2020 was reflected in the complete follow-up of each complaint within 20 days.

In 2020, the Company implemented the Listen to Our Customer service strategy, to better know

and understand the needs and expectations of its customers, so that they can continue to improve services and create positive experiences for them.

Customers can immediately provide feedback on their satisfaction level about their experience by filling in the Smart Rating System (SRS) on the smartphone tablet available at the branch.

Customer Satisfaction Measurement

The success of the Company's customer service initiatives is measured periodically using the





Customer Satisfaction Index (CSI) and the Net Promoter Score (NPS). The Covid-19 pandemic has not only caused changes in customer behavior, but also encouraged the “new normal” patterns in business processes. In 2020, BFI Finance received input from 92,238 new customers as the respondents, and gained a CSI score of 3.47 from a maximum score of 5, and an NPS of 46%.

This score was lower than the previous year's 4.48. The decline was due to changes and adjustments during the

initial stage of the pandemic where the Company made many changes to its services, both for product services and customer credit restructuring program. However, as shown by the NPS score, this did not discourage customers from recommending BFI Finance to their colleagues or relatives.

Internal Customer Care

In order to improve service quality for internal customers, namely fellow employees, the Internal Customer Care is carried out to collect complaints and assess branch employees on the performance of

colleagues at the head office and vice versa. This program provides an overview of the level of satisfaction of each work unit within the Company's organizational structure, to be considered when preparing corrective measures. Internal Customer Care is also a medium for employees to channel ideas and aspirations to support internal services.

Dahniar La Usman

Motorcycle Financing Customer
Balikpapan, East Kalimantan



Since 2020 I have been a motorcycle financing consumer of BFI Finance. The simple administrative process is what makes BFI Finance superior in my view. BFI Finance staff are very responsive, knowledgeable, and reliable. Their service to me has been good and satisfying, and I certainly hope to be able to obtain financing with a greater value from BFI Finance in the future.”





06_

Management Discussion and Analysis

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Economic and Industry Overview



Economic and Industry Overview

The world in 2020 was transformed with the rise of the “new normal”, as economies and societies struggled to contain the spread of Covid-19 that had been declared a global pandemic by the World Health Organization by March 2020. With lockdowns and social distancing measures enforced by governments globally in what the International Monetary Fund (IMF) dubbed the “Great Lockdown” of 2020, economic activities worldwide, especially heavily reliant on physical interaction were brought to a standstill. On the other hand, online businesses flourished

as people were compelled to work, study, and transact from the relative safety of their homes. Nevertheless, the Covid-19 pandemic had caused the global economy in 2020 to experience its worst downturn in a century, with global GDP contracting by 4.3%, worse than during the 2008 economic crisis.

Most countries’ GDP declined in 2020, with China being the only one among the G20 economies to register positive growth, albeit slowest in 44 years. Governments and central banks worldwide focused on mitigating the adverse impacts of Covid-19. Trillions of dollars were poured into the economy as a safety

net to protect the most vulnerable and keep businesses afloat, in what has been the largest stimulus program ever deployed globally. The low-interest rate climate that had already prevailed in many major economies saw even more rate cuts in 2020, with some central banks even pursuing negative interest rate policies. By the end of year, global debt levels soared to an all-time high of USD277 trillion, roughly 4.5 times global GDP. The world may have wrapped 2020 with encouraging vaccine news, but the global economy remains mired in a troublingly perilous environment.



Dwindling global trade, slower demand, and weakened purchasing power for much of 2020 had caused Indonesia to record its first recession since the 1998 Asian financial crisis. GDP contracted by 2.07% year-on-year in 2020.”

Indonesia's Economic Overview

Dwindling global trade, slower demand, and weakened purchasing power for much of 2020 had caused Indonesia to record its first recession since the 1998 Asian financial crisis. GDP contracted by 2.07% year-on-year in 2020. However, having been impacted by the government's large-scale social distancing initiatives in the second quarter aimed at quelling the coronavirus's advance, the economy had shown some degree of recovery by the fourth quarter.

Many economic sectors took a hit from the pandemic, most notably the transportation, hospitality, and tourism industries. Many businesses especially small- and medium-scale enterprises—an anchor of Indonesia's economy—were forced to go under, as they struggled to maintain positive cash flow amidst much reduced economic activity. Many businesses reassessed their budgets, delayed their investments, and minimized spending in an attempt to preserve liquidity.

Consequently, even when Bank Indonesia slashed its reference interest rate five times in 2020, down to 3.75% at year-end, the banking sector recorded a double-digit increase in savings, which reached Rp6,737 trillion by end of 2020. While this was partially boosted by the government's stimulus program amounting to a staggering Rp580 trillion (21% of the 2020 State Budget), this also showed the prevailing preference in the economy to amass cash amidst the possibility of a prolonged crunch. This sentiment was clearly behind the 2.41% decline in total bank lending and the all-time low inflation rate of 1.68% in 2020.

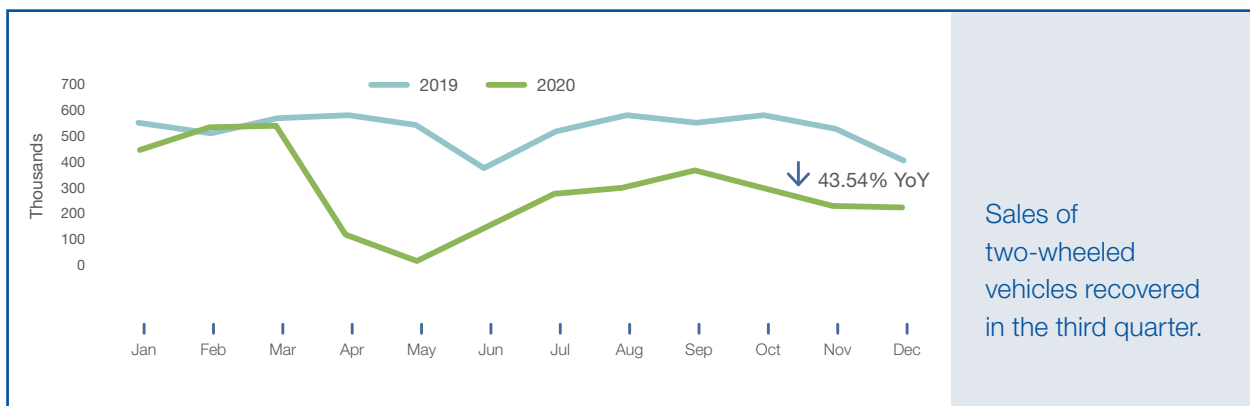
The distinct stages of the economy—first under business-as-usual and then under the various social distancing measures—unfolding over the course of 2020 were well-reflected in the monthly cars and motorcycles sales figures, as reported by GAIKINDO and AISI shown in Graphs 8 and 9. Monthly sales plummeted in Q2–2020 before creeping back up in the second half of the year.



GRAPH 8 — MONTHLY CAR SALES IN INDONESIA (UNITS), 2019–2020



GRAPH 9 — MONTHLY MOTORCYCLES SALES IN INDONESIA (UNITS), 2019-2020



Multifinance Industry Overview

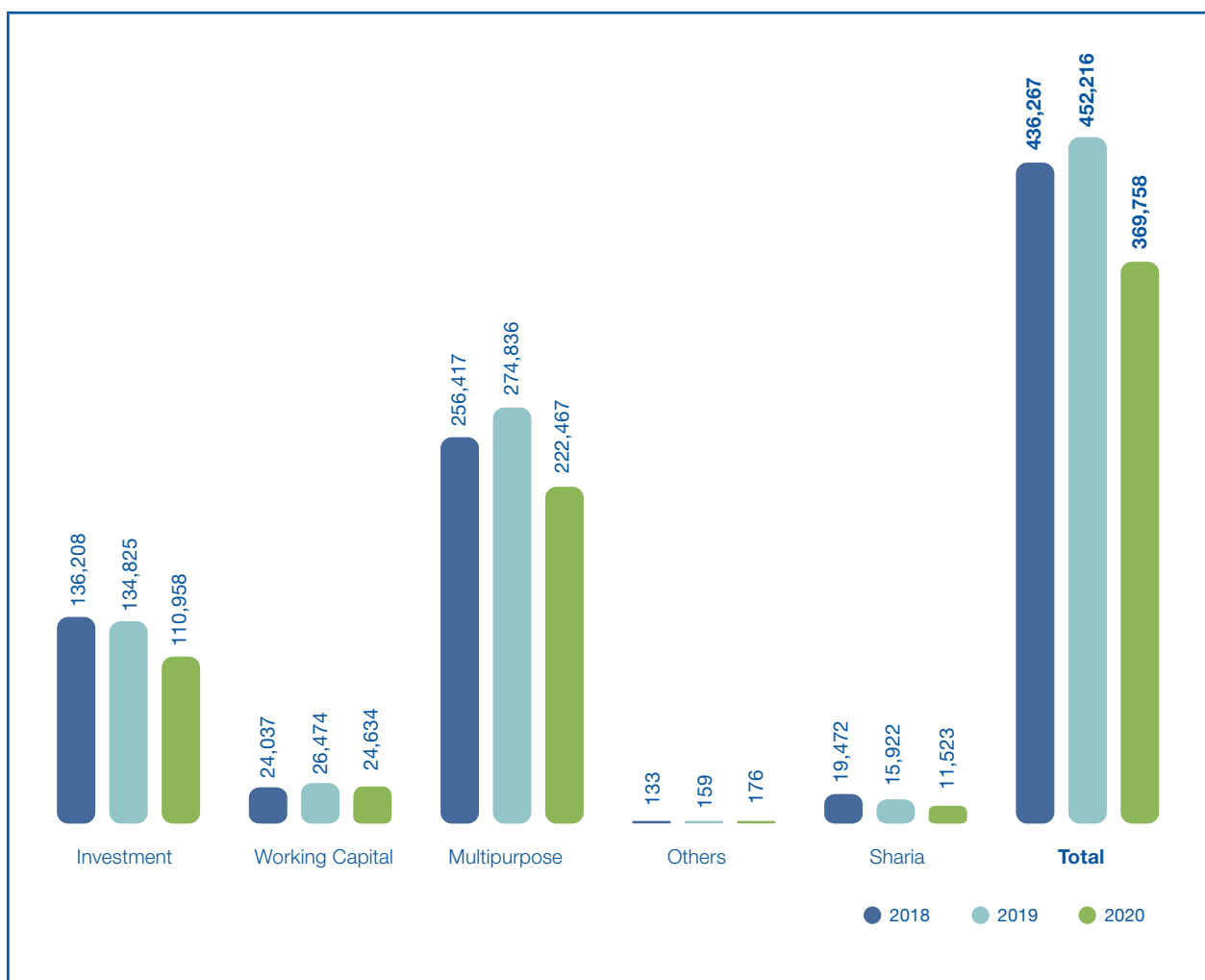
At the end of 2020, the value of net financing receivables in 2020 decreased significantly by 18.2% from the total receivables of the multifinance industry's total receivables at the end of 2019, which was Rp452.22 trillion. It was coupled with a deteriorating NPF that reached 4.01% (gross), as at end of 2020, compared with 2.40% at end of 2019, owing to the pandemic-stricken economy and restricted social interactions.

To reduce this impact, OJK rolled out the debt-restructuring program for financing institutions in March 2020. About Rp971 trillion of bank loans had been restructured, about a fifth of total lending by banks. Meanwhile, in the multifinance industry, the restructured contracts amounted to Rp192 trillion, making up almost half of the total financing disbursed, at Rp370 trillion by end of 2020. The program delivered an immediate and effective result in allaying a runaway rise of NPL and further tightening of capital.



While still making up the majority of receivables in 2020, multipurpose financing's size shrank by 19.1% to Rp222 trillion, compared with Rp275 trillion as at end of 2019. Investment financing went down by 17.7% in size to Rp111 trillion by end of 2020, while working capital financing closed the year at Rp25 trillion, 7.0% lower than a year earlier. The smallest contributor to total receivables, sharia-based financing, continued the decline it had seen in 2019 as it shrank further by 27.6% in 2020, to reach Rp12 trillion at the end of the year.

GRAPH 10 — MULTIFINANCE INDUSTRY RECEIVABLES (Rp billion), 2018–2020



Business Review



In accordance with POJK No. 35/POJK.05/2018 on the Business Operations of Financing Companies, the scope of finance companies may comprise investment financing, working capital financing, multipurpose financing, and other financing activities under OJK's approval. In addition to these four areas, finance companies may conduct operating leases and/or fee-based activities provided that they are not in conflict with prevailing regulations.

BFI Finance conducts its business of asset-backed financing secured by cars, motorcycles, and property, both for investment, working capital and multipurpose financing. All receivables are recorded in the financial statements of the Company as financing receivables, and sub-divided according to the type of asset being financed and the purpose of the financing. Apart from conventional financing, the Company also carries out sharia-based financing.

TABLE 29 — NEW FINANCING BY ASSET TYPE

Description	2019	2020	Comparison with Last Year	
			Total	Percentage
(Rp billion)				
Used Cars Financing	10,641	5,213	(5,428)	-51.0%
New Cars Financing	161	77	(84)	-52.2%
Cars Financing	10,802	5,290	(5,512)	-51.0%
Used Motorcycles Financing	2,820	1,395	(1,425)	-50.5%
Heavy Equipment Financing	1,998	781	(1,217)	-60.9%
Property Backed Financing	219	105	(114)	-52.1%
Sharia Financing	57	35	(22)	-38.6%
Total	15,896	7,606	(2,778)	-52.2%
Percentage of Total				
Used Cars Financing	66.9%	68.5%	n/a	1.6%
New Cars Financing	1.0%	1.0%	n/a	0.0%
Cars Financing	67.9%	69.5%	n/a	1.6%
Used Motorcycles Financing	17.7%	18.3%	n/a	0.6%
Heavy Equipment Financing	12.6%	10.3%	n/a	-2.3%
Property Backed Financing	1.4%	1.4%	n/a	0.0%
Sharia Financing	0.4%	0.5%	n/a	0.1%
Total	100.0%	100.0%		



Description	2019	2020	Comparison with Last Year	
			Total	Percentage
(unit)				
Used Cars Financing	117,507	60,994	(56,513)	-48.1%
New Cars Financing	838	383	(455)	-54.3%
Cars Financing	118,345	61,377	(56,968)	-48.1%
Used Motorcycles Financing	381,258	194,786	(186,472)	-48.9%
Heavy Equipment Financing	3,344	1,431	(1,913)	-57.2%
Property Backed Financing	682	405	(277)	-40.6%
Sharia Financing	2,724	965	(1,759)	-64.6%
Total	506,353	258,964	(247,389)	-48.9%

New Financing

BFI Finance recorded total new financing of Rp7,606 billion in 2020, a decrease of 52.2% from Rp15,896 billion in 2019.

Of the new financing, 69.5% was Cars Financing, which reached Rp5,290 billion. Used Cars Financing was the largest contributor to the Cars Financing portfolio, reaching Rp5,213 billion or 68.5% of the total. Used Motorcycles Financing contributed 18.3%, Heavy Equipment 10.3%, Property 1.4%, and Sharia 0.5% to the total of the new financing.

The decline in the amount of new financing in 2020 resulted from the year-long economic disruptions owing to the Covid-19 pandemic, which called for the government to conduct large-scale social restrictions to prevent the spread, especially during the first half of 2020. In line with this, the financial sector including the finance industry experienced a deterioration in credit quality, as businesses struggled to maintain positive cash flow, resulting in some parties being unable to pay their loan installments.

This situation caused the Company to restrict the disbursement of new financing in the second quarter of 2020. Disbursement of new financing was only restarted when economic recovery was started to be seen in the third and fourth quarters of 2020. During this period, the Company was very prudent in disbursing new financing in all financing channels.

TABLE 30 — NEW FINANCING OF CARS (NEW AND USED) BY SOURCE OF ORIGATION

Description	2019	2020	Comparison with Last Year	
			Total	Percentage
(Rp billion)				
Non-Dealer Financing	9,998	4,908	(5,090)	-50.9%
Dealer Financing				
Used Cars Financing	643	305	(338)	-52.6%
New Cars Financing	161	77	(84)	-52.2%
Total	10,802	5,290	(5,512)	-51.0%
(unit)				
Non-Dealer Financing	111,394	58,088	(53,306)	-47.9%
Dealer Financing				
Used Cars Financing	6,113	2,906	(3,207)	-52.5%
New Cars Financing	838	383	(455)	-54.3%
Total	118,345	61,377	(56,968)	-48.1%

TABLE 31 — NEW FINANCING OF CARS (NEW AND USED) BY CAR CATEGORY

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Passenger Car	8,349	4,219	(4,130)	-49.5%
Commercial Car	2,453	1,071	(1,382)	-56.3%
Total	10,802	5,290	(5,512)	-51.0%

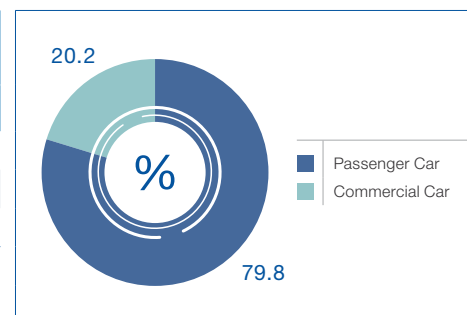


TABLE 32 — NEW FINANCING OF CARS (NEW AND USED) BY CAR TYPE

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Minibus/MPV	5,619	2,775	(2,844)	-50.6%
Jeep	2,056	1,107	(949)	-46.2%
Truck	1,298	555	(743)	-57.2%
Pick-up	1,068	486	(582)	-54.5%
Sedan	675	337	(338)	-50.1%
Bus	86	30	(56)	-65.1%
Total	10,802	5,290	(5,512)	-51.0%

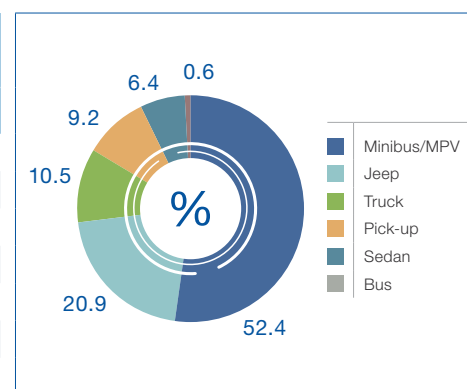



TABLE 33 — NEW FINANCING OF CARS (NEW AND USED) BY BRAND

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Toyota	4,017	1,982	(2,035)	-50.7%
Mitsubishi	1,576	779	(797)	-50.6%
Honda	1,453	757	(696)	-47.9%
Daihatsu	1,389	692	(697)	-50.2%
Suzuki	962	463	(499)	-51.9%
Isuzu	160	64	(96)	-60.0%
Other Japanese Brand	918	385	(533)	-58.1%
Non-Japanese Brand	327	168	(159)	-48.6%
Total	10,802	5,290	(5,512)	-51.0%

Cars Financing

Slow economic activity throughout 2020 resulted in lower demand for motor vehicles. Car sales in Indonesia in 2020 amounted to 532,027 units, a steep drop from 1,030,126 units in 2019.

This, and the overall subdued economic environment, also affected BFI Finance's Cars Financing portfolio, which consists of New and Used Cars with different financing purposes, namely for the purchase of New and Used Cars, as well as Financing supported by Used Cars as collateral.

The amount of Cars Financing disbursed by the Company in 2020 was Rp5,290 billion, decreasing by 51.0% from 2019's value. Cars Financing contributed 69.5% to the Total New Financing.

BFI Finance's New Financing in 2020 involved 60,994 units of used cars and 383 units of new cars. The total declined by 48.1% from the total number of cars financed in 2019, which was 118,345 units.

In terms of source of financing, the major portion or 92.8% of Total Cars Financing was derived from Non-Dealer Financing, with 58,088 cars being financed in 2020. The value of Non-Dealer Financing shrank by 50.9%, from Rp9,998 billion in 2019 to Rp4,908 billion in 2020.

Dealer Financing declined by 52.6% and 52.2% of their values in 2019 for Used Cars and New Cars, respectively. The portion of Dealer Financing to the whole decreased from Rp804 billion or 7.4% in 2019 to Rp382 billion or 7.2% in 2020.

Minibus/MPV remained the largest contributor by type, accounting for 52.4% or Rp2,775 billion, followed by Jeep at 20.9% of Total Cars Financing, and Truck at 10.5%.

Cars Financing in 2020 was dominated by Japanese brands, contributing 96.8% to the aggregate value. Toyota brand dominated with a 37.4% contribution to Total New Cars Financing.



Motorcycles Financing

BFI Finance's motorcycle business is focused on Financing with Used Motorcycles as collateral. Used Motorcycles Financing is driven by various needs among the lower middle class. As the Company does not finance the purchase of motorcycles, this financing business does not directly correlate to new motorcycle sales.

In 2020, the amount of New Financing of Used Motorcycles reached Rp1,395 billion, a decrease of 50.5% from the previous year's amount, which was Rp2,820 billion. The decline was due to the weak economy throughout 2020 due to the spread of Covid-19, as explained in the previous section.

Of the New Financing of Used Motorcycles, 60.2% was contributed by Honda and 33.9% by Yamaha, the two most popular motorcycle brands in Indonesia. Honda motorcycles have continued to increase in portion since 2018, while Yamaha's portion continued to decline.

TABLE 34 — NEW FINANCING OF USED MOTORCYCLES BY BRAND

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Honda	1,634	840	(794)	-48.6%
Yamaha	1,012	472	(540)	-53.4%
Suzuki	109	45	(64)	-58.7%
Others	65	38	(27)	-41.5%
Total	2,820	1,395	(1,425)	-50.5%

The pie chart illustrates the distribution of new financing for used motorcycles by brand in 2020. Honda is the largest contributor at 60.2%, followed by Yamaha at 33.9%. Suzuki and Others represent smaller portions at 3.2% and 2.7% respectively.


TABLE 35 — NEW FINANCING OF HEAVY EQUIPMENT, MACHINERY, AND OTHER EQUIPMENT BY INDUSTRY

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Construction	591	196	(395)	-66.8%
Mining	499	180	(319)	-63.9%
Industrial and Manufacturing	305	116	(189)	-62.0%
Forestry	75	96	21	28.0%
Services	273	72	(201)	-73.6%
Plantation	104	65	(39)	-37.5%
Trade and Distribution	63	27	(36)	-57.1%
Others	88	29	(59)	-67.0%
Total	1,998	781	(1,217)	-60.9%

Industry	Percentage (%)
Construction	25.1
Mining	23.0
Industrial and Manufacturing	14.9
Forestry	12.3
Services	9.2
Plantation	8.3
Others	3.7
Trade and Distribution	3.5

TABLE 36 — NEW FINANCING OF HEAVY EQUIPMENT, MACHINERY, AND OTHER EQUIPMENT BY EQUIPMENT TYPE

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Excavator	869	358	(511)	-58.8%
Truck	272	126	(146)	-53.7%
Bulldozer	79	20	(59)	-74.7%
Wheel Loader	44	15	(29)	-65.9%
Forklift	36	19	(17)	-47.2%
Other Heavy Equipment	138	59	(79)	-57.2%
Total Heavy Equipment	1,438	597	(841)	-58.5%
Machinery	530	177	(353)	-66.6%
Others	30	7	(23)	-76.7%
Total	1,998	781	(1,217)	-60.9%

Equipment Type	Percentage (%)
Total Heavy Equipment	76.4
Machinery	22.7
Others	0.9



Heavy Equipment, Machinery, and Other Equipment Financing

BFI Finance provides Heavy Equipment, Machinery and Other Equipment Financing to industries in various sectors in Indonesia. In 2020, the key sectors were Construction, Mining, Industrial and Manufacturing, as well as Forestry.

A sharp decline of 60.9% in New Heavy Equipment, Machinery, and Other Equipment Financing in 2020, amounting to Rp781 billion, compared to Rp1,998 billion in 2019, was the impact of the pandemic-induced economic slowdown, which hit numerous industrial sectors.

Nearly all industries served by the Company saw a decrease in Total Financing, except for Forestry. The Forestry sector was not disproportionately affected by the pandemic given the business activities in this sector tend to take place far from densely populated areas. Forestry's contribution to Total Financing in 2020 increased by 28.0%, from Rp75 billion in 2019 to Rp96 billion.

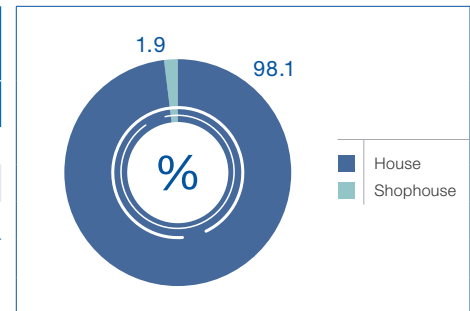
In terms of Equipment Type, Excavator Financing contributed 45.8% to the Total Heavy Equipment, Machinery, and Other Equipment Financing, with a value of Rp358 billion in 2020. All types of equipment experienced a decline in their financing value throughout the year.

Property Backed Financing

Financing with Property as Collateral disbursed by BFI Finance decreased along with the Company's other financing products. As much as 98.1% of the Total Property Backed Financing in 2020 used Houses as Collateral, with the remaining backed by Shophouses. The aggregate value declined by 52.1% from Rp219 billion in 2019 to Rp105 billion in 2020.


TABLE 37 — NEW PROPERTY BACKED FINANCING BY TYPE

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
House	214	103	(111)	-51.9%
Shophouse	5	2	(3)	-60.0%
Total	219	105	(114)	-52.1%



Sharia Financing

BFI Finance's Sharia Financing Business posted a financing value of Rp35 billion in 2020. Although in 2019 this business grew rapidly in terms of value, in 2020 it shrank by 38.6% owing to the economic recession and closure of international borders. The cancellations of the umrah and hajj pilgrimages in 2020 was a prominent factor in the decline of Sharia Financing, which to a great extent relies on halal tourism.

Sharia Financing's contribution to Total New Financing in 2020 was 0.5%. To maintain its position in the market, throughout 2020 BFI Finance continued to forge partnerships with various businesses that adopted sharia principles in Indonesia, while also expanding its business to collateral-based sharia financing products.



Marketing



Target Market and Marketing Strategy

BFI Finance's marketing strategy was developed through careful consideration of geographic and demographic criteria as well as changing trends in consumer behavior. This market segmentation strategy is evaluated regularly, so that the Company can always offer superior financing products to various sectors, including SMEs which are engaged in general trading, services, infrastructure, commodities, printing, manufacturing, food and beverage, transportation, and others. Due to its strong market penetration in various regions, even in the more remote ones, BFI Finance enjoys a widespread customer base across Indonesia.

BFI Finance entered 2020 with a strong optimism for business development, as shown by its robust business performance up to February. However, the emergence of the Covid-19 pandemic in March 2020 forced the Company to temporarily stop most of its marketing activities during the second quarter, following the social restrictions that were implemented nationwide. Entering the third quarter and up to the end

of the fourth quarter, in line with the economic revival taking place, BFI Finance restarted some of its marketing activities by taking a more selective and prudent approach.

BFI Finance's marketing strategy involves several key channels, namely:

- Dealer/Supplier: to market financing for cars, heavy equipment, and machinery;
- Agent: to market multipurpose financing with cars, motorcycles, and house or shop certificates as collateral;
- In-house Telemarketing: serves as a direct line of communication with customers, to market the Company's products and services via telephone, SMS and hotline network 1500018; and
- Social Media: social media such as Facebook, Instagram, Twitter, and YouTube, are used as a marketing channel for direct communication with customers.

In 2020, as in the previous year, BFI Finance's marketing strategy was emphasized on the development of the Non-Dealer Financing (NDF) marketing channel, with the aim of diversifying its financing portfolio while improving the quality of its assets.

Through this strategy, the Company's overall financing capacity up to the end of 2020 was well maintained, by relying on its existing, loyal customers.

Network Scope

Taking into account the market conditions in certain areas that were severely affected by the pandemic, the Company decided to close 5 branches and 78 outlets. By the end of 2020, BFI Finance operated 346 outlets, consisting of 228 branches (including 45 sharia representative branches sharing premises with existing conventional branches) and 118 outlets throughout Indonesia, down 18.2% from 423 outlets in 2019.

Most of BFI Finance outlets are spread across the Islands of Java and Bali, at 53.2% of the total, followed by East Indonesia (including Sulawesi, Maluku, and Papua), Sumatra, and Kalimantan, at 18.2%, 17.0%, and 11.6%, respectively.

Database Management and Digital Marketing

In line with BFI Finance's digital initiatives on all levels, various digital media have been utilized in its target market penetration strategy. Although BFI Finance's has been actively



engaging digital marketing for the past four years, in 2020 the Company is increasingly boosting its digital marketing campaigns to meet the customer's needs and adjusting itself in a new normal era. Exposure on social media, and profiling based on geographic and demographic criteria as well as qualifications and customer history are continuously being enhanced. With such a database management, the Company was able to carry out its marketing activities more effectively and efficiently, covering a wider area.

There are four digital marketing strategies that was implemented by the Company, as follows:

1. Increasing BFI Finance's NDF brand equity by investing in Search Engine Optimization (SEO). By relying on SEO in carrying out its marketing strategies, throughout 2020 the Company built an article content network containing keywords that are relevant to the target customers. This is important for the Company to maintain its

existence and relevance vis-à-vis market needs, particularly around the need for financing products and services, in digital channels which are currently dominated by the Google search engine;

2. Placing the NDF scheme as part of a larger ecosystem, by collaborating with more than 50 online partners, both partners from e-commerce channels and partners engaged in technology, such as Cermati, Tokopedia, Lazada, Akulaku, and other payment gateways;



The first time I heard about BFI Finance was from the media, and now I have been a customer since 2018. I chose BFI Finance for my car financing because of its well-established brand name and well-trusted reputation in the field. So far, the quality of service provided by its staff has always been excellent and satisfactory. I hope BFI Finance can offer financing products with more competitive interest rates in the future. And should I need new financing, I will definitely choose BFI Finance again.”



Murni

Car Financing Customer
Balikpapan, East Kalimantan



3. Building the Company's HR capabilities through the Sandbox Innovation Program as a forum for channeling ideas related to the digital domain. Up to the end of 2020, two projects had been successfully implemented at the corporate level to support marketing activities; and
4. Activating a newly-revamped website that makes it easier for customers to find out more about the Company's products and services. Information on various financing features, starting from filling out a financing application form, projecting the value of financing that can be obtained, to estimating installment payments, can be obtained by customers based on their asset and domicile. Customers can also track their submission process and payment history on the Company's website, simply by verifying the registered cellphone number and resident identity number. With this new look, the number of visits to bfi.co.id in the second quarter of 2020 increased by 230% compared to the number of visits in the first quarter. Interactions through the Company's digital channels also increased, from 1,539 communications in March 2020 to 4,669 communications in April 2020. Committed to providing optimum service, the Company has responded to this change in customer behavior by expanding the capacity of agents

on the webchat service to quickly cater to customers' needs. The Company's website continues to be developed and adapted to the dynamic market conditions.

Shifting Telemarketing Function

Adjusting to the conditions of the Covid-19 pandemic, the Company changed its strategy by shifting the function of Telemarketing team to assist In-house Telecollection and restructuring services, and conduct consumer service surveys.

Work has been performed by adhering to strict health and safety protocols that are continuously monitored and implemented. Protocols include adjusting the distance between work desks, checking of body temperature, spraying of disinfectants on work equipment, and Covid-19 swab tests for the Telemarketing team.

Partnership with Dealers

BFI Finance continues to maintain the quality of its assets by fostering a good and mutually beneficial relationship with many selected dealers to market its car financing products. Even though new financing disbursements were temporarily suspended in the second quarter of 2020, by the end of the year BFI Finance had continued to be able to maintain strong relations in partnership with 429 car dealers throughout Indonesia.

Relationship with Agents

BFI Finance cooperates with agents to market its multipurpose financing product. This initiative has been focused on attracting new customers. Currently, BFI Finance's agency network is one of the widest in the industry, in line with the Company's acquisition model that does not depend on any third party. However, the Covid-19 pandemic posed a challenge for the Company in maintaining the number and performance of agents in 2020. On average, every month the number of agents actively working with BFI Finance in 2020 was 22,863 car dealers and 31,450 motorbike dealers.

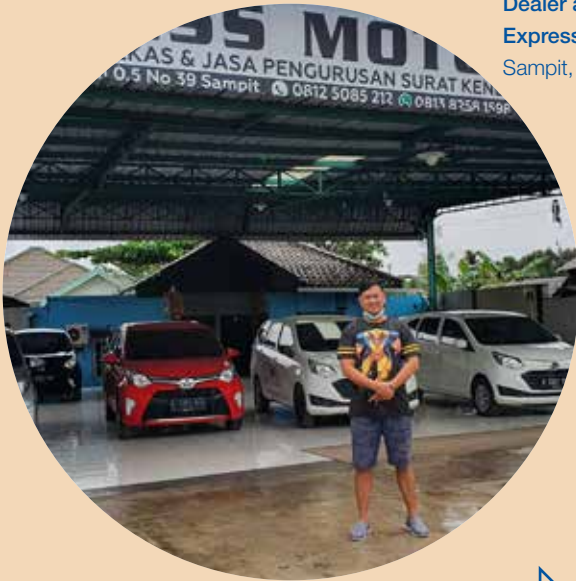
Appreciation continued to be given to agents for their contribution in marketing the Company's products, but its forms had been adjusted accordingly, under the following conditions:

- Financial bonus: A bonus of a certain value, adjusted to the agent's contribution per customer application, is awarded every month and every three months, alongside a special bonus for applications from customers who have submitted two or more applications;
- Non-financial bonuses: Due to the pandemic, agent appreciation in the form of trips was discontinued in 2020; and



Pieter Cahyadi

Dealer and Owner of
Express Motor
Sampit, Central Kalimantan



I have known BFI Finance since it first opened a branch in Sampit, in 2006. Collaborating with BFI Finance is great because of its fast processing and the various rewards it offers. Moreover, the my showroom is located quite near to BFI Finance's branch. I am also satisfied with its competitive interest rates and the excellent service of its staff. In the coming years, I hope BFI Finance can increase its financing value as it grows and becomes stronger

- Privilege Program: High-performing agents with strong portfolios would benefit from being prioritized in the application process.

Corporate Business Development

In 2020, BFI Finance's machinery and heavy equipment financing experienced a decline as a result of the pandemic. However, compared to the other financing products, the performance of machinery and heavy equipment financing was rather stable, only declining by 3.8% from 2019's figure.

BFI Finance's market position in the top three is testament that its corporate business partners have a strong confidence in the Company's reliability in doing business. To maintain this trust, the Company continues to reinforce strong commitment, professionalism and integrity in providing the best service through its partnerships with suppliers and customers of heavy equipment, machinery and other commercial equipment.

By adhering to the safety and health protocols during the pandemic, BFI Finance has provided the best service by ensuring that the used heavy equipment financed by the Company are all in good condition and can be utilized directly by customers.



Agustino Sudjana

Motorcycle Financing Customer
Ambon, Maluku



BFI Finance has been my choice for motorcycle financing since 2019, after I had first heard about it from a friend. I am satisfied with what BFI Finance offers, and I particularly like its uncomplicated administrative requirements. Onwards, I hope BFI Finance will further improve its services.”



The Company has also benefited from the industrial diversification strategy that has been pursued since 2019, marked by its entry into the healthcare industry, laundry, and food and beverage businesses, as well as development of the spare parts financing product.

BFI Finance took advantage of the pandemic's momentum to strengthen its utilization of its customer database, by performing more in-depth analyses, especially regarding data on priority customers. A number of special treatments have been given to them, for example a quicker financing approval process.

Sharia Business Unit (SBU) Marketing

The closure of Saudi Arabia's international borders by its government had prevented pilgrims from Indonesia and around the world to perform umrah or hajj pilgrimages in 2020. This had brought on a major impact on the Company's sharia business, and thus the Company shifted its marketing strategy to collateral-based products beginning in 2020. In addition, as in the previous years, in 2020 UUS BFI Finance increased its integrated digital marketing strategy on social media platforms to expand its reach to the target market for sharia financing.

BFI Education and BFI Leisure

BFI Education and BFI Leisure are two Multipurpose Financing products that provide financial solutions in the fields of education and leisure. The levels of education funded through BFI Education range from basic education to university, as well as informal education such as language and programming courses. BFI Leisure meanwhile offers financing for those wishing to travel. Neither product requires a collateral, and customers can simply fill out an online survey to obtain the financing.



Due to the fact that the Covid-19 pandemic has adversely affected the macroeconomy in Indonesia and in particular hit the tourism and education sectors, the Company decided to temporarily suspend these two financing products starting March 2020.

Appreciation for Customers

The large-scale social restrictions required the KEMILAU BFI customer appreciation program, a lucky draw done in each operational area accompanied with fun-filled events, to be entirely suspended in 2020.

However, other appreciation programs in the form of special prices at certain merchants, such as hotels, restaurants, beauty salons, and car salons, remain valid for BFI Finance's loyal customers in the special categories.

Marketing Focus 2021

BFI Finance's marketing initiatives in 2021 will be more focused on continuing and developing its existing products. In 2021, the Company will implement a major project in the marketing sector in relation to the underwriting process, in order to increase optimal efficiency in this area, boost Service Level Agreement (SLA), and aim to reach out to more prospective customers.

In terms of digital marketing, BFI Finance will focus on making its NDF product strategy more suited to digital customers' needs. The Company also aims to launch fully-digital NDF products, as opposed to simply marketing them on digital channels.

In terms of corporate business development, given the projected increase in prices of commodities such as palm oil, coal, and nickel, as well as a perceived recovery in the construction sector, the Company will seek to ramp up its heavy equipment financing.

For sharia financing, the Company will intensify its marketing activities across digital channels, including social media, to reach out to more parties. It will also forge new partnerships with partners or car sales agents for used cars sale under the sharia scheme.

All of these initiatives will make up BFI Finance's concerted efforts to inspire a renewed growth in its portfolio, which was heavily impacted in 2020, while remaining vigilant of the market trends that may appear in the future.



Financial Performance Review



Consolidated Statement of Financial Position

Assets

TABLE 38 — TOTAL ASSETS

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Cash and Cash Equivalents	660	1,415	755	114.4%
Financing Receivables - Net	17,396	12,678	(4,718)	-27.1%
Ijarah Receivables and Ijarah Assets - Net	43	22	(21)	-48.8%
Total Net Receivables	17,439	12,700	(4,739)	-27.2%
Other Receivables - Net	154	155	1	0.6%
Prepaid Expenses and Advances	73	25	(48)	-65.8%
Fixed Assets - Net	541	606	65	12.0%
Right-of-Use Assets - Net	0	43	43	n/a
Intangible Assets - Net	30	43	13	43.3%
Deferred Tax Assets	110	205	95	86.4%
Other Assets	83	9	(74)	-89.2%
Total Assets	19,090	15,201	(3,889)	-20.4%



The strong cash position was also due to the Company's prudence in maintaining high liquidity throughout the pandemic, to ensure that the Company remain in sound financial footing and can anticipate unexpected events that may affect its cash flow, such as deteriorating receivables quality amidst the pandemic."

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Percentage of Total				
Cash and Cash Equivalents	3.5%	9.3%	n/a	5.8%
Financing Receivables - Net	91.1%	83.4%	n/a	-7.7%
Ijarah Receivables and Ijarah Assets - Net	0.2%	0.1%	n/a	-0.1%
Total Net Receivables	91.3%	83.5%	n/a	-7.8%
Other Receivables - Net	0.8%	1.0%	n/a	0.2%
Prepaid Expenses and Advances	0.4%	0.2%	n/a	-0.2%
Fixed Assets - Net	2.9%	4.0%	n/a	1.1%
Right-of-Use Assets - Net	0.0%	0.3%	n/a	0.3%
Intangible Assets - Net	0.1%	0.3%	n/a	0.2%
Deferred Tax Assets	0.6%	1.3%	n/a	0.7%
Other Assets	0.4%	0.1%	n/a	-0.3%
Total Assets	100.0%	100.0%		

BFI Finance's Total Assets stood at Rp15,201 billion at 31 December 2020, or 20.4% lower than its 2019's position of Rp19,090 billion. The portion of Net Receivables made up the largest component of Total Assets in 2020, amounting to Rp12,700 billion or 83.5%.



Total Net Receivables

Total Net Receivables in 2020 amounted to Rp12,700 billion, down by 27.2% from 2019's value of Rp17,439 billion.

TABLE 39 — NET RECEIVABLES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Financing Receivables - Net	17,396	12,678	(4,718)	-27.1%
Ijarah Receivables and Ijarah Assets - Net	43	22	(21)	-48.8%
Total Net Receivables	17,439	12,700	(4,739)	-27.2%

Total Net Receivables consisted of Total Managed Receivables less the portion of Joint Financing booked by third parties, and adjusted for Allowance for Impairment Losses.

Total Managed Receivables in 2020 amounted to Rp13,946 billion or decreased by 24.7% from 2019's value of Rp18,509 billion, while the amount of Total Net Receivables decreased by a greater amount of 27.2% from Rp17,439 billion to Rp12,700 billion during the same period. The details are provided in Table 40 below.

Decline in the amount of Total Net Receivables which was greater than the amount of Total Managed Receivables was due to an increase in Allowance for Impairment Losses, which is deducted from the value of Total Managed Receivables. Meanwhile, the decline in Total Managed Receivables occurred as a result of the Covid-19 pandemic during 2020, which led to a decrease in demand for new financing during the year. In addition to that, the Company's policy to suspend the disbursement of new financing in the second quarter of 2020 also contributed to the declining amount of Managed Receivables.

Allowance for Impairment Losses is detailed on pages 152-153.

TABLE 40 — MANAGED RECEIVABLES VS NET RECEIVABLES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Financing Receivables	18,466	13,922	(4,544)	-24.6%
Ijarah Receivables and Ijarah Assets	43	24	(19)	-44.2%
Total Managed Receivables	18,509	13,946	(4,563)	-24.7%
Less Joint Financing - booked by third parties	(715)	(257)	458	-64.1%
Total Receivables Before Allowance	17,794	13,689	(4,105)	-23.1%
Allowance for Impairment Losses	355	989	634	178.6%
Total Net Receivables	17,439	12,700	(4,739)	-27.2%

For a more in-depth and representative analysis, the discussion of Receivables below focuses on Total Managed Receivables by Asset Type, to be more aligned with the Company's business classification.

**TABLE 41** — DIVERSIFICATION OF FINANCING PORTFOLIO BY ASSET TYPE

Description (Rp Billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Used Cars Financing	12,868	10,016	(2,852)	-22.2%
New Cars Financing	397	277	(120)	-30.2%
Cars Financing	13,265	10,293	(2,972)	-22.4%
Heavy Equipment Financing	2,776	1,986	(790)	-28.5%
Used Motorcycles Financing	2,058	1,285	(773)	-37.6%
Property Backed Financing	363	338	(25)	-6.9%
Sharia Financing	47	44	(3)	-6.4%
Total Managed Receivables	18,509	13,946	(4,563)	-24.7%
Percentage of Total				
Used Cars Financing	69.5%	71.8%	n/a	2.3%
New Cars Financing	2.2%	2.0%	n/a	-0.2%
Cars Financing	71.7%	73.8%	n/a	2.1%
Heavy Equipment Financing	15.0%	14.2%	n/a	-0.8%
Used Motorcycles Financing	11.1%	9.2%	n/a	-1.9%
Property Backed Financing	2.0%	2.5%	n/a	0.5%
Sharia Financing	0.2%	0.3%	n/a	0.1%
Total	100.0%	100.0%		

The largest share of Total Managed Receivables in 2020, amounting to 73.8%, was the Total Cars Financing, Used and New, worth Rp10,293 billion. This consisted of Used Cars Financing of Rp10,016 billion and New Cars Financing of Rp277 billion. The remaining 26.2% of the total value consisted of Heavy Equipment Financing (14.2%), followed by Used Motorcycles Financing (9.2%), Property Backed Financing (2.5%), and Sharia Financing (0.3%).

Total Managed Receivable – Cars

The portions of Used Cars Financing and New Cars Financing to Total Managed Receivables in 2020 were 71.8% and 2.0%, respectively. Used Cars Financing decreased by 22.2% from Rp12,868 billion in 2019 to Rp10,016 billion, while New Cars Financing decreased by 30.2% from Rp397 billion to Rp277 billion.

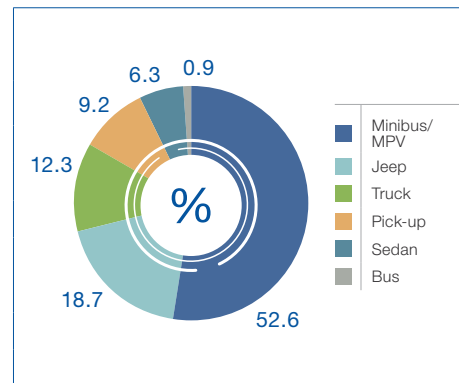
In general, the decline in the Cars Financing business was caused by the large-scale social restrictions enacted as a response to the Covid-19 pandemic. This resulted in reduced mobility, slowing down of local businesses and weak demand for the use of transportation, particularly motor vehicles.

Cars Financing by the Company involves various types, such as Minibus/MPV, Truck, Pick-up, Jeep, Sedan, and Bus. More than half of the Cars Financing portfolio was dominated by Minibus/MPV, accounting for 52.6% of the total value, followed by Jeep at 18.7% and Truck at 12.3%. Further details are provided in the following table.



TABLE 42 — DIVERSIFICATION OF CARS FINANCING PORTFOLIO BY CAR TYPE

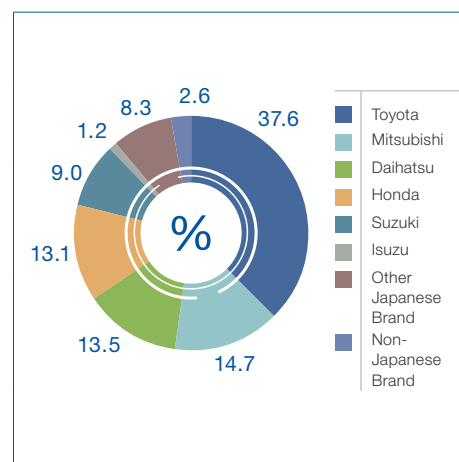
Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Minibus/MPV	6,978	5,416	(1,562)	-22.4%
Jeep	2,365	1,922	(443)	-18.7%
Truck	1,659	1,271	(388)	-23.4%
Pick-up	1,303	948	(355)	-27.2%
Sedan	849	648	(201)	-23.7%
Bus	111	88	(23)	-20.7%
Total	13,265	10,293	(2,972)	-22.4%



Japanese brands still dominated the business, accounting for 97.4% of the Company's overall Cars Financing portfolio as at end of 2020. This portion was relatively unchanged from that of the end of 2019. Toyota remained the main contributor, making up for 37.6% of the total, followed by Mitsubishi, Daihatsu, and Honda, at 14.7%, 13.5% and 13.1%, respectively.

TABLE 43 — DIVERSIFICATION OF CARS FINANCING PORTFOLIO BY BRAND

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Toyota	4,944	3,868	(1,076)	-21.8%
Mitsubishi	1,944	1,515	(429)	-22.1%
Daihatsu	1,776	1,393	(383)	-21.6%
Honda	1,705	1,344	(361)	-21.2%
Suzuki	1,223	923	(300)	-24.5%
Isuzu	176	128	(48)	-27.3%
Other Japanese Brand	1,132	853	(279)	-24.6%
Non-Japanese Brand	365	269	(96)	-26.3%
Total	13,265	10,293	(2,972)	-22.4%



Total Managed Receivables – Used Motorcycles

The Company's Total Managed Receivables – Used Motorcycles as at end of 2020 reached Rp1,285 billion, a 37.6% decline from Rp2,058 billion as at end of 2019. Financing for Honda motorcycles also decreased by 35.0% or Rp422 billion, while that for Yamaha motorcycles was down by 41.2% or Rp301 billion from their values as at end of 2019. These declines were chiefly owing to the lower demand and the tightening of financing requirements imposed by the Company.

Across the whole portfolio, Honda brand contributed 60.9% or Rp783 billion to the Total Used Motorcycles Financing Portfolio as of 31 December 2020. Meanwhile, Yamaha brand's portion as the second largest contributor to the Total Used Motorcycles Financing was 33.4% or Rp429 billion.


TABLE 44 — DIVERSIFICATION OF USED MOTORCYCLES FINANCING PORTFOLIO BY BRAND

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Honda	1,205	783	(422)	-35.0%
Yamaha	730	429	(301)	-41.2%
Suzuki	77	39	(38)	-49.4%
Others	46	34	(12)	-26.1%
Total	2,058	1,285	(773)	-37.6%

Total Managed Receivables – Heavy Equipment, Machinery and Other Equipment

BFI Finance provides Financing of Heavy Equipment, Machinery, and Other Equipment. Financing in this segment also decreased, by 28.5% from the previous Rp2,776 billion in 2019 to Rp1,986 billion in 2020.

The largest financing component in this segment as at end of 2020 was for Excavators, which reached 45.2% of the portfolio, with Rp897 billion in managed receivables. Total Heavy Equipment Financing in 2020 contributed Rp1,473 billion, or 74.2% to the overall portfolio of this segment, while 24.9% came from Machinery Financing, and the remaining 0.9% came from Others Financing.

The largest contributor to the Financing Portfolio of Heavy Equipment, Machinery, and Other Equipment by Industry was the Construction sector, with a share of 27.5% of the overall portfolio in this segment. This sector's contribution decreased by 31.5% from Rp798 billion in 2019 to Rp547 billion in 2020. The other main contributors, respectively, were the Mining sector with 24.9%, the Industrial and Manufacturing sector at 14.7%, and the Services sector at 12.5% of the overall amount. The Forestry sector, despite only making up 7.3% of the total managed receivables in this segment, experienced the smallest decline, namely 5.3%, compared to other sectors.

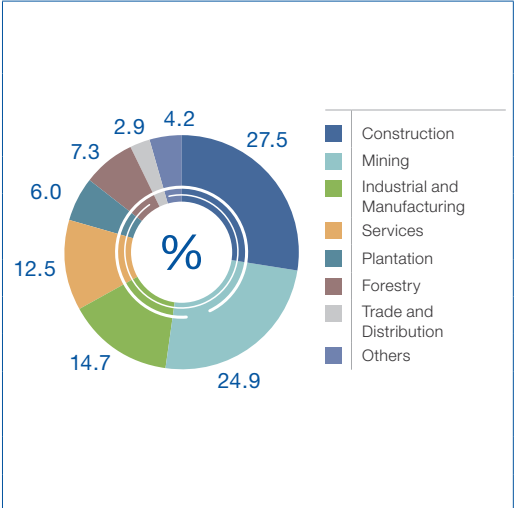
TABLE 45 — DIVERSIFICATION OF HEAVY EQUIPMENT, MACHINERY, AND OTHER EQUIPMENT FINANCING PORTFOLIO BY ASSET TYPE

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Excavator	1,280	897	(383)	-29.9%
Truck	382	274	(108)	-28.3%
Bulldozer	108	69	(39)	-36.1%
Wheel Loader	59	36	(23)	-39.0%
Forklift	52	39	(13)	-25.0%
Other Heavy Equipment	210	158	(52)	-24.8%
Total Heavy Equipment	2,091	1,473	(618)	-29.6%
Machinery	654	495	(159)	-24.3%
Others	31	18	(13)	-41.9%
Total	2,776	1,986	(790)	-28.5%



TABLE 46 — DIVERSIFICATION OF HEAVY EQUIPMENT, MACHINERY, AND OTHER EQUIPMENT FINANCING PORTFOLIO BY INDUSTRY

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Construction	798	547	(251)	-31.5%
Mining	738	494	(244)	-33.1%
Industrial and Manufacturing	354	292	(62)	-17.5%
Services	360	249	(111)	-30.8%
Plantation	158	119	(39)	-24.7%
Forestry	152	144	(8)	-5.3%
Trade and Distribution	88	57	(31)	-35.2%
Others	128	84	(44)	-34.4%
Total	2,776	1,986	(790)	-28.5%

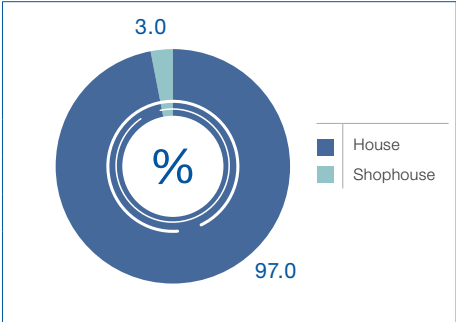


Total Managed Receivables – Property Backed Financing

The value of BFI Finance's Property Backed Financing decreased by 6.9%, from Rp363 billion in 2019 to Rp338 billion in 2020. Of the total Property Backed Financing, 97.0% came from Financing with Houses as collaterals, the value of which declined by 6.8% to Rp328 billion.

TABLE 47 — DIVERSIFICATION OF PROPERTY BACKED FINANCING PORTFOLIO BY TYPE

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
House	352	328	(24)	-6.8%
Shophouse	11	10	(1)	-9.1%
Total	363	338	(25)	-6.9%





Total Managed Receivables – *Ijarah* Receivables and *Ijarah* Assets

The Company's combined *Ijarah* Receivables and *Ijarah* Assets value at end of 2020 was Rp24 billion, down from Rp43 billion at the end of 2019.

Restructuring of Managed Receivables

The global spread of Covid-19 has affected the performance and operational capacity of consumers and non-bank financial services institutions (NBFSI), which posed as a risk to stability of the financial system, which can in turn affect economic growth. To alleviate this impact, the government passed the Countercyclical Policy on the Impact of the Spread of Covid-19 for NBFSI by issuing POJK No.14/POJK.05/2020, which was later amended to POJK No. 58/POJK.05/2020. In essence, this regulation stipulates the provision of an economic stimulus in the form of financing restructuring for the public and encourages optimization of NBFSI's performance.

The restructuring terms or conditions given to customers are:

1. Financing value is less than Rp10 billion;
2. Employees of the informal/MSME/other sectors that have been directly affected;
3. Installment payments up to 29 February 2020 had been classified as current;
4. The physical unit remains in accordance with the initial submission and is still under the customer's control; and
5. The customer's domicile is the same as the address recorded on the initial application.

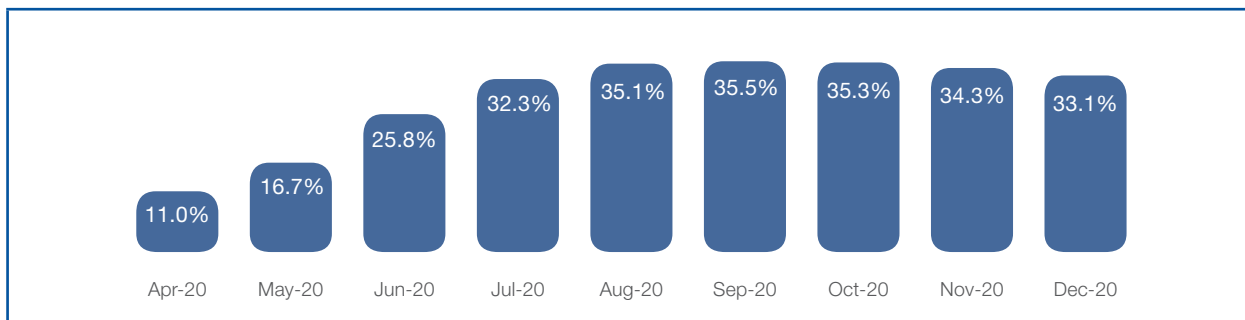
The procedures for applying for restructuring are enforced by abiding to the health protocols established by the government, as follows:

1. The customer shall fill out the form available at BFI Finance's website;
2. The customer shall complete all the requirements listed on the form and provide the requested photos and documents;
3. BFI Finance shall contact the customer via telephone, email, or WhatsApp, to confirm the data they have provided; and
4. Approval shall be conveyed via phone, email, or WhatsApp.

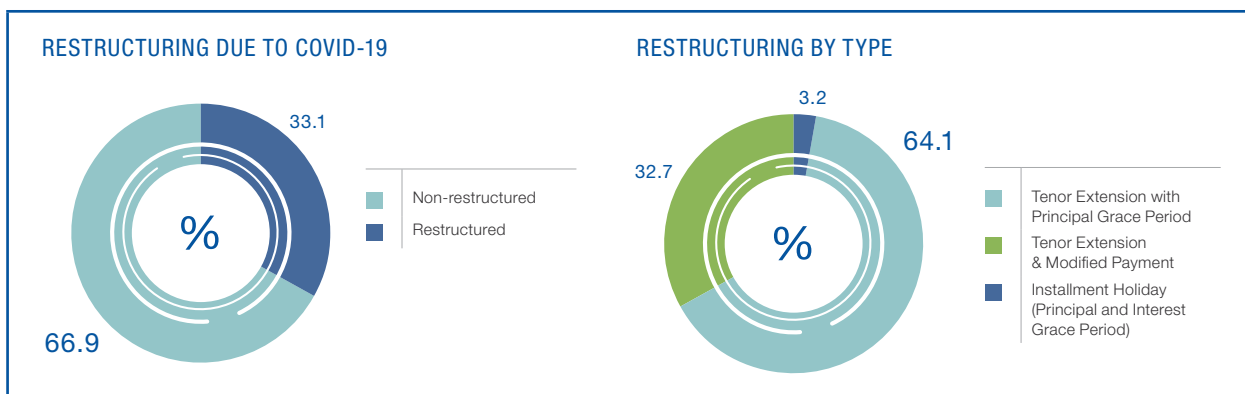
As at 31 December 2020, the Company reported that the outstanding value of its Receivables under Restructuring was Rp4.6 trillion, or 33.1% of the Total Managed Receivables. The ratio of Receivables under Restructuring to the Total Managed Receivables reached its highest value in September 2020, at 35.5%. It had subsequently slid down to 33.1% by end of 2020. This remained below the industry average restructuring ratio, which reached Rp151.5 trillion or 38.4% of the entire financing receivables in the financing industry.



GRAPH 11 — THE AMOUNT OF RECEIVABLES UNDER RESTRUCTURING TO TOTAL MANAGED RECEIVABLES



GRAPH 12 — RESTRUCTURING DUE TO COVID-19 AND BY TYPE



The Company carried out the restructuring under the following categories:

1. About 64.1% were granted a grace period for maximum six months;
2. About 32.7% were granted a financing tenor extension of maximum six months; and
3. The remaining 3.2% were granted a postponement of all installment payments (principal and interest) for three months.

As at end of 2020, Rp4.1 trillion or 88% of the outstanding Receivables under Restructuring had entered the normal-amount installment payment period, with only 12% of them paying their installments at a lower value.

Allowance for Impairment Losses

Allowance for Impairment Losses is the value set aside from the Total Managed Receivables to anticipate potential losses on future Receivables. The value is calculated statistically for each exposure and the type of financed assets.

In 2020, the Company began to implement SFAS 71 (IFRS 9) replacing SFAS 55 (IFRS 39), which had been implemented in the previous years. In relation to the new implementation, an adjustment was made to the opening balance of Allowance for Impairment Losses of Rp153 billion, as an addition to the opening balance of Allowance for Impairment Losses in 2020.



Regarding the deterioration of the financing quality due to the weakening of Covid-19-impacted economic activity, and the size of the restructured financing receivables, the Company established a special allowance for the restructured contracts. This special allowance caused the value of Allowance for Impairment Losses as at end of 2020 to increase by 178.6%, from Rp355 billion as at end of 2019, to Rp989 billion.

The value of the allowance was recorded as a deduction from the Total Net Receivables, so that the increase in the allowance's value contributed to the decrease in the value of the Net Financing Receivables during 2020.

The value of Allowance for Impairment Losses will continue to be closely monitored. The Company will carry out a policy to increase or cut this allowance according to the remaining amount under restructuring.

As at December 2020, the amount of restructured financing that had been past due over 30 days was Rp448 billion or 9.7% of the total outstanding value of the Company's restructuring program.

TABLE 48 — ALLOWANCE FOR IMPAIRMENT LOSSES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Total Managed Receivables	18,509	13,946	(4,563)	-24.7%
NPF (including Joint Financing)	157	239	82	52.2%
Allowance for Impairment Losses	355	989	634	178.6%
NPF Coverage	2.3 x	4.1 x	-	-

Cash and Cash Equivalents

As at 31 December 2020, BFI Finance's Cash and Cash Equivalents stood at Rp1,415 billion, an increase of 114.4% from Rp660 billion as at end of 2019. This increase was caused by lower amount of new financing in 2020 in light of the weak demand and the tightening of financing requirements. On the other hand, the receipts from customers' installment payments outweighed the expenses, resulting in the increase in Cash and Cash Equivalents.

The strong cash position was also due to the Company's prudence in maintaining high liquidity throughout the pandemic, to ensure that the Company remain in sound financial footing and can anticipate unexpected events that may affect its cash flow, such as deteriorating receivables quality amidst the pandemic.

Other Receivables – Net

The Company recorded Other Receivables in various forms, among others, Receivables in the Settlement Process (book value of collateral assets returned by or taken from customers unable to continue serving their obligations), Customer Installment Receipt Receivables (where the payment has been made by the customer and received by BFI Finance's payment point partners, but will only be credited to the Company's bank account on the following business day), Employee Receivables, MESOP Receivables, and Insurance Premiums.

Total Other Receivables recorded on 31 December 2020 stood at Rp155 billion, or 0.6% higher than Rp154 billion in 2019.

TABLE 49 — OTHER RECEIVABLES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Receivables in the Settlement Process - Net	81	96	15	18.5%
Customer Installment Receipt Receivables	35	30	(5)	-14.3%
Employee Receivables	20	18	(2)	-10.0%
MESOP Receivables	6	4	(2)	-33.3%
Insurance Premium	4	2	(2)	-50.0%
Other Receivables	8	5	(3)	-37.5%
Total	154	155	1	0.6%

Prepaid Expenses and Advances

Total Prepaid Expenses and Advances on 31 December 2020 amounted to Rp24 billion, decreased by Rp49 billion or 67.5% compared to the amount in 2019. This was due to the early adoption of SFAS 73 on “Leases”, which became effective from 1 January 2020, wherein Prepaid Rent with a tenor of more than one year were reclassified as Right-of-Use Assets.

TABLE 50 — PREPAID EXPENSES AND ADVANCES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Credit Biro Subscription	12	12	-	0.0%
IT Project Implementation Cost	-	5	5	n/a
Rent*	57	2	(55)	-96.5%
Bond Issuance	-	1	1	n/a
Others	4	4	-	-7.0%
Total	73	24	(49)	-67.5%

* Impact on adoption of SFAS 73 on the statement of financial position as at 1 January 2020, the amount of any prepaid reclassified to right-of-use assets was Rp48,066 million

Fixed Assets – Net

BFI Finance’s Fixed Assets – Net increased by 12.0% in 2020, reaching Rp606 billion as at 31 December 2020, compared to Rp541 billion recorded one year earlier. This increase was due to the reclassification of advance for the purchase of commercial land, previously recorded as Other Assets, to Fixed Assets - Land in 2020.

Right-of-Use Assets – Net

Total Right-of-Use Assets – Net as at 31 December 2020 stood at Rp43 billion owing to the initial implementation of SFAS 73 on “Leases”, where Prepaid Rent with a tenor of more than one year that had previously been recorded as Prepaid Expenses were reclassified as Right-of-Use Assets.



Intangible Assets – Net

Intangible Assets consisted mainly of spending on software. As at 31 December 2020, BFI Finance's Intangible Assets – Net increased by 43.3% from Rp30 billion in the previous year to Rp43 billion. This increase was due to the spending on Intangible Assets in line with the Company's investment to strengthen its digital capabilities in the "New Normal" era.

Deferred Tax Assets

BFI Finance recorded Deferred Tax Assets amounting to Rp205 billion as of 31 December 2020, an increase of 86.4% from Rp110 billion as of 31 December 2019. This increase was mainly due to the calculation of Deferred Tax Assets on Allowance for Impairment Losses from the implementation of SFAS 71 on "Financial Instruments" in Indonesia, effective from 1 January 2020 onward.

Other Assets

Total Other Assets stood at Rp9 billion as of 31 December 2020, decreased by Rp74 billion from the previous year. The decrease in Other Assets was due to the Advance for the Purchase of Land being reclassified into Fixed Assets – Land, as the construction of an office building had taken place.

Liabilities

TABLE 51 — TOTAL LIABILITIES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Fund Borrowings	7,730	4,795	(2,935)	-38.0%
Taxes Payable	73	102	29	39.7%
Securities Issued - Net	3,758	2,979	(779)	-20.7%
Accrued Expenses	797	194	(603)	-75.7%
Other Payables - Third Parties	262	239	(23)	-8.8%
Post-Employment Benefit Liabilities	258	154	(104)	-40.3%
Derivative Liabilities	130	132	2	1.5%
Total	13,008	8,595	(4,413)	-33.9%
Percentage of Total				
Fund Borrowings	59.4%	55.8%	n/a	-3.6%
Taxes Payable	0.6%	1.2%	n/a	0.6%
Securities Issued - Net	28.9%	34.7%	n/a	5.8%
Accrued Expenses	6.1%	2.2%	n/a	-3.9%
Other Payables - Third Parties	2.0%	2.8%	n/a	0.8%
Post-Employment Benefit Liabilities	2.0%	1.8%	n/a	-0.2%
Derivative Liabilities	1.0%	1.5%	n/a	0.5%
Total	100.0%	100.0%		



Total Liabilities of BFI Finance as at 31 December 2020 amounted to Rp8,595 billion, down by 33.9% from the previous year's liabilities of Rp13,008 billion. The largest portion of Total Liabilities was in the form of Fund Borrowings and Securities Issued – Net, respectively contributing 55.8% and 34.7% to the total.

TABLE 52 — SOURCE OF FUNDS

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Fund Borrowings				
Foreign Currency Borrowings	4,481	2,651	(1,830)	-40.8%
Rupiah Borrowings	3,249	2,144	(1,105)	-34.0%
Total Fund Borrowings	7,730	4,795	(2,935)	-38.0%
Securities Issued				
Bond Payable	3,758	2,979	(779)	-20.7%
Total Securities Issued - Net	3,758	2,979	(779)	-20.7%
Total Source of Funds	11,488	7,774	(3,714)	-32.3%

Fund Borrowings

Total Fund Borrowings by BFI Finance as at 31 December 2020 amounted to Rp4,795 billion, or decreased by 38.0% from Rp7,730 billion in 2019. This decrease mainly occurred in USD Borrowings, amounting to Rp1,830 billion or 40.8%, from Rp4,481 billion in 2019 to Rp2,651 billion in 2020. The decrease also occurred in Rupiah Borrowings, amounting to Rp1,105 billion or 34.0%. This decrease was due to lack of new funding needs amid the sluggish new financing disbursement and the Company's surplus cash position as described in the Cash and Cash Equivalents section above, so that any loans that were due were fully repaid and were not extended.

TABLE 53 — DETAILS OF FUND BORROWINGS

Description (Rp billion)	2019	2020	Comparison with Last Year
Borrowings (US Dollar)			
Syndicated Loan	4,256	2,552	(1,704)
PT Bank ANZ Indonesia	-	99	99
MUFG Bank, Ltd., Jakarta Branch	139	-	(139)
PT Bank CTBC Indonesia	74	-	(74)
JA Mitsui Leasing Singapore Pte. Ltd.	12	-	(12)
Total Borrowings (US Dollar)	4,481	2,651	(1,830)



Description (Rp billion)	2019	2020	Comparison with Last Year
Borrowings (Rupiah)			
PT United Tractors Tbk	856	499	(357)
PT Bank Central Asia Tbk	601	444	(157)
PT Bank Mandiri (Persero) Tbk	1,164	364	(800)
PT Bank Pan Indonesia Tbk	91	349	258
PT Bank KEB Hana Indonesia	29	290	261
PT Bank Pembangunan Daerah Jawa Barat & Banten Tbk	11	134	123
PT Bank Permata Tbk	188	52	(136)
PT Bank Danamon Indonesia Tbk (formerly PT Bank Nusantara Parahyangan Tbk)	66	12	(54)
PT Bank ANZ Indonesia	218	-	(218)
PT Bank Bukopin Tbk	25	-	(25)
Total Borrowings (Rupiah)	3,249	2,144	(1,105)
Borrowings - Net	7,730	4,795	(2,935)

Joint Financing Arrangement

The Company has a Joint Financing Arrangement with one of the leading banks in Indonesia. The Company's share in this joint financing was 5%, with the rest financed by the partnering bank. In this Joint Financing, the Company acts as a service provider, and therefore is responsible, among others, to collect and receive payments from customers and forward these payments to the lending bank, as well as to serve as the custodian of the documentation of assets used as collateral.

The BFI Finance's Joint Financing Agreement as at end of 2020 amounted to Rp258 billion, a decrease of 64.5% from Rp726 billion in the previous year. This decrease occurred due to the lower amount of receipts of customer payments to which the Bank was entitled. This was in line with the Company's policy to temporarily suspend its disbursement of new financing during the pandemic, although a new facility had been signed.

Details of the Company's Joint Financing Arrangement are described in the following table.

TABLE 54 — JOINT FINANCING

Description (Rp billion)	2019	2020	BFI Finance's Portion	Comparison with Last Year	
				Total	Percentage
PT Bank Rakyat Indonesia (Persero) Tbk	726	258	5%	(468)	-64.5%
Total	726	258	-	(468)	-64.5%

Taxes Payable

Tax Payable increased by 39.7% from Rp73 billion in 2019 to Rp102 billion in 2020.

The increase in Tax Payable was especially due to the increase in estimated corporate income tax payable for 2020.



Securities Issued – Net

In addition to bank borrowings, BFI Finance also obtained funding from the debt market in the form of Rupiah-denominated Bonds. As at 31 December 2020, Securities Issued – Net reached Rp2,979 billion, down 20.7% from Rp3,758 billion in 2019 due to repayment of maturing bonds amounting to Rp1,613 billion, followed by the issuance of bonds amounting to Rp832 billion. Details of the securities issued by the Company are described in the following table.

TABLE 55 — SECURITIES ISSUED

Description (Rp billion)	2019	2020
Bonds		
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahap I Tahun 2016</i>	133	133
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahap II Tahun 2017</i>	460	-
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahap III Tahun 2017</i>	400	-
<i>Obligasi Berkelanjutan III BFI Finance Indonesia Tahap IV Tahun 2018</i>	1,219	966
<i>Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap I Tahun 2018</i>	552	552
<i>Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap II Tahun 2019</i>	1,000	500
<i>Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap III Tahun 2020</i>	-	832
Total Nominal Value	3,764	2,983
Less Unamortized Bond Issuance Cost	6	4
Total - Net	3,758	2,979
Total Securities Issued	3,758	2,979

Accrued Expenses

Accrued Expenses consist of operating expenses and interest expenses which are calculated on an accrual basis up to the Statement of Financial Position date. As at 31 December 2020, Accrued Expenses decreased by 75.7% from Rp797 billion as of 31 December 2019 to Rp194 billion. The largest portion of this decrease was due to the repayment of the remaining payments related to the litigation settlement in 2020, for which the reserves were established by end of 2019.

TABLE 56 — ACCRUED EXPENSES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Bonus and Other Allowances	171	113	(58)	-33.9%
Interest	96	57	(39)	-40.6%
Professional Fees	2	2	-	0.0%
Litigation Settlement Related Expenses	492	-	(492)	-100.0%
Others	36	22	(14)	-38.9%
Total	797	194	(603)	-75.7%



Other Payables

Other Payables mainly consist of Customer Deposits, Insurance Premium, Payables to Suppliers, Fixed Asset & Intangible Asset Acquisition, and Others. Total Other Payables as at 31 December 2020 amounted to Rp238 billion, 9.2% lower than Rp262 billion in 2019.

TABLE 57 — OTHER PAYABLES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Customer Deposits	144	161	17	11.8%
Insurance Premium	37	28	(9)	-24.3%
Payables to Suppliers	25	13	(12)	-48.0%
Fixed Asset and Intangible Asset Acquisition	1	1	-	0.0%
Others	55	35	(20)	-36.4%
Total	262	238	(24)	-9.2%

Post-Employment Benefit Liabilities

Post-Employment Benefits Liabilities is the Company's obligation to the employees who have worked until their retirement, or earlier, in accordance with applicable labor regulations. The Company's Post-Employment Benefit Liabilities decreased by 40.3% to Rp154 billion, from Rp258 billion as at 31 December 2019. This decrease was due to the re-measurement arising from a change in demographic assumption for the ratio of the Company's employee resignation rate in 2020, based on historical data from 2014 to 2019.

The demographic assumption for the Company's employee resignation rate was changed from "10% per year prior to age 31 and linearly decreasing to 0% by age 56" in 2019, to "20% per year prior to age 25 and linearly decreasing to 0% by age 55" in 2020. Thus, it is expected that the Post-Employment Benefit Reserve shall more closely reflect the actual conditions in the Company.

TABLE 58 — POST-EMPLOYMENT BENEFIT LIABILITIES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Beginning Balance	202	258	56	27.7%
Contribution Plan of the Company	(6)	(6)	-	0.0%
Benefit Paid by the Company	(13)	(40)	(27)	207.7%
Expense Recognized in Profit Loss	59	96	37	62.7%
(Income) Expense Recognized in Other Comprehensive Income	16	(154)	(170)	-1.062.5%
Total	258	154	(104)	-40.3%



Derivative Liabilities

Derivative Liabilities are derived from the swap arrangements that the Company makes to hedge its foreign currency loans—in particular offshore loans denominated in USD—as one of its funding sources, to mitigate interest rate and currency exchange risks. The Company mitigates these risks, as part of its comprehensive risk management, by implementing a strict hedging policy for loans in foreign currencies and with floating interest rates. All hedging is performed through cross currency swap agreements with reputable banks. At present, all foreign currency loans are fully hedged with no open exposure against foreign currency and interest rate risks.

Derivative Liabilities of Rp132 billion were recorded on 31 December 2020, as opposed to Rp130 billion of Derivative Liabilities at the end of 2019. Details of Derivative Liabilities are provided in the following table.

TABLE 59 — DERIVATIVE LIABILITIES

Description	2019		2020	
	USD Notional Amount (full amount)	Derivative Liabilities (Rp billion)	USD Notional Amount (full amount)	Derivative Liabilities (Rp billion)
Standard Chartered Bank, Jakarta Branch	155,000,000	(74)	111,000,000	(85)
PT Bank ANZ Indonesia	67,500,000	(29)	60,500,000	(23)
PT Bank Permata Tbk	65,000,000	(38)	42,500,000	(24)
MUFG Bank, Ltd., Jakarta Branch	30,500,000	9	-	-
PT Bank CIMB Niaga Tbk	6,166,667	2	-	-
Total	324,166,667	(130)	214,000,000	(132)

Equity

TABLE 60 — TOTAL EQUITY

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Share Capital	399	399	-	0.0%
Additional Paid-in Capital - Net	553	553	-	0.0%
Treasury Stock	(252)	(252)	-	0.0%
Other Comprehensive Income				
Cumulative Gain (Loss) on Derivative Instrument for Cash Flows Hedges - Net	(88)	(88)	-	0.0%
Loss on Defined Benefit Actuarial Program	(54)	70	124	-229.6%
Retained Earnings				
Appropriated	100	105	5	5.0%
Unappropriated	5,422	5,819	397	7.3%
Total	6,080	6,606	526	8.7%



BFI Finance's Total Equity as at 31 December 2020 amounted to Rp6,606 billion, an increase of 8.7% from Rp6,080 billion as at end of 2019. This increase mainly came from Unappropriated Retained Earnings, whose value reached Rp5,819 billion as at end of 2020.

Additional Paid-in Capital – Net

As at end of 31 December 2020, Additional Paid-in Capital – Net was worth Rp553 billion, unchanged from 2019.

Treasury Stock

There was no change to the amount of Treasury Stock, which was Rp252 billion or 1,002,732,000 of shares, and 6.28% of total shares outstanding, as at 31 December 2020 and 2019. Treasury Stock originated from the share buyback programs in 2015 and 2016, based on the 15 April 2015 EGMS resolution. Up to the end of 2020, the Company had yet to determine the use of these Treasury Stock. The deadline for the transfer of Treasury Stock 15 October 2022.

TABLE 61 — SHARE OWNERSHIP OF MEMBERS OF THE BOC AND THE BOD

Name	Position	Total Shares	% Shares
Francis Lay Sioe Ho	President Director	391,171,480	2.45
Sudjono	Director	34,310,800	0.21
Sutadi	Director	21,388,100	0.14
Andrew Adiwijanto	Director	10,240,000	0.06
Sigit Hendra Gunawan	Director (Independent)	10,000,000	0.06
Johanes Sutrisno	Commissioner (Independent)	2,480	0.00
Total		467,112,860	2.92

Retained Earnings

Total Retained Earnings of the Company in 2020 stood at Rp5,924 billion, an increase of Rp402 billion or 7.3% higher than the Retained Earnings in 2019, which was Rp5,522 billion. The increase in Retained Earnings came from the Profit for the Year of Rp702 billion, less the Payment of Cash Dividends in 2019 of Rp180 billion and Adjustments for Allowance for Impairment of Account Receivables (impact of the SFAS 71 implementation) of Rp122 billion.



Consolidated Statement of Income and Other Comprehensive Income

BFI Finance posted Profit for the Year of Rp702 billion in 2020, a decrease of 1.4% from Rp712 billion in 2019.

Income

The Company's Income was derived from Financing Income, Finance Income, and Other Income. Total Income in 2020 declined by 12.8% from Rp5,241 billion in 2019 to Rp4,570 billion in 2020, largely owing to the decline in Financing Income.

Financing Income

Financing Income comprises interest income from financing activities, fee-based income from new financing disbursement, as well as recurring transaction fees, such as late charges and prepayment penalties.

In 2020, Financing Income (net of Joint Financing) reached Rp4,302 billion, down by 14.0% from Rp5,000 billion in 2019. In general, the decline in Financing Income reflected the impact of a decrease in the disbursement of new financing, which in turn brought rise to the decline in Managed Receivables. In addition, financing-related income has also decreased amid the pandemic because the priority of allocation of customer installment receipt receivables was to installment payments of principal and interest, while many late charges were written off or postponed.

TABLE 62 — INCOME

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Income				
Own & Joint Financing	5,082	4,350	(732)	-14.4%
Other Income	241	268	27	11.2%
Total	5,323	4,618	(705)	-13.2%
Less Joint Financing	(82)	(48)	34	-41.5%
Total Income	5,241	4,570	(671)	-12.8%
Income (Own Financing)				
Financing Receivables				
Financing Income	3,838	3,487	(351)	-9.1%
Administration	639	425	(214)	-33.5%
Late Charges	339	273	(66)	-19.5%
Termination	180	104	(76)	-42.2%
Total Financing Receivables Income	4,996	4,289	(707)	-14.2%
Sharia Financing	4	13	9	225.0%
Total Financing Income	5,000	4,302	(698)	-14.0%
Other Income	241	268	27	11.2%
Total Income	5,241	4,570	(671)	-12.8%



Administration Charges in 2020 reached Rp425 billion, a decrease of 33.5% from Rp639 billion in 2019. This was a result of the reduced disbursement of new financing throughout the year. Late Charges and Termination Penalties also declined by 19.5% and 42.2%, respectively.

Similar to the analysis of the Total Managed Receivables, the discussion on Financing Income is based on Asset Type. The largest contributor in 2020 was Used Cars Financing, amounting to Rp2,915 billion, making up 67.0% of the Total Financing Income. Income from Used Cars Financing decreased by 14.1% compared to the previous year's figure of Rp3,393 billion.

TABLE 63 — FINANCING INCOME BY ASSET TYPE

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Breakdown by Asset Type				
Used Cars Financing	3,393	2,915	(478)	-14.1%
Used Motorcycles Financing	1,065	896	(169)	-15.9%
Heavy Equipment Financing	454	380	(74)	-16.3%
New Cars Financing	95	72	(23)	-24.2%
Property Backed Financing	71	74	3	4.2%
Sharia Financing	4	13	9	225.0%
Total Financing Income (including Joint Financing)	5,082	4,350	(732)	-14.4%
Asset Type in Percentage				
Used Cars Financing	66.8%	67.0%	n/a	0.2%
Used Motorcycles Financing	21.0%	20.6%	n/a	-0.4%
Heavy Equipment Financing	8.9%	8.7%	n/a	-0.2%
New Cars Financing	1.9%	1.7%	n/a	-0.2%
Property Backed Financing	1.4%	1.7%	n/a	0.3%
Sharia Financing	0.0%	0.3%	n/a	0.3%
Total	100.0%	100.0%		

Other Income

Other Income includes all non-core income sources derived from the Company's non-financing main activities such as Interest from Cash in Banks, as well as from other activities such as Recovery of Written-off Receivables, Gain on Sale of Fixed Assets – Net, and Others. In 2020, Other Income grew by 11.2% from Rp241 billion in 2019 to Rp268 billion. This was mainly due to the Recovery on Written-off Receivables, which grew by 8.4% from Rp167 billion to Rp181 billion, and Others, which increased from Rp10 billion in 2019 to Rp21 billion in 2020.

TABLE 64 — OTHER INCOME

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Recovery on Written-off Receivables	167	181	14	8.4%
Finance	53	56	3	5.7%
Gain on Sale of Fixed Assets - Net	11	10	(1)	-9.1%
Others	10	21	11	110.0%
Total	241	268	27	11.2%

Expenses

TABLE 65 — EXPENSES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Salaries and Benefits	1,217	1,122	(95)	-7.8%
Interest and Financing Charges	1,008	871	(137)	-13.6%
General and Administrative	705	536	(169)	-24.0%
Provision for Impairment Losses	426	1,058	632	148.4%
Others	793	113	(680)	-85.8%
Total	4,149	3,700	(449)	-10.8%

Total Expenses in 2020 amounted to Rp3,700 billion. The two largest contributors to Total Expenses in 2020 were Salaries and Benefits (amounting to Rp1,122 billion) and Provision for Impairment Losses (amounting to Rp1,058 billion), each accounting for 30.3% and 28.6% of the total.

There was a decrease of Rp449 billion or 10.8% in Total Expenses in 2020 compared to 2019, mainly derived from Other Expenses, followed by General and Administrative Expenses as well as Interest and Financing Charges. This occurred amid a significant rise in the Provision for Impairment Losses.

Salaries and Benefits

Salaries and Benefits consist of all salaries and benefits paid during the year, including all types of employee remunerations, such as performance bonuses, employee benefits, and pension compensation as determined in accordance with the applicable accounting standards.



Salaries and Benefits decreased by 7.8% from Rp1,217 billion in 2019 to Rp1,122 billion in 2020. Such decrease was mainly due to lower Salaries and Employee Benefits during 2020 which decreased by Rp131 billion, or 11.3% from the previous year. This decline was due to a 25.8% reduction in employee headcount in 2020 due to drastic reduction in business activities amid the pandemic.

Reduction in employee headcount is detailed in the Human Resources chapter, Table 17 Employee Productivity, on page 101.

Meanwhile, Post-Employment Benefit Expenses increased by Rp36 billion or 61.0% from the previous year's figure. This was inversely proportional to the decline in Salaries and Employee Benefits, owing to early retirement or reduced severance pay.

TABLE 66 — SALARIES AND BENEFIT EXPENSES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Salaries and Employee Benefits	1,158	1,027	(131)	-11.3%
Post-Employment Benefits	59	95	36	61.0%
Total	1,217	1,122	(95)	-7.8%

Interest and Financing Charges

Interest and Financing Charges originate from the Company's financing activities, in the form of bank borrowings and securities issued, as well as related costs and expenses.

Interest and Financing Charges during 2020 decreased by Rp137 billion or 13.6%, from a total of Rp1,008 billion in 2019 to Rp871 billion in 2020. Such decrease was in line with the decrease in Total Fund Borrowings by 32.3% from Rp11,488 billion in 2019 to Rp7,774 billion in 2020. The Average Cost of Funds throughout the year was 8.5%, or 0.3% lower than in 2019, which was 8.8%.

TABLE 67 — BORROWINGS, INTEREST AND FINANCING CHARGES, AND COST OF FUNDS

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Fund Borrowings	7,730	4,795	(2,935)	-38.0%
Securities Issued - Net	3,758	2,979	(779)	-20.7%
Total Borrowings	11,488	7,774	(3,714)	-32.3%
Interest and Financing Charges	1,008	871	(137)	-13.6%
Average Cost of Funds	8.8%	8.5%	-	-0.3%



General and Administrative Expenses

General and Administrative Expenses consist of expenses paid to support the Company's operations and business growth. The decrease in the Company's business activities, which was marked by a decrease in business volume and supporting business activities, resulted in a decrease of 24.0% in overall General and Administrative Expenses, from Rp705 billion recorded in 2019 to Rp536 billion in 2020.

TABLE 68 — GENERAL AND ADMINISTRATIVE EXPENSES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Installment Collection Expense	85	94	9	10.6%
Depreciation of Fixed Assets	82	90	8	9.8%
Repairs and Maintenance	70	71	1	1.4%
Professional Fees	125	38	(87)	-69.6%
Marketing	34	24	(10)	-29.4%
Communications	23	23	-	0.0%
Depreciation of Right-of-Use Assets	-	23	23	n/a
Travel and Transportation	53	21	(32)	-60.4%
Insurance	16	19	3	18.8%
Outsourced Service Expenses	11	18	7	63.6%
Office Expense	27	16	(11)	-40.7%
Electricity and Water	18	16	(2)	-11.1%
Membership and Subscription	19	16	(3)	-15.8%
Courier, Postage and Stamp Duty	28	14	(14)	-50.0%
Amortization of Intangible Assets	10	11	1	10.0%
Training and Education	34	7	(27)	-79.4%
Office and Warehouse Rental	26	5	(21)	-80.8%
CSR Programs	2	5	3	150.0%
Legalized Document and Photocopy	5	3	(2)	-40.0%
Bank Administration Charges	2	2	-	0.0%
Others	35	20	(15)	-42.9%
Total	705	536	(169)	-24.0%

The largest contributor to General and Administrative Expenses throughout 2020 was Installment Collection Expense, which increased by 10.6% from Rp85 billion in 2019 to Rp94 billion in 2020. This expense was related to the increasing activity of customer installment collection amid the deterioration in the quality of managed receivables due to the pandemic as well as the financing restructuring policy.

Nearly all components of General and Administrative Expenses declined, with the largest contributor being Professional Fees, which decreased by Rp87 billion, from Rp125 billion in 2019 to Rp38 billion in 2020. This decrease was proportional to the reduction in the Company's business activities and the litigation settlement paid in 2019.



Provision for Impairment Losses

Provision for Impairment Losses is the amount provisioned based on an evaluation of the value of the Company's Financing Receivables, both individually and collectively, which is calculated on a monthly basis to ensure the adequacy of the Provision for Impairment Losses in Receivables stated in the Statement of Financial Position, which represents fair value in accordance with the applicable accounting standard (IFRS 9/SFAS 71).

Provision for Impairment Losses as at end of 2020 amounted to Rp1,058 billion, 148.4% higher than Rp426 billion in 2019. This was in line with the increase in NPF from 0.85% in 2019 to 1.72% in 2020. In addition, the increase in provision was also due to the increase in restructured contracts. For such contracts, the Company had made an additional provision despite not being required to do so by OJK.

TABLE 69 — PROVISION FOR IMPAIRMENT LOSSES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Provision for Impairment Losses - Financing Receivables	426	1,053	627	147.2%
Provision for Impairment Losses - <i>Ijarah</i> Receivables	-	5	5	n/a
Total	426	1,058	632	148.4%

Other Expenses

Other Expenses consist of expenses that are not typical to, or in direct support of, the Company's operational activities and business growth.

Other Expenses in 2020 amounted to Rp113 billion, down by 85.8% from its amount in 2019, which was Rp793 billion. This decrease was because the Litigation Settlement Related Expenses, amounting to Rp774 billion in 2019, was not recurring in 2020.

There was a significant increase in the expense of accounts Written-off Receivables in the Settlement Process during 2020, from previously Rp23 billion in 2019 to more than threefold to Rp90 billion. The increase in expenses was due to the waning of purchasing power in the market, requiring the Company to cut losses at a higher rate on the settlement or to sell the vehicles impounded from the contracts whose installment payments were no longer able to be covered. In addition, there was an increase in reserves for contracts whose assets have been seized by the Company but were still in the completion process, which was previously negative Rp4 billion in 2019, up to a positive Rp23 billion in 2020.

TABLE 70 — OTHER EXPENSES

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Written-off Receivables in the Settlement Process	23	90	67	291.3%
Provision (Recovery) for Impairment Losses of Receivables in the Settlement Process	(4)	23	27	675.0%
Litigation Settlement Related Expenses	774	-	(774)	n/a
Total	793	113	(680)	-85.8%

Profit for the Year**TABLE 71** — PROFIT FOR THE YEAR

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Profit Before Tax	1,092	870	(222)	-20.3%
Income Tax Expense	380	168	(212)	-55.8%
Profit for the Year	712	702	(10)	-1.4%
Income Tax Expense Ratio	34.8%	19.3%	n/a	-15.5%

Profit Before Tax decreased by Rp222 billion, from Rp1,092 billion in 2019 to Rp870 billion in 2020. This 20.3% decline was largely contributed by the lower income and an increase in provision for impairment losses.

Profit for the Year decreased by 1.4% throughout 2020, from Rp712 billion in 2019 to Rp702 billion in 2020. The decrease was due to the litigation settlement expense of Rp774 billion recorded as an expense in 2019. However, this litigation settlement was not recognized for taxation purposes, and therefore the effective tax rate in 2019 was higher than that in 2020.

In addition, there were differences in the tax rates applied in 2019 and in 2020. In 2019, the Company applied a tax rate of 20%, while in 2020 the applicable rate was 19%.

The applicable tax rate of the Company was lower than the general tax rate, which was 25% in 2019 and 22% in 2020. This was because as a public company that has met the following certain criteria, the Company has the right to apply a special income tax rate:

- At least 40% of the shares issued are owned by the public;
- The public must consist of a minimum of 300 individuals, each holding less than 5% of the issued shares; and
- The above two conditions must be met for at least six months (183 days) in a tax year.



Total Comprehensive Income for the Year

The difference between Profit for the Year and Comprehensive Income is due to the accounting standard that requires the Company to perform calculations on post-employment benefit program, in which losses are presented in the Statement of Profit or Loss and Other Comprehensive Income as an item that is not classified to the statement of profit or loss.

In addition, the difference also comes from derivative instruments for risk management purposes used to hedge the currency risk and interest rate risk from loans transactions denominated in foreign currency. This difference is a form of temporary adjustment and will return to normal when the hedging contract (swap) reaches its deadline.

TABLE 72 — COMPREHENSIVE INCOME FOR THE YEAR

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Profit for the Year	712	702	(10)	-1.4%
Other Comprehensive Income for the Year - Net of Tax	(102)	126	228	223.5%
Total Comprehensive Income for the Year	610	828	218	35.7%

Despite the lower Profit for the Year, the positive value of Other Comprehensive Income for the Year – Net of Tax in 2020 contributed to an increase in Total Comprehensive Income for the Year. This increase amounted to Rp218 billion, or 35.7%, from Rp610 billion in 2019 to Rp828 billion in 2020.

Basic Earnings per Share

TABLE 73 — BASIC EARNINGS PER SHARE

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Profit for the Year	712	702	(10)	-1.4%
Basic Earnings per Share (full amount)	48	47	(1)	-2.1%

Basic Earnings per Share in 2020 amounted to Rp47 per share, down by Rp1 per share from the value in 2019 of Rp48 per share.



Consolidated Statement of Cash Flows

BFI Finance's Statement of Cash Flows are classified into Operating, Investing, and Financing Activities, as detailed below:

TABLE 74 — STATEMENT OF CASH FLOWS

Description (Rp billion)	2019	2020	Comparison with Last Year	
			Total	Percentage
Cash and Cash Equivalents at the Beginning of the Year	755	660	(95)	-12.6%
Net Cash Flows from Operating Activities	1,200	4,746	3,546	295.5%
Net Cash Flows from Investing Activities	(89)	(84)	5	-5.6%
Net Cash Flows from Financing Activities	(1,206)	(3,907)	(2,701)	224.0%
Net Increase in Cash and Cash Equivalents	(95)	755	850	-894.7%
Cash and Cash Equivalents at the End of Year	660	1,415	755	114.4%

Cash and Cash Equivalents recorded by BFI Finance as at 31 December 2020 amounted to Rp1,415 billion, an increase of Rp755 billion, from Rp660 billion recorded at the beginning of the year. The movements of Cash and Cash Equivalents are described below.

Cash Flow from Operating Activities

Cash Flow from/for Operating Activities describes the movement of cash to fund the Company's business activities, especially the disbursement of new financing. In 2020, net cash inflow from operating activities amounted to Rp4,746 billion, an increase of 295.5% or Rp3,546 billion compared to net cash flow for operating activities in 2019 of Rp1,200 billion. This was due to the decline in the value of new financing disbursed throughout 2020 compared to the previous year.

Cash Flow from Investing Activities

Cash Flow from/for Investing Activities is derived from gains and losses related to the Company's investing activities, as well as capital assets. Net cash outflow for investing activities in 2020 decreased by 5.6%, from Rp89 billion in 2019 to Rp84 billion.

Cash Flow from Financing Activities

Cash Flow from/for Financing Activities represents the amount of cash related to financing transactions, including new funding, loan settlement, and interest payments on sources of funds. Net cash outflow for financing activities in 2020 was Rp3,907 billion, increased by 224.0% from 2019, which amounted to Rp1,206 billion. This was due to a decrease in disbursement of new funding as well as an increase in repayments of borrowings and debt securities maturing in 2020.



Analysis of Key Ratios



Profitability

Return on Average Assets (ROAA) and Return on Average Equity (ROAE)

BFI Finance recorded an ROAA of 5.0% in 2020, far stronger than the industry average of 2.0%. However, this value was slightly lower by 0.7% compared to ROAA in 2019 of 5.7%, as a result of the decline in profitability in 2020, as explained in the discussion on Profit for the Year on page 168.

Accordingly, ROAE in 2020 also declined, from 11.6% in 2019 to 11.2% in 2020. Such value was more than double the industry average, which was 5.3% in 2020.

TABLE 75 — ROAA AND ROAE

Ratio	2019	2020	Industry Average*
ROAA	5.7%	5.0%	2.0%
ROAE	11.6%	11.2%	5.3%
Profit for the Year / Total Income	13.6%	15.4%	7.0%

* Source: Statistics of Indonesian Financial Institutions issued by OJK

Debt Repayment Ability

The Company calculates the following measurements for determining its ability to pay its Payables:

- Asset Solvency Ratio, measuring the amount of assets to be financed using liabilities;
- Equity Solvency Ratio, measuring the ratio of liabilities to own capital (Equity);
- Gearing Ratio, measuring the ratio of debt to own capital (Equity); and
- Ratings by an accredited credit rating agency.

Details on the Company's Debt Repayment Ability are provided below:

TABLE 76 — DEBT REPAYMENT ABILITY RATIOS

Ratio	POJK Requirement	2019	2020
Solvency			
Liabilities to Assets Ratio	-	0.7 x	0.6 x
Liabilities to Equity Ratio	-	2.1 x	1.3 x
Gearing Ratio	Maximum 10 x	1.9 x	1.2 x
Corporate Credit Ratings	-	A+(idn)	A+(idn)



Receivables Collectibility (Asset Quality)

Collectibility of accounts receivable is classified based on the number of days past due. Throughout 2020, the Company experienced a deterioration in its Collectibility Ratio amid the pandemic which was still ongoing by end of year, as indicated by the increase in the NPF ratio compared to the previous year's, as well as other ratios. However, this value was far lower than the average NPF in the financing industry.

The Company's NPF ratio as at end of 2020, which is calculated from the ratio of outstanding receivables more than 90 days to total receivables, was 1.72%. This value was well below the industry average NPF of 4.01%.

TABLE 77 — RECEIVABLES COLLECTIBILITY (ASSET QUALITY)*

Description (Rp billion)	Days Past Due	Amount of Receivables		Percentage	
		2019	2020	2019	2020
1 - Current	0 - 10 days	16,498	11,184	89.14%	80.19%
2a - Special Mention	11 - 60 days	1,744	2,325	9.42%	16.67%
2b - Special Mention	61 - 90 days	108	198	0.59%	1.42%
3a - Non-current	91 -120 days	54	76	0.29%	0.55%
3b - Non-current	121 - 150 days	38	69	0.21%	0.49%
4 - Doubtful	151 - 180 days	34	40	0.18%	0.29%
5 - Bad	> 180 days	32	54	0.17%	0.39%
Total		18,509	13,946	100.00%	100.00%
Non-NPF	0 - 90 days	18,351	13,707	99.15%	98.28%
NPF	> 90 days	158	239	0.85%	1.72%

* Financing Receivables are presented on net basis

Several efforts undertaken by the Company to minimize the impact of deteriorating receivables quality during the year included intensifying the monitoring of customer installment payments past due via Telecollection, allocating adequate staff to handle each group of accounts receivable, transferring some employees from other departments to strengthen the collection team, persistently carrying out risk management, and harnessing technology to enhance the effectiveness of collection.



Other Relevant Financial Ratios

The Company consistently monitors its compliance with Bank Indonesia and OJK regulations, including the regulations on financial ratios.

Table 78 presents a comparison of Other Relevant Financial Ratios in the Company with the average performance of the financial industry in 2020. Based on these criteria, the Company concludes that its business operations in 2020 was sounder than the industry average.

TABLE 78 — OTHER RELEVANT FINANCIAL RATIOS

No.	Ratio	POJK Requirement	2019	2020	Industry Average**
1	Financing-to-Assets Ratio (FAR)	≥ 40%	91.4%	83.6%	81.1%
2	Financing-to-Debt Ratio	≥ 50%*	151.8%	163.4%	128.8%
3	Investment and Working Capital Financing to Total Financing Ratio	≥ 10%	64.6%	73.0%	36.7%
4	Non-Performing Financing Ratio	≤ 5%	0.9%	1.7%	4.0%
5	Capital Ratio	≥ 10%	48.8%	70.9%	n/a
6	Gearing Ratio	≤ 10 x	1.9 x	1.2 x	2.2 x
7	Equity-to-Paid-up-Capital Ratio	≥ 50%	1,523.2%	1,654.9%	268.8%

* The target set by management is in accordance with POJK No.35/POJK.05/2018

** Source: Statistics of Indonesian Financial Institutions issued by OJK

No.	Scoring Factor	Individual Rating	Description
1	Good Corporate Governance	1	Very Healthy
2	Risk Profile	2	Healthy
3	Rentability	3	Quite Healthy
4	Capital	2	Healthy
Rating of Soundness of the Company		2	Healthy

As reported by the Company to OJK on 15 February 2021 by the letter of DIR/FL-SHG/L/II/21-0032



Comparison of Achievements Against Targets in 2020



In the first quarter of 2020, the Company's performance was on track, having recorded an increase in new financing by Rp4.0 trillion, or an increase of 20.7% from the value obtained within the same period in 2019, i.e., Rp3.4 trillion. This increase also boosted the Company's income by 10.1% to Rp1.4 trillion.

However, when the pandemic occurred and paralyzed business and transportation activities all over the world, the Company's performance was severely affected, as explained in the previous sections in this chapter.

This condition compelled the Company to revise its performance targets and subsequently submit them to OJK. The revised targets were generally lower than the targets set at the beginning of the year due to the deteriorating economic condition.

TABLE 79 — COMPARISON OF ACHIEVEMENTS AGAINST TARGETS

Description (Rp billion)	Target	Realization
New Financing Growth	< -60%	-52.2%
Net Receivables Growth	< -35%	-27.2%
Asset Growth	< -25%	-20.4%
Revenue Growth	< -20%	-12.8%
Net Profit	< -15%	-1.4%
NPF	< 3.5%	1.7%
Debt-to-Equity Ratio	< 1.5 x	1.2 x
Dividend Payout Ratio	Up to 50%	*

* Pending 2021 GMS resolution

The Company did not reach the initial performance targets, but it surpassed the revised targets and has managed to adapt quickly to a new business normal in the midst of pandemic and has succeeded in securing positive returns while adhering to sound and prudent risk management.



Capital Structure (Capital Adequacy)



Management Policy on Capital Structure

The Articles of Association of the Company stipulate that the Company's Authorized Capital stands at Rp500 billion, which consists of 20 billion shares with a par value of Rp25 per share. Of the Authorized Capital, 15,967,115,620 shares had been issued and fully paid up. Furthermore, 1,002,732,000 shares had been bought back by the Company as of 31 December 2020.

For its capital management, the Company refers to POJK No. 35/POJK.05/2018, which requires:

- Minimum capital of Rp100 billion;
- Equity minimum 50% of the total Paid-up Capital; and
- Gearing Ratio, i.e., ratio of total financing to equity less subordinated bonds with investments, of maximum 10 times, both for domestic and international financing.

In line with this regulation, the Company reports the following:

TABLE 80 — CAPITAL STRUCTURE

Description (Rp billion)	POJK Requirement	Company Realization	
		2019	2020
Equity	Minimum Rp100 billion	6,080	6,606
Ratio of Total Equity to Paid-up Capital	Minimum 50%	1,523%	1,655%
Ratio of Financing to Equity	Maximum 10 x	1.9 x	1.2 x

Material Commitments

Throughout 2020, the Company made no material commitments, apart from those that have been discussed in the preceding sections.



Material Capital Expenditures



Generally, the Company's Capital Expenditures in 2020 were in the form of investments in Land (in the form of Advances for Land Acquisition) and Office Equipment. The sources of funding for this Capital Expenditure were derived primarily from the Company's own funds.

In 2020, Total Capital Expenditures amounted to Rp189 billion, or 1.2% of Total Assets, of which Rp134 billion has been completed, and Rp56 billion still in progress.

TABLE 81 — VALUE OF CAPITAL GOODS INVESTMENT

Type of Capital Goods Investment	Value of Capital Goods Investment (Rp billion)		
	Completed	In Progress	Total
Land	81	-	81
Building and Infrastructure	2	47	49
Office Equipment	36	9	45
Vehicles	15	-	15
Furniture and Fixtures	0	-	0
Total	134	56	189

Subsequent Events



The Company has made a change to the composition of the Audit Committee pursuant to the BOC Decree No. BOC/SK/I/2021-001 dated 26 January 2021, as follows:

- Chairman : Johanes Sutrisno (also Chairman of the Risk Oversight Committee and replaced Emmy Yuhassarie who passed away on 11 December 2020)
- Member : Edy Sugito
Friso Palillingan



Dividends



The Company's Dividend Policy is briefly described as follows:

- All issued and fully paid shares have the equal rights, including the right to dividends, except for shares bought back (Treasury Stock);
- Without prejudice to the right of the GMS to determine otherwise, the Company wishes to distribute Cash Dividends with a value of up to 50% of the Net Profit for the Year; and
- Dividend distribution can be done at once or more than once through the Interim Dividend.

The Company distributed its Dividend from its Net Profit in 2019 and 2020 as follows:

TABLE 82 — DIVIDEND POLICY AND PAYOUT

Description (Rp billion)	2019	2020
Net Income for the Year	712	702
Cash Dividend	180	*
% Cash Dividend to Previous Year Net Income	25.2%	*

* Pending 2021 GMS resolution

Use of Public Offering Proceeds



In 2020, the Company issued Bonds denominated in Rupiah, namely *Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap III Tahun 2020 Series A and Series B* on 8 September 2020, with a nominal amount of Rp832 billion.

To meet POJK No. 30/POJK.04/2015 requirements on the obligation to

report the Use of Public Offering Proceeds, the Company has submitted its report of its use of proceeds from this corporate action. As disclosed in the prospectus and published additional information required for the public offerings, the funds had been fully used for working capital purposes.

All proceeds from the public offerings have been used to finance the main activities of the Company, and thus the rest of the funds that have not been used is nil. There were no changes in the use of funds coming from those public offerings and have been reported to the authorities.



Material Investment, Divestment, Merger & Acquisition, and Debt or Capital Restructuring



The Company did not undertake any Material Investment, Divestment, Merger & Acquisition, nor Debt or Capital Restructuring in 2020.

Transactions with Potential Conflicts of Interest and Related Parties



In carrying out its business activities, the Company and its subsidiary enter into transactions with certain related parties, as explained below:

Related Parties	Nature of Relationship	Transactions
Employee	Key management personnel	<ul style="list-style-type: none">• Short-term employees' benefits• Post-employment benefits

The transactions with related parties above consisted of Salaries and Benefits amounting to Rp43 billion in 2020, which made up 1.2% of the Total Expenses for the year. In 2019, the amount was Rp67 billion (1.6%).

These Transactions with Related Parties, except Salary Expense and Employee Benefits to key management personnel, are conducted under normal business operations requirements.



Impact from Regulatory Changes on the Company



In 2020, the Government of the Republic of Indonesia issued 26 new regulations related to the implementation of business activities and operations of multifinance companies, as follows:

1. Law of the Republic of Indonesia No. 10/2020 on Stamp Duty;
2. Law of the Republic of Indonesia No. 11/2020 on Job Creation;
3. Government Regulation of the Republic of Indonesia No. 21/2020 on Large-Scale Social Restrictions in order to Accelerate the Management of Corona Virus Disease 2019 (Covid-19);
4. Government Regulation of the Republic of Indonesia No. 49/2020 on Adjustments for Premia of Manpower Social Security Programs during Non-Natural Disaster of Corona Virus Disease 2019 (Covid-19);
5. Presidential Regulation of the Republic of Indonesia No. 110/2020 on the Revocation of Presidential Regulation No. 9/2009 on Multifinance Institutions;
6. Regulation of the Minister of Finance No. 138/PMK.05/2020 on Procedures for Providing Interest Subsidies/Margin Subsidies in the Framework of Supporting the Implementation of the National Economic Recovery Program;
7. Regulation of the Minister of Finance No. 86/PMK.03/2020 on Tax Incentives for Taxpayers Affected by the 2019 Corona Virus Disease Pandemic;
8. OJK Regulation No. 14/POJK.05/2020 on Countercyclical Policy on the Impact of Coronavirus Disease 2019 for Nonbank Financial Services Institutions;
9. OJK Regulation No. 15/POJK.04/2020 on Planning and Implementation of General Meeting of Shareholders of Public Companies;
10. OJK Regulation No. 16/POJK.04/2020 on the Implementation of the Electronic-General Meeting of Shareholders of Public Companies;
11. OJK Regulation No. 17/POJK.04/2020 on Material Transactions and Changes in Business Activities;
12. OJK Regulation No. 24/POJK.04/2020 on Guidelines for Preparation of Management Statement Letters in Accounting;
13. OJK Regulation No. 28/POJK.05/2020 on Assessment of Soundness Level of Nonbank Financial Services Institutions;
14. OJK Regulation No. 29/POJK.05/2020 on Amendment to OJK Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Multifinance Companies;



15. OJK Regulation No. 30/POJK.05/2020 on the Second Amendment to OJK Regulation No. 11/POJK.05/2014 on Direct Examination of Nonbank Financial Services Institutions;
16. OJK Regulation No. 31/POJK.07/2020 on the Implementation of Consumer and Community Services in the Financial Services Sector by the Financial Services Authority;
17. OJK Regulation No. 36/POJK.02/2020 on the Third Amendment to OJK Regulation No. 4/POJK.04/2014 on Procedures for Collecting Administrative Sanctions in the Form of Fines in the Financial Services Sector;
18. OJK Regulation No. 40/POJK.05/2020 on Written Orders for Handling Problems of Non-Bank Financial Services Institutions;
19. OJK Regulation No. 41/POJK.04/2020 on the Electronic Public Offering of Equity Securities, Debt Securities, and/or Sukuk;
20. OJK Regulation No. 42/POJK.04/2020 on Affiliated Transactions and Conflict of Interest Transactions;
21. OJK Regulation No. 44/POJK.05/2020 on Application of Risk Management for Nonbank Financial Services Institutions;
22. OJK Regulation No. 45/POJK.03/2020 on Financial Conglomerates;
23. OJK Regulation No. 47/POJK.05/2020 on Business Licensing and Institutionality of Multifinance Companies and Sharia Multifinance Companies;
24. OJK Regulation No. 49/POJK.04/2020 on Rating of Debt Securities and/or Sukuk;
25. OJK Regulation No. 58/POJK.05/2020 on Amendment to OJK Regulation No. 14/POJK.05/2020 on Countercyclical Policy on the Impact of Coronavirus Disease 2019 for Nonbank Financial Services Institutions; and
26. OJK Circular No. 11/SEOJK.05/2020 on Assessment of Soundness Level of Multifinance Companies and Sharia Multifinance Companies.

These regulatory changes affect the business activities and operations of the Company, in terms of improving financing services to consumers, and may have a reciprocal impact on the Company's operations and performance in the long term. The Company believes that these changes point to the right direction in fostering a healthy business climate.



Accounting Policy Changes



Changes in Statements of Financial Accounting Standards (SFAS) and Interpretations of Financial Accounting Standards (IFAS)

Several amendments to the SFAS and IFAS have been effective for periods beginning on or after 1 January 2020. These changes have given rise to two distinct effects:

1. The adoption of adjustments and amendments that have not caused significant changes to the accounting policy of the Company and its subsidiary, and therefore had no significant impact on any reported amounts in the current fiscal year or previous years. These amendments are:
 - Amendment to SFAS 1 "Presentation of Financial Statements";
 - Amendment to SFAS 15 "Investments in Associates and Joint Ventures";
 - Amendment to SFAS 25 "Accounting Policies, Changes in Accounting Reports and Errors";
 - Amendment to SFAS 62 "Insurance Contract";
 - Amendment to SFAS 102 "Accounting for Murabahah";
 - IFAS 35 "Presentation of Non-Profit-Oriented Financial Statements";
 - IFAS 36 "Interpretation of Interactions between Provisions Concerning Land Rights in SFAS 16";
 - IFAS 101 "Recognition of Deferred Murabahah Revenue Without Significant Risk With Regard to Inventory Ownership"; and
 - IFAS 102 "Impairment of Murabahah Receivables".
2. The adoption of adjustments and amendments that have caused significant changes to the accounting policy of the Company and its subsidiary, as follows:
 - SFAS 71 "Financial Instruments";
 - SFAS 72 "Revenue from Contracts with Customers"; and
 - SFAS 73 "Leases".

These new accounting standards have been implemented in the financial statements since 1 January 2020.



TABLE 83 — CHANGES OF SFAS THAT AFFECT THE COMPANY

Accounting Standards	Summary of Changes	Reason for the Change	Impact on the Company
SFAS 71 “Financial Instruments”	The Company and its subsidiary apply an expected credit loss model when calculating impairment losses on its receivables and other financial assets. This will result in increased impairment provisions and greater judgement due to the need to factor in forward looking information when estimating the appropriate amount of provisions. In applying SFAS 71, the Company and its subsidiary must consider the probability of a default occurring over the contractual life of its financing receivables and contracts asset balances on initial recognition of those assets.	The Company and its subsidiary measure the provision for impairment of receivables using the expected credit loss model replaced the incurred loss model.	SFAS 71 has been applied using the modified retrospective method of adoption with the impact presented in the consolidated financial statements.
SFAS 72 “Revenues from Contracts with Customers”	The Company and its subsidiary have adopted SFAS 72, which introduces a new five-step model framework for determining whether, how much and when the revenue is recognized.	The Company and its subsidiary earn the majority of its revenues from financing income. The Company’s financing income is presented net of with financing income belongs to the bank in relation with channeling transactions and joint financing cooperations.	SFAS 72 has been applied retrospectively and has had no material impact on the consolidated financial statements.
SFAS 73 “Leases”	From 1 January 2020, the Company has adopted SFAS 73: Leases which sets the requirement for recognition of lease liabilities in relation to leases which had previously been classified as 'operating leases'. This policy is applied to contracts entered into or amended, on or after 1 January 2020. The Company and its subsidiary recognize “right-of-use assets” and “lease liabilities” for leases that have a lease term of more than 12 months.	Provide the basis for financial statements users to assess the impact of the lease on financial position, financial performance, and cash flow.	Impact on adoption of SFAS 73 on the statement of financial position as at 1 January 2020, the amount of “Prepaid Expenses and Advances” account reclassified to “Right-of-Use Assets” account amounting to Rp48,066 million.



2021 Business Prospects



After recording a contraction in GDP in 2020 of 2.1%, the Government of Indonesia is targeting GDP growth in the range of 4.5–5.5% in 2021. However, in light of the ongoing Covid-19 pandemic while mass vaccination efforts are ramped up globally, including in Indonesia, the economic situation both nationally and globally remains largely shrouded by uncertainty. The range of various analysts' forecasts for Indonesia's GDP growth is very wide, from 2.0% to 7.5%, depending on the scenario used in performing the analysis.

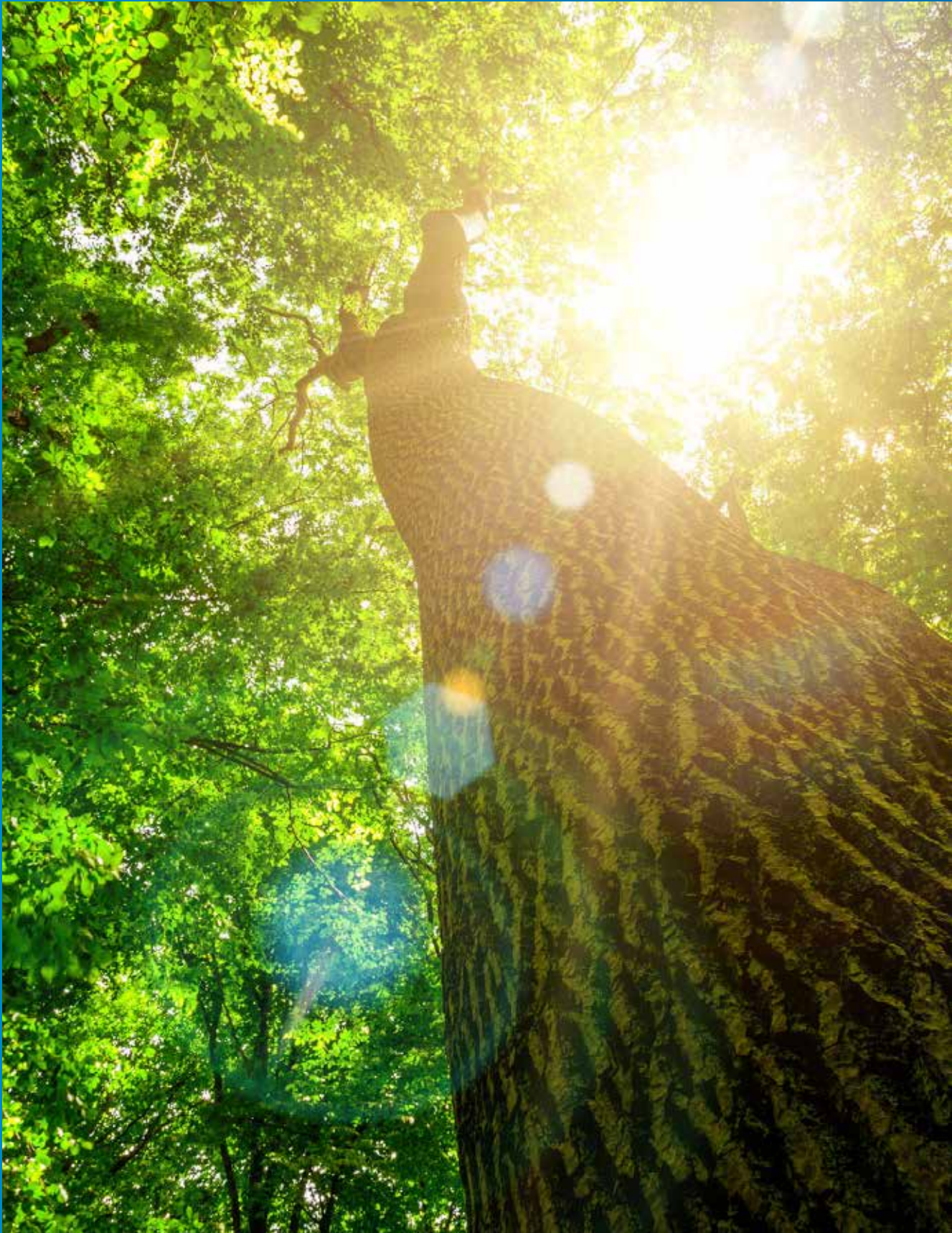
In January 2021, OJK predicted that financing receivables in 2021 will grow by approximately 5%, in line with the ongoing improvement in the quality of receivables driven by a recovery of national economic activities, which will drive up public consumption. The recovery in various industrial sectors and rising prices of key commodities, as seen in early 2021, may provide support to a solid growth rate in 2021.

In the midst of this uncertainty, BFI Finance plans to continue to maintain its strategy of penetrating the market with prudence, to ensure the long-term sustainability of its business. The Company is also working on shifting its operational model towards one that is based on stronger digital capabilities, especially in terms of data acquisition and analysis.

Table 84 below provides a breakdown of the targets the Company seeks to achieve in 2021.

TABLE 84 — 2021 BUSINESS TARGETS

Description	Target
Net Receivables Growth	Around 5% above 2020 achievement
Asset Growth	Around 10% above 2020 achievement
Revenue Growth	Around 5% above 2020 achievement
Net Profit	Around 20% above 2020 achievement
NPF	< 2.0%
Debt-to-Equity Ratio	< 2.0 x
Dividend Payout Ratio	Up to 50%



07_

Good Corporate Governance

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Good Corporate Governance Report



GCG implementation serves as a guideline as well as a manifestation of the management and employees' responsibility to all stakeholders to maintain the long-term sustainability of the Company

BFI Finance is committed to carrying out its business activities properly and in compliance with all the regulations prevailing in the financial services industry. The Company's GCG Practices refer to the applicable laws and regulations. The list of regulations that govern the Company's business activities is updated regularly and is available on the Company website at:

<https://www.bfi.co.id/en/corporate/Corporate-Good-Governance/corporate-governance-guidelines>

Main Principles

The Company applies the following GCG principles in its business activities in all organizational levels:



BFI Finance is committed to carrying out its business activities properly and in compliance with all the regulations prevailing in the financial services industry. The Company's GCG Practices refer to the applicable laws and regulations. In 2020, there were no administrative sanctions of any form from OJK, IDX, or other authorities on the Company or the members of its BOD or BOC."

TABLE 85 — MAIN GCG PRINCIPLES

No.	GCG Principle	Implementation
1.	Transparency in the decision-making process and in the availability and disclosure of relevant information regarding the Company	Transparency of business management to all stakeholders, through the publication of various reports (including integrated annual reports and financial reports) as well as business-related matters on the website
2.	Accountability of all parties in the Company in conducting every action in accordance with their respective functions	Clarity in the rights, authority, duties, and responsibilities of employees and all governance bodies of the Company
3.	Responsibility in the Company's management according to the rules and regulations in financing sector, ethical values, as well as sound business practices	Compliance with the articles of association and the prevailing regulations, and implementation of tax obligations and corporate social responsibility
4.	Independence in The Company's management, free from interference from any party which are not in line with the laws and regulations and free from conflict of interest	Principle of mutual respect upheld by every party within the Company, and avoidance of conflict of interest in all business processes
5.	Equality and Fairness in fulfilling the rights of Stakeholders arising from the agreement, rules and regulations	Fulfillment of the rights of stakeholders in a just and equitable manner in accordance with the prevailing regulations, maintenance of a decent and safe workplace, and equal opportunity provided to every employee



The complete application of the GCG principles by the Company is detailed on the Company website at <https://www.bfi.co.id/en/corporate/Corporate-Good-Governance/corporate-governance-guidelines>

GCG Purposes

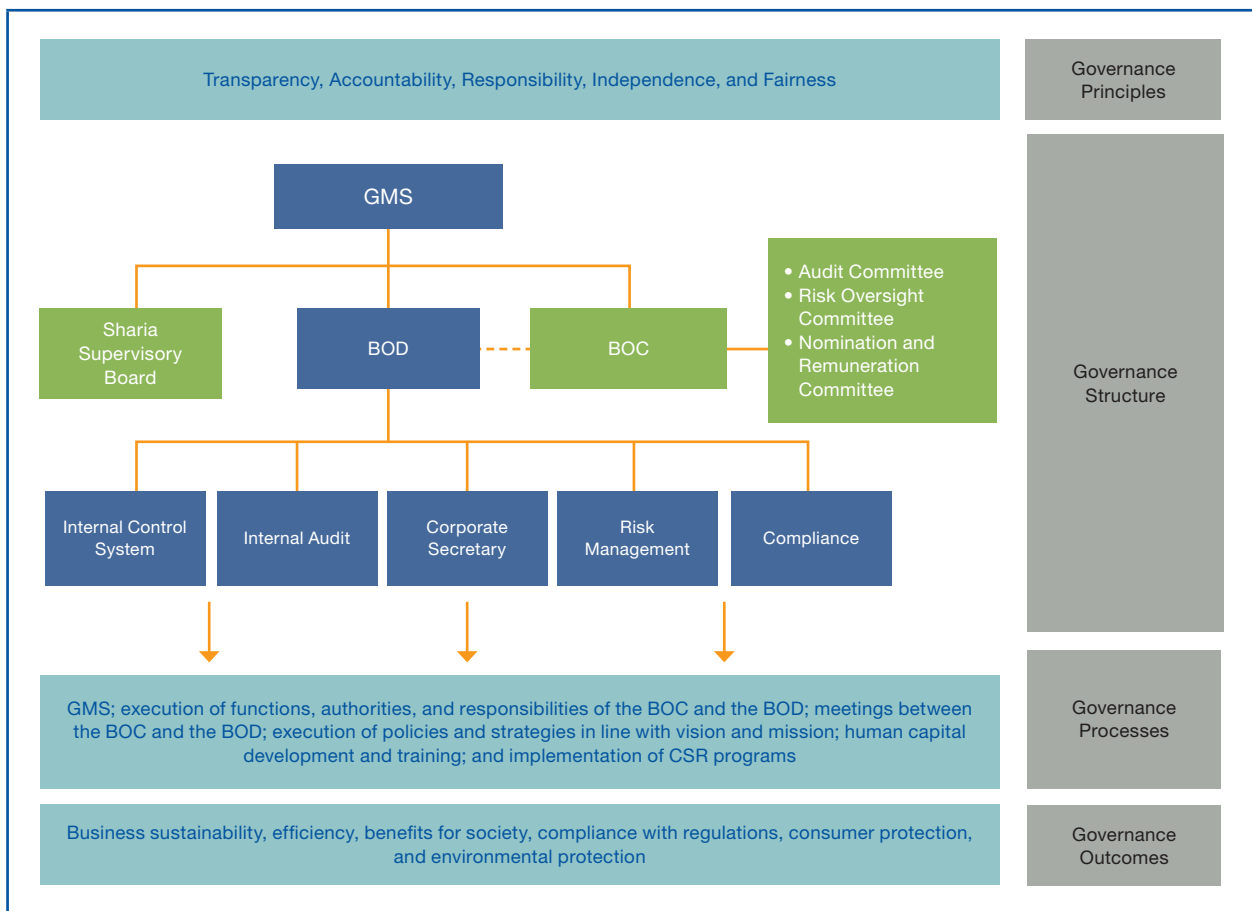
BFI Finance implements GCG principles to achieve, among others:

1. Optimization of the Company's values for stakeholders;
2. Improvement of the Company's professional, effective, and efficient management;
3. Improvement of the Company's governance bodies' and its subordinates' compliance with the strict ethical standards, rules and regulations, and awareness of social responsibility;
4. Establishment of a financially sound business that is reliable and has a competitive edge in order to maintain its presence and sustainability to achieve the Company's aims and objectives; and
5. Improvement of the Company's contribution to the national economy.

GCG Structure and Mechanism

The GCG structure at BFI Finance consists of the following governance bodies in the chart below:

GRAPH 13 — GCG STRUCTURE OF THE COMPANY





The presence of the Company's governance bodies is one of the manifestations of GCG implementation for ensuring a clear mapping of functions or business activities to avoid conflict of interest and to ensure that the checks and balances mechanism takes place effectively and efficiently.

GCG implementation mechanism by the governance bodies in BFI Finance's GCG structure takes place within a GCG infrastructure framework, which includes policies, procedures, management information system, and main duties as well as functions of each governance body. GCG infrastructure is evaluated regularly and adjusted to the latest developments and best practices in GCG. The latest enhancement in BFI Finance's GCG Infrastructure was ratified in the BOD Decree No. 24/SK/WK/2011 dated 24 October 2011 on Corporate Governance Procedures in the Company.

TABLE 86 — BFI FINANCE'S GCG INFRASTRUCTURE

No.	GCG Infrastructure	Form
1.	Code of Business Principles which is applicable to all BFI Finance's activities, both in head office and branches, and to all employees	<ul style="list-style-type: none"> • Company Core Values (GREAT) as the guidelines on the Company's culture and behavior • Corporate Responsibilities • Business Integrity • Operational Activity Commitment • Company Regulations 2016–2018
2.	Procedures to carry out duties and responsibilities of Board of Commissioners and Board of Directors	Guidelines for Board of Commissioners and Board of Directors (Board Manual)
3.	Completeness and procedures of carrying out the duties of committees and work units in conducting internal control function	<ul style="list-style-type: none"> • Audit Committee Charter • Risk Oversight Committee Manual • Nomination and Remuneration Committee Manual
4.	External audit, internal audit, compliance function implementation procedures and policies	<ul style="list-style-type: none"> • Code of Business Principles • GREAT (Company Core Values), guidelines on behavior and culture, applicable to all employees • Company Regulations 2018–2020 • Internal Audit Charter • Various applicable policies, decrees, SOPs, and guidelines in the Company
5.	Policy of transparency of financial and non-financial conditions	<ul style="list-style-type: none"> • Quarterly Financial Statements • Mid-year Financial Statements • Annual Financial Statements • Integrated Annual Report (featuring both Annual Report and Sustainability Report)



GCG Roadmap

The Company's GCG Roadmap is implicitly stated and aligned to OJK's directive in every practice. Several important structures and mechanisms, which are still ongoing in GCG implementation at the Company, are Code of Business Principles, Board Manual for the BOC and BOD as well as the Committees, and supporting procedures and policies such as Whistleblowing System, Risk Management Policy, and Compliance Policy.

As a part of GCG Roadmap, the Company regularly evaluates, updates, and disseminates its GCG practices to all employees.

GCG Implementation Focus

In 2020, the Company's focus of GCG implementation was on:

1. Improving compliance with various relevant internal and external regulations across all organizational levels through various communications media at the Company, including dissemination of new regulations to employees.
2. Improving quality of outcome (implementation result) that meets the expectations of stakeholders. This is a result of GCG principles' implementation, supported by adequate GCG structure and infrastructure. This outcome includes qualitative and quantitative aspects, as follows:
 - a. Adequate transparency of reports;
 - b. Compliance with rules and regulations;
 - c. Consumer protection;
 - d. Audit independence; and
 - e. The Company's performance and achievements, financially and operationally.

GCG Implementation Evaluation

In 2020, BFI Finance conducted an internal assessment of its GCG achievements. The result shows that the Company Management has implemented GCG satisfactorily, as summed up in the following table:

TABLE 87 — GCG IMPLEMENTATION EVALUATION

	Aspect	Positive Factors	Negative Factors
A	Governance Structure		
1.	The Number, Composition, Integrity and Competence of Members of BOC, Committees under the BOC, Sharia Supervisory Board, and BOD	In general, in accordance with the complexity and size of the Company and in compliance with applicable regulations.	None
2.	Organizational Structure	In general, BFI Finance has an organizational structure consisting of directorates, divisions, departments, and work functions/units with clear division of duties, responsibilities, and authorities. It supports business and operational activities as well as internal control implementation.	None



	Aspect	Positive Factors	Negative Factors
3.	Policies and Procedures	BFI Finance has policies and procedures consisting of the Board Manual for the BOC and the BOD, Audit Committee Charter, Nomination and Remuneration Committee Charter, Internal Audit Charter, Code of Business Principles, Company Regulations 2018–2020, Operational Commitments, Company Core Values and Employee Behavior Guidelines (GREAT), and Information Technology (IT) Procedures and Policies.	None
4.	Information System	BFI Finance runs a Management Information System (MIS) to support operational and business activities as well as internal control system.	None
B Governance Process			
1.	Execution of Duties and Responsibilities	In general, the duties and responsibilities of the BOC, the BOD, and Committees under the BOC have been satisfactorily executed.	None
2.	Human Capital	BFI Finance has improved the human capital quantity and quality by intensifying training and focusing on human capital availability and adequacy.	None
3.	Risk Management	BFI Finance regularly reviews risk limit, risk measuring, monitoring and control, and internal model assessment of risk management.	None
4.	Customer Complaint	BFI Finance manages and resolves customer complaint according to SLA's stipulations.	None
5.	Compliance and Discipline Cultures	BFI Finance continuously upholds discipline and compliance culture in all organizational levels by establishing the Integrity Pact to increase legal enforcement, to carry out anti-fraud policy and Whistleblowing System, to apply GREAT as the Company Core Values and Employee Behavior Guidelines, and to strengthen the Internal Control System.	None
6.	CSR	BFI Finance has carried out CSR as part of its business process.	None
C Governance Result			
1.	Recommendations from the BOC and Committees under the BOC	Recommendations from the BOC and the Committees under the BOC are documented in the meeting minutes and serve as input and considerations for the BOD in making a decision.	None
2.	Conflict of Interest	There is no indication of any conflict of interest that bring losses to the Company.	None
3.	Information Disclosure to the Public	BFI Finance has disclosed its financial and non-financial information to public transparently, including through quarterly financial statements, mid-year financial statements, annual financial statements, and Integrated Annual Report (consisting of Annual Report and Sustainability Report).	None
4.	Company Performance	BFI Finance records growth and positive performance, reflected from the growth in its assets and profit and a Non-Performing Financing (NPF) figure that remains well controlled.	None



General Meeting of Shareholders



The GMS is a governance body of the Company that possesses certain powers not granted to the BOC or the BOD within the limits prescribed by the laws and/or the articles of association.

The GMS is a forum for shareholders to influence the Company, as well as a forum for the BOC and the BOD to report and be held accountable for the implementation of their tasks and performance to the shareholders.

The GMS consists of the Annual GMS (AGMS) and the Extraordinary GMS (EGMS), which are held in accordance with the articles of association and the prevailing regulations.

GMS Authority

The GMS has the authority, among other things, to:

1. Appoint and dismiss the members of the BOC and the BOD based on policies/guidelines established by shareholders;
2. Ratify or decide on issues that are necessary to safeguard the long-term and short-term interests of the Company in accordance with the prevailing regulations and/or the articles of association;

3. Approve the annual report including financial statements as well as approve the BOC's supervisory duties in accordance with the prevailing regulations and/or the articles of association;
4. Set targets and assess the performance of the BOD and the BOC;
5. Determine remuneration for the BOC and the BOD;
6. Appoint the external public accounting firm;
7. Approve or reject the Company's work plan and budget, and the long-term work plan;
8. Make decisions through a process that is open, fair, and accountable; and
9. Implement GCG in accordance with its authority and remits.

Shareholders' Rights

The shareholders have the right to propose the agendas for every GMS that will be held by the Company, propose the appointment of members of the BOC and/or the BOD of the Company, especially for measures that require prior approval of the

shareholders in accordance with the regulatory requirements and prepare notifications and summons for the GMS implementation, including the agendas to be discussed at the GMS.

2020 GMS Implementation

In 2020, BFI Finance held 1 AGMS and 1 EGMS. The Company's GMS were held in accordance with the prevailing regulations and its articles of association.

Procedures of 2020 GMS Implementation

BFI Finance held the 2020 GMS by adhering to the procedures for GMS implementation stipulated in OJK Regulation No. 15/POJK.04/2020 on the Plan and Implementation of General Meeting of Shareholders of Public Companies (POJK 15) and OJK Regulation No. 16/POJK.04/2020 on Electronic Implementation of General Meeting of Shareholders (POJK 16), which superseded OJK Regulation No. 32/POJK.04/2014 (POJK 32) effective from 21 April 2020, as follows:

**TABLE 88** — AGMS AND EGMS PROCEDURES

No.	Activity	Implementation of AGMS & EGMS 29 June 2020	Legal Basis
1.	Notification of plan and agendas of the GMS to OJK no later than five business days before the GMS announcement, excluding the date of GMS announcement	BFI Finance's letter No. Corp./Sjn/L/II/20-0029 dated 28 February 2020 to OJK, with copies sent to the Chief Executive Supervisor of Non-Bank Financial Institutions (IKNB), IDX, KSEI, PT Sirca Datapro Perdana, and The Indonesia Capital Market Institute (TICMI)	Article 8 POJK 32
2.	Notice to the Shareholders, at a minimum on: <ul style="list-style-type: none"> • One Indonesian daily newspaper of national circulation; • IDX website; and • The Company website, in Indonesian and foreign languages, at a minimum in English, at least 14 days prior to the GMS, excluding the date of announcement and the date of summons 	<ul style="list-style-type: none"> • Advertisement Notice for the GMS Plan to the Shareholders on <i>Bisnis Indonesia</i> on 6 March 2020 • Notice of the GMS Plan on IDX website on 6 March 2020 • Notice of the GMS Plan on the Company website in Indonesian and English on 6 March 2020 • Notice of the GMS Postponement on <i>Bisnis Indonesia</i>, IDX website, and the Company website on 20 March 2020 	Article 10 POJK 32
3.	Notice to OJK on the Announcement of Notice to the Shareholders on newspapers no later than two working days after the GMS announcement	<ul style="list-style-type: none"> • BFI Finance's letter No. Corp/STD/L/III/20-0038 dated 6 March 2020 to OJK, with copies sent to IKNB and TICMI, accompanied by proof of Advertisement of Notice to the Shareholders • BFI Finance's letter No. Corp/Sjn/L/III/20-0049 dated 20 March 2020 to OJK, Chief Executive Supervisor of IKNB, and IDX, with copies sent to IKNB and TICMI, accompanied by proof of Advertisement of Notice to the Shareholders 	Article 10 POJK 32
4.	The final date for the Shareholders Register, at 16:00, one day prior to the date of GMS Summons	Requested the Registrar (PT Raya Saham Registra) to recap the names of shareholders entitled to attend the GMS	Article 23 POJK 15
5.	GMS Summons, at a minimum on: <ul style="list-style-type: none"> • e-RUPS provider's website; • IDX website; and • The Company website, in Indonesian and foreign languages, at a minimum in English, at least 21 days prior to the GMS, excluding the date of summons and the date of the GMS 	<ul style="list-style-type: none"> • Advertisement of the GMS Summons to the Shareholders on <i>Bisnis Indonesia</i> on 5 June 2020 • GMS Summons on IDX website on 5 June 2020 • Notice of the GMS Summons on the Company website in Indonesian and English on 5 June 2020 	Articles 17 and 52 POJK 15



No.	Activity	Implementation of AGMS & EGMS 29 June 2020	Legal Basis
6.	Notice to OJK on the Announcement of the GMS Summons to the Shareholders	BFI Finance's letter No. Corp./Sjn/L/VI/20-0113 dated 5 June 2020 to OJK, with copies sent to the Chief Executive Supervisor of IKNB, IDX, PT Raya Saham Registra, and TICMI, accompanied by proof of Advertisement of Notice to the Shareholders	Articles 17 and 52 POJK 15
7.	GMS implementation	On 29 June 2020 at BFI Tower, Sunburst CBD Lot 1.2, Jl. Kapt. Soebijanto Djojohadikusumo, BSD City – South Tangerang 15322, Indonesia	-
8.	Delivery of the GMS Minutes to OJK no later than 30 days after the date of the GMS	BFI Finance's letter No. Corp./Sjn/L/VI/20-0121 dated 30 June 2020 to OJK, with copies sent to the Chief Executive Supervisor of IKNB, IDX, KSEI, PT Raya Saham Registra, and TICMI	Articles 49-50 POJK 15
9.	Announcement of the GMS Minutes, at a minimum on: <ul style="list-style-type: none"> e-RUPS provider's website; IDX website; and The Company website, in Indonesian and foreign languages, at a minimum in English, no later than two working days after the date of the GMS 	<ul style="list-style-type: none"> Advertisement Notice for the AGMS and EGMS Minutes to the Shareholders on Bisnis Indonesia on 1 July 2020 Notice of the GMS Minutes on IDX website on 1 July 2020 Notice of the GMS Minutes on the Company website in Indonesian and English on 1 July 2020 	Articles 49-50 POJK 15
10.	Notice to OJK on the Summary of the Minutes of Meeting Announcement, no later than two working days after the date of the GMS	BFI Finance letter No. Corp/SJN/L/VII/20-0122 dated 1 July 2020 to OJK, with copies sent to IDX, KSEI, PT Raya Saham Registra, and TICMI, by attaching proof of the newspaper advertisement on the announcement of the Summary of the Minutes of Meeting on 1 July 2020	Article 51 POJK 15

Description and Resolutions of 2020 GMS

On Monday, 29 June 2020 at BFI Tower, Sunburst CBD Lot 1.2 Jl. Kapt. Soebijanto Djojohadikusumo, BSD City – South Tangerang, the Annual General Meeting of Shareholders (“AGMS”) and the Extraordinary General Meeting of Shareholders (“EGMS”) of the Company were held.

The AGMS and EGMS were held under Certain Conditions in the Context of Diseases Caused by Corona Virus in Indonesia, and thus by upholding the principle of caution, the attendance levels in the meetings were limited to shareholders, invitees, as well as the management of the Company (BOD, BOC, and SSB); while remaining in accordance with the prevailing regulations. The management of the Company, the shareholders and invitees that were not physically present at these meetings were able to follow the proceedings via Zoom application.

The summary of the AGMS and the EGMS is provided on <https://www.bfi.co.id/en/corporate/Investor-Relations/General-Meeting-of-Shareholders/Announcement-of-Resolutions-of-The-Annual-and-The-Extraordinary-General-Meetings-of-Shareholders-2020>



2020 GMS Resolutions and Their Implementation

All of the 2020 GMS resolutions, i.e. those of the AGMS and EGMS held on 29 June 2020, were fully implemented in 2020, as stated in Tables 89 and 90 below.

TABLE 89 — IMPLEMENTATION OF 29 JUNE 2020 AGMS RESOLUTIONS

Resolution	Implemented (Y) Not Implemented (N)	Reason for Not Implementing
To accept and approve the Company's Annual Report for the financial year ended 31 December 2019, including the Financial Statements and the Supervisory Report from the Company's BOC.	Y	-
To accept and ratify the Company's Financial Statements for the financial year ended 31 December 2019 as audited by the Public Accountants "Tanubrata Sutanto Fahmi Bambang & Rekan" whose Report No. 00058/2.1068/AU.1/09/1042-1/1/II/2020 expressed "Unmodified" opinion, thus granting release and discharge (<i>acquies et de charge</i>) to the Company's BOD and the BOC in relation to their duties of management and supervision conducted during the financial year of 2019, provided that such actions are reflected in the Company's Financial Statements for the financial year 2019.	Y	-
To set aside the amount of Rp5,000,000,000 from the profit for the year attributable to the parent entity of the Company as mandatory reserves, pursuant to the Company's Articles of Association and Law No. 40/2007 on Limited Liability Company.	Y	-
To distribute as cash dividend of Rp12.00 per share from the Company's profit for the year. The cash dividend is to be distributed to the shareholders registered in the Company's Shareholders Register on 9 July 2020 at 16:00 West Indonesia Time and will be paid to the shareholders of the Company on 29 July 2020.	Y	-
The balance of 2019 net profit will be booked as Retained Earnings to strengthen the Company's capital.	Y	-
To grant power and authority to the BOD of the Company with the right of substitution to execute the utilization of net profit as mentioned above, including to set up the schedule and procedures of the distribution of cash dividend to the shareholders of the Company and, in relation to such, to authorize the BOD of the Company to attend and meet the authorities, one way or another without any exception.	Y	-



Resolution	Implemented (Y) Not Implemented (N)	Reason for Not Implementing
To authorize the Company's BOC to appoint a Public Accountant registered with OJK to audit the Company's Financial Statements for the financial year ended 31 December 2020 and to authorize the Company's BOC to determine the amount of honorarium and other requirements relating to the appointment of the Public Accountant, by taking into account the recommendation from the Company's Audit Committee.	Y	-
To establish the remuneration of the BOC with the total amount of Rp372,500,000 per month after tax for 2020, and to give tantiem for 2019 amounting to Rp3,250,000,000.	Y	-
To delegate the authority to the BOC in determining the amount for each member of the BOC and to adjust the total amount of remuneration in the event of changes in the number of members of the BOC in 2020.	Y	-
To approve the granting of power and authority to the BOC in determining the division of duties and authority to each BOD member as well as to determine the remuneration for BOD members.	Y	-

TABLE 90 — IMPLEMENTATION OF 29 JUNE 2020 EGMS RESOLUTIONS

Resolution	Implemented (Y) Not Implemented (N)	Reason for Not Implementing
To approve to transfer and/or pledge more than 50% of the Company's assets, in 1 or more transaction(s), whether in relation to one another or separate which takes place within 1 financial year or more, including in order to issue Bonds, Medium Term Notes, and other type of borrowings, banking facilities, securitization as well as to earn other form of debts from various funding sources needed for the Company's normal course of business activities.	Y	-
To approve to grant power and authority to the Company's BOD to perform the above actions, including the issuance of Bonds, Medium Term Notes (MTN) and other type of borrowings, banking facilities, securitization as well as to earn other form of debts from various funding sources needed for the Company's normal course of business activities, with regard to the terms and provisions of the legislation in force, particularly the Capital Market regulations.	Y	-
Report or explanation on the Ratification of Settlement Agreement has been delivered to the shareholders.	Y	-



Resolution	Implemented (Y) Not Implemented (N)	Reason for Not Implementing
<p>To approve the reappointment of Mr. Sunata Tjiterosampurno and Mr. Dominic John Picone as Commissioners, starting from the closing of the Meeting up to a period of 5 (five) years as stipulated in the Company's Articles of Association.</p> <p>Thus, the composition of the Company's BOC and BOD starting from the closing of the Meeting is as follows:</p> <p>BOC</p> <p>President Commissioner: Mr. Kusmayanto Kadiman Independent Commissioner: Mr. Johannes Sutrisno Independent Commissioner: Ms. Emmy Yuhassarie Independent Commissioner: Mr. Alfonso Napitupulu Commissioner: Mr. Dominic John Picone Commissioner: Mr. Sunata Tjiterosampurno Commissioner: Mr. Cornelius Henry Kho</p> <p>BOD</p> <p>President Director: Mr. Francis Lay Sioe Ho Director: Mr. Sudjono Director: Mr. Sutadi Director: Mr. Andrew Adiwijanto Independent Director: Mr. Sigit Hendra Gunawan</p>	Y	-
<p>To grant power and authority to the BOD of the Company with the right of substitution to declare the changes to the composition of the Company's BOD and BOC in a separate deed in front a Notary and to submit notification and registration to the competent authority, and to perform all necessary actions in accordance with the prevailing laws and regulations in relation to the resolution of the Meeting agenda.</p>	Y	-
<p>To approve to amend several provisions in the Company's Articles of Association, among others, in accordance with OJK Regulation No. 15/POJK.04/2020 on the Plan and Implementation of General Meeting of Shareholders of Public Companies.</p>	Y	-
<p>To grant power and authority to the Company's BOD with the right of substitution to restate and rearrange this in a notarial deed (including to amend and/or append) in relation to said amendment of the Company's Articles of Association, to apply for approval and submit notification to the authorities, and therefore are granted the right to sign other application letters and documents, in short, to perform all activities required by the provisions of the Articles of Association and the prevailing regulations.</p>	Y	-

2019 GMS Resolutions and Their Implementation

All of the 2019 GMS resolutions, i.e., those of the AGMS and EGMS held on 28 May 2019, were fully implemented in 2019, as stated in Tables 91 and 92 below.

TABLE 91 — IMPLEMENTATION OF 28 MAY 2019 AGMS RESOLUTIONS

Resolution	Implemented (Y) Not Implemented (N)	Reason for Not Implementing
To accept and approve the Company's Annual Report for the financial year ended 31 December 2018, including the Financial Statements and the Supervisory Report from the Company's BOC.	Y	-
To accept and ratify the Company's Financial Statements for the financial year ended 31 December 2018 as audited by the Public Accountants "Tanubrata Sutanto Fahmi Bambang & Rekan" whose Report No. 00078/2.1068/AU.1/09/1042-1/1/II/2019 expressed "Unmodified" opinion, thus granting release and discharge (<i>acquit et de charge</i>) to the Company's BOD and the BOC in relation to their duties of management and supervision conducted during the financial year of 2018, provided that such actions are reflected in the Company's Financial Statements for the financial year 2018.	Y	-
To distribute as cash dividend of Rp49 per share from the profit of the year of the Company attributable to shareholders registered in the Company's Shareholders Register on 17 June 2019 at 16:00 West Indonesia Time and will be paid to the shareholders of the Company on 28 June 2019.	Y	-
To set aside the amount of Rp13,693,000,000 as mandatory reserves, pursuant to the Company's Articles of Association and Law No. 40/2007 on Limited Liability Company.	Y	-
The balance of 2018 net profit will be booked as Retained Earnings to strengthen the Company's capital.	Y	-
To grant power and authority to the BOD of the Company with the right of substitution to execute the utilization of net profit as mentioned above, including to set up the schedule and procedures of the distribution of cash dividend to the shareholders of the Company and, in relation to such, to authorize the BOD of the Company to attend and meet the authorities, one way or another without any exception.	Y	-
To authorize the Company's BOC to appoint a Public Accountant registered with the Financial Services Authority to audit the Company's Financial Statements for the financial year ended 31 December 2019 and to authorize the Company's BOC to determine the amount of honorarium and other requirements relating to the appointment of the Public Accountant.	Y	-
To establish the remuneration of the BOC with the total amount of Rp363,100,000 per month after tax for 2019, and to give <i>tantiem</i> for 2018 amounting to Rp3,125,000,000.	Y	-
To delegate the authority to the BOC in determining the amount for each member of the BOC and to adjust the total amount of remuneration in the event of changes in the number of members of the BOC in 2019.	Y	-



Resolution	Implemented (Y) Not Implemented (N)	Reason for Not Implementing
To approve the granting of power and authority to the BOC in determining the division of duties and authority to each BOD member as well as to determine the remuneration for BOD members.	Y	-
The accountability report of the realization of the use of proceeds from the Public Offering of <i>Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap II Tahun 2018</i> and <i>Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap II Tahun 2019</i> after deduction by issuance costs have been used for working capital in accordance with the plan of fund utilization set out in the Prospectus.	Y	-
To approve the amendment of article 3 of the Company's Articles of Association on Aim and Purpose and Business Activities in order to comply with the stipulations in the Government Regulation No. 24/2018 on Online Integrated Business Licensing Services and by abiding with the regulations relevant to the Company's business, especially OJK Regulation No. 35/POJK.05/2018.	Y	-
To grant power and authority to the Company's BOD with the right of substitution to restate and rearrange this in a notarial deed (including to amend and/or append) in relation to said amendment of the Company's Articles of Association, to apply for approval and submit notification to the authorities, and therefore are granted the right to sign other application letters and documents, in short, to perform all activities required by the provisions of the Articles of Association and the prevailing regulations.	Y	-

TABLE 92 — IMPLEMENTATION OF 28 MAY 2019 EGMS RESOLUTIONS

Resolution	Implemented (Y) Not Implemented (N)	Reason for Not Implementing
To approve to transfer and/or pledge more than 50% of the Company's assets, in 1 or more transaction(s), whether in relation to one another or separate which takes place within 1 financial year or more, including in order to issue Bonds, Medium Term Notes (MTN), and other type of borrowings, banking facilities, securitization as well as to earn other form of debts from various funding sources needed for the Company's normal course of business activities.	Y	-
To approve to grant power and authority to the Company's BOD to perform the above actions, including the issuance of Bonds, Medium Term Notes (MTN) and other type of borrowings, banking facilities, securitization as well as to earn other form of debts from various funding sources needed for the Company's normal course of business activities, with regard to the terms and provisions of the legislation in force, particularly the Capital Market regulations.	Y	-



Resolution	Implemented (Y) Not Implemented (N)	Reason for Not Implementing
<p>To approve the reappointment of Mr. Sudjono and Mr. Sutadi as Directors, starting from the closing of the Meeting up to a period of 5 (five) years as stipulated in the Company's Articles of Association. Thus, the composition of the Company's BOC and BOD starting from the closing of the Meeting is as follows:</p> <p>BOC</p> <p>President Commissioner: Mr. Kusmayanto Kadiman Independent Commissioner: Mr. Johannes Sutrisno Independent Commissioner: Ms. Emmy Yuhassarie Independent Commissioner: Mr. Alfonso Napitupulu Commissioner: Mr. Dominic John Picone Commissioner: Mr. Sunata Tjiterosampurno Commissioner: Mr. Cornelius Henry Kho</p> <p>BOD</p> <p>President Director: Mr. Francis Lay Sioe Ho Director: Mr. Sudjono Director: Mr. Sutadi Director: Mr. Andrew Adiwijanto Independent Director: Mr. Sigit Hendra Gunawan</p>	Y	-
<p>To grant power and authority to the BOD of the Company with the right of substitution to declare the changes to the composition of the Company's BOD and BOC in a separate deed in front a Notary and to submit notification and registration to the competent authority, and to perform all necessary actions in accordance with the prevailing laws and regulations in relation to the resolution of the Meeting agenda.</p>	Y	-

Board of Commissioners



Main Tasks

The Board of Commissioners (BOC) is the representative body of the shareholders to perform the supervision function based on the articles of association and to provide advices to the BOD in carrying out the Company's management as well as to monitor the efficacy of GCG practices implementation in the Company.

The supervision function of the BOC takes place on two levels, namely:

1. Performance Level, i.e., supervision through joint meetings with the BOD to obtain explanation, provide assessment and recommendation to the BOD, if necessary, and submit a proposal in the GMS to gain approval; and
2. Conformance Level, i.e., implementation of supervision function at a later stage to ensure compliance with the applicable regulations and the articles of association.

In exercising supervision:

- The BOC acts collectively as the board, not individually;
- The BOC is not allowed to perform executive tasks, which are the authority of the BOD, except in

certain circumstances and for a specific period of time, based on the articles of association or GMS resolution;

- Supervision is conducted on the decisions that have been taken (ex-post facto) and/or decisions to be taken (preventive basis);
- Supervision is conducted not only by receiving information from the BOD or the GMS, but can also be conducted by taking other actions according to accurate and reliable information from other sources;
- The BOC is not merely approving or disapproving of the acts that require the approval of the BOC, but also supervising all business and corporate aspects of the Company;
- The BOC shall ensure that the Company's Annual Report includes information about the identity of the BOC members, its main tasks, concurrent positions assumed by the BOC members in other companies, membership of the BOC members in the Company's Committees and in committees of other companies, including meetings conducted in one year (BOC meeting and joint meetings

with the BOD), and the amount of honorarium received from the Company as well as other information as stipulated in the applicable regulations; and

- The BOC shall ensure that the BOD has followed up on audit findings and recommendations of the Company's internal audit unit, external audit, and the results of OJK and/or other authorities' supervision.

BOC Appointment and Dismissal Procedures

Based on the Company's articles of association, the BOC members are appointed by the GMS for a period of five years, without prejudice to the right of the GMS to dismiss them at any time before the tenure expires, if the BOC members are deemed to be able to carry out their duties as stipulated in the articles of association and/or the GMS resolutions. Such dismissal is applicable after the close of the meeting, unless otherwise determined by the GMS. After their term of office ends, BOC members may be reappointed by the GMS.



Prior to their appointment as BOC members, candidates are required to meet the requirements set by OJK Regulation No. 34/POJK.03/2018 dated 27 December 2018 on Reassessment of Key Personnel in Financial Services Institutions in conjunction with POJK No. 27/POJK.03/2016 dated 22 July 2016 on Fit and Proper Test for Key Personnel in Financial Services Institutions. Candidates are required to pass the fit and proper test conducted by the fit and proper test team formed by OJK. If a candidate for the BOC has previously passed the fit and proper test before OJK entry regulations came into force, and is still serving or has been hired by the Company at the time OJK entry regulations came into force, the results of the fit and proper of the member of the BOC will be declared valid.

All current BOC members have complied with the applicable regulations. If the term of office of the BOC members has reached its end, the BOC members may be reappointed, depending on a performance assessment overseen by the Nomination and Remuneration Committee. After assessment, the Nomination and Remuneration Committee will make a recommendation, should the Committee decide to authorize the BOC members' reappointment. Based on the recommendations of the Nomination and Remuneration Committee, the BOC will propose the reappointment of the BOC members at the GMS.

Criteria for BOC Members Appointment

Those who may be appointed as BOC members are those who meet the requirements as specified by the applicable regulations in the Capital Market, and that upon appointment and during their period:

1. Have a good character, morals, and integrity;
2. Are legally competent;
3. Within five years prior to appointment and during their tenure:
 - a. Have not been declared bankrupt;
 - b. Have never been members of a BOD and/or a BOC that has been found guilty for causing a company to go bankrupt;
 - c. Have never been convicted of a criminal act that is detrimental to the country's financial sector and/or related to the financial sector; and
 - d. Have never been members of a BOD and/or a BOC that during their period:
 - Have never conducted an AGMS;
 - Have been members of a BOD and/or a BOC whose accountability had not been accepted by the GMS or had not provided accountability as members of a BOD and/or a BOC to the GMS; and
 - Have never caused a company that obtained a license, approval, or registration of OJK to not fulfill the obligation to submit

annual reports and/or financial reports to OJK;

- e. Have commitment to complying with the prevailing regulations; and
 - f. Have the required knowledge and/or expertise in the Company's field of business.
4. Have met the additional criteria for the Commissioner who is also an Independent Commissioner, as outlined in the Independent Commissioners section in this chapter.

BOC Composition and Profile

Throughout the period 2020, there were changes to the number and composition of the BOC of BFI Finance, with the reappointment of Sunata Tjiterosampurno and Dominic John Picone. The composition of the currently presiding BOC is based on the Company's Minutes of EGMS by means of the Deed No. 59 dated 28 May 2019 in conjunction with the Deed of Meeting Resolutions Statement No. 7 dated 29 June 2020 in conjunction with Deed of Statement of Meeting Resolutions No. 8 dated 29 June 2020 prepared before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency, accepted and recorded in the database of the Legal Entity Administration System's database of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0302949 dated 23 July 2020.

The BOC composition since 29 June 2020 is provided in Table 93.

**TABLE 93** — BOC COMPOSITION

No.	Name	Position	Country of Residence	Date of Appointment	End of Term	Number and Date of the Decree of the Fit and Proper Test
1.	Kusmayanto Kadiman	President Commissioner	Indonesia	Deed of the EGMS Minutes No. 43 dated 25 April 2016	2021 GMS	Decision of Bapepam-LK Chairman Number: KEP-473/BL/2011 dated 11 August 2011
2.	Johanes Sutrisno	Commissioner (Independent)	Indonesia	Deed of the EGMS Minutes No. 43 dated 25 April 2016	2021 GMS	Decision of the Board of Commissioners of OJK No. KEP-2020/NB.1/2014 dated 4 August 2014
3.	Alfonso Napitupulu	Commissioner (Independent)	Indonesia	Deed of the EGMS Minutes No. 43 dated 25 April 2016	2021 GMS	Decision of the Board of Commissioners of OJK No. KEP-2019/NB.1/2014 dated 4 August 2014
4.	Emmy Yuhassarie*	Commissioner (Independent)	Indonesia	Deed of the EGMS Minutes No. 43 dated 25 April 2016	2021 GMS	Decision of Bapepam-LK Chairman Number: KEP-474/BL/2011 dated 11 August 2011
5.	Dominic John Picone	Commissioner	Singapore	Deed of the EGMS Minutes No. 7 dated 29 June 2020	2025 GMS	Decision of the Board of Commissioners of OJK No. Kep-283-NB.11-2015 dated 1 June 2015
6.	Sunata Tjiterosampurno	Commissioner	Indonesia	Deed of the EGMS Minutes No. 7 dated 29 June 2020	2025 GMS	Decision of the Board of Commissioners of OJK No. Kep-282-NB.11-2015 dated 1 June 2015
7.	Cornellius Henry Kho	Commissioner	Indonesia	Deed of the EGMS Minutes No. 25 dated 18 April 2017	2022 GMS	Decision of the Board of Commissioners of OJK No. Kep-263/NB.11/2017 dated 24 May 2017

* She passed away on 11 December 2020

Profiles of each member of the BOC are presented in the BOC Profile section in the Company Profile chapter (pages 70-73).

BOC Guidelines and Work Rules

In carrying out its duties and responsibilities, the BOC refers to its guidelines and work rules prescribed in the Board Manual of the BOC and the BOD of PT BFI Finance Indonesia Tbk (Board Manual), issued on 1 December 2015.

The Board Manual is a reference and/or guideline for the BOC and the BOD in performing the duties and functions as the respective governance bodies of the Company, to improve the quality and effectiveness of the working relationship between the BOC and the BOD; and to implement the principles of GCG.



The Board Manual is a compilation of the principles of corporate laws, the prevailing regulations, and the Company's articles of association governing the working procedures of the BOC and the BOD. The Board Manual is the result of codification of the various regulations applicable to the Company and best practices in the application of GCG principles.

Related to the BOC, the Board Manual stipulates:

1. Function of the BOC;
2. Membership of the BOC;
3. General Guidelines for BOC Supervision;
4. Positional Ethics of the BOC;
5. Duties and Authorities of the BOC;
6. Rights of the BOC;
7. Meetings of the BOC;
8. Performance Evaluation of the BOC;
9. Supporting Bodies of the BOC; and
10. Working Relationships between the BOC and the BOD.

Information on the Positional Ethics, Duties and Authorities, and other matters related to the BOC are available at <https://www.bfi.co.id/en/corporate/Corporate-Good-Governance/board-manual>

Diversity of BOC Composition

The composition of the Company's BOC reflects the diversity of its members, in terms of education, work experience, age, and skills. Each member of the BOC is highly competent in supporting the BOC supervisory function to ensure that the Company performs optimally.

TABLE 94 — DIVERSITY OF BOC COMPOSITION

No.	Name	Position	Competence
1.	Kusmayanto Kadiman	President Commissioner	Education: Doctor of Philosophy and Bachelor of Engineering Physics Work Experience: President Commissioner, Vice President Commissioner, Commissioner, Director, ITB Rector, Minister of Research and Technology of the Republic of Indonesia Age: 66
2.	Johanes Sutrisno	Independent Commissioner	Education: Master of Business Administration (M.B.A.) and Bachelor of Economics in Management Work Experience: President Commissioner, Commissioner, Director, Audit Committee, Risk Management Committee Age: 69



No.	Name	Position	Competence
3.	Alfonso Napatupulu	Independent Commissioner	Education: Bachelor of Law Work Experience: Lawyer, Legal Consultant, Commissioner, Independent Commissioner, President Director Age: 70
4.	Emmy Yuhassarie	Independent Commissioner	Education: Master of Law and Bachelor of Law Work Experience: Legal Consultant, Lecturer, Commissioner, Independent Commissioner, Risk Management Committee, Audit Committee She passed away on 11 December 2020
5.	Dominic John Picone	Commissioner	Education: Bachelor's Degree in Laws and Bachelor of Commerce (Honours-Finance) Work Experience: various positions in consumer finance, investment banking, investment services, Audit Committee, Nomination and Remuneration Committee, Risk Management Committee, Commissioner, Managing Director, Head of Financial Services Age: 42
6.	Sunata Tjiterosampurno	Commissioner	Education: Master of Finance and Bachelor of Business Administration Work Experience: Consultant, Director, Managing Director, Commissioner, President Commissioner, Audit Committee, Risk Management Committee, Nomination and Remuneration Committee Age: 48
7.	Cornellius Henry Kho	Commissioner	Education: Bachelor of Economics in Accounting Work Experience: Auditor, Financial Supervisor, Director, Corporate Secretary Age: 54

BOC Independence

Members of BFI Finance's BOC have no financial and family relationships to the second degree with fellow BOC members, members of the BOD, and/or controlling shareholders, or relationships with the Company, except Kusmayanto Kadiman (President Commissioner), Dominic John Picone (Commissioner), and Sunata Tjiterosampurno (Commissioner), who have financial relationships with the controlling shareholder. Meanwhile, Cornellius Henry Kho (Commissioner) is not an Independent Commissioner since he has previously served as Director of the Company and therefore does not fulfill one of the requirements as an Independent Commissioner, i.e., not a person who works or has an authority and responsibility to plan, lead, control, or supervise the Company's activities within six months before serving as Commissioner.



TABLE 95 — BOC INDEPENDENCE

Name	Financial Relationship with						Family Relationship with					
	Commissioners		Directors		Controlling Shareholders		Commissioners		Directors		Controlling Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Kusmayanto Kadiman	-	√	-	√	√	-	-	√	-	√	-	√
Johanes Sutrisno	-	√	-	√	-	√	-	√	-	√	-	√
Alfonso Napitupulu	-	√	-	√	-	√	-	√	-	√	-	√
Emmy Yuhassarie*	-	√	-	√	-	√	-	√	-	√	-	√
Dominic John Picone	-	√	-	√	√	-	-	√	-	√	-	√
Sunata Tjiterosampurno	-	√	-	√	√	-	-	√	-	√	-	√
Cornellius Henry Kho	-	√	-	√	-	√	-	√	-	√	-	√

* She passed away on 11 December 2020

TABLE 96 — BOC SHARE OWNERSHIP AMOUNTING TO 5% OR MORE FROM THE PAID-UP CAPITAL

Name	Position	BFI Finance	Other Company
Kusmayanto Kadiman	President Commissioner	None	None
Johanes Sutrisno	Independent Commissioner	None	None
Alfonso Napitupulu	Independent Commissioner	None	None
Emmy Yuhassarie*	Independent Commissioner	None	None
Dominic John Picone	Commissioner	None	None
Sunata Tjiterosampurno	Commissioner	None	None
Cornellius Henry Kho	Commissioner	None	None

* She passed away on 11 December 2020



Independent Commissioners

Independent Commissioners encourage the creation of a working environment that is objective, placing fairness and equality among various interests, including the interests of minority shareholders and other stakeholders. Independent Commissioner should be free of any conflict of interest in conducting their duties.

Independent Commissioners, based on OJK Regulation No. 33/POJK.04/2014 (POJK 33), are members of the BOC from outside the Issuer or Public Company who meet the requirements as Commissioners. In the event that the BOC consists of two members, one of them must be an Independent Commissioner.

In addition to meeting the requirement provisions as a member of the BOC, an Independent Commissioner shall meet the following requirements:

- Is not a person who is working or having authority and responsibility for planning, directing, controlling, or supervising the activities of the Company within six months, except for reappointment as an Independent Commissioner of the Company in subsequent periods;
- Does not own shares; either directly or indirectly; in the Company;

- Is not affiliated with the Company, members of the BOC, members of the BOD, or major shareholders of the Company;
- Does not have any business relationship; either directly or indirectly; relating to the Company's business activities; and
- Independent Commissioners who have served for two periods may be reappointed for the next period providing the Independent Commissioners declare to remain independent to the GMS.

The Statement of Independence submitted by the Independent Commissioners shall be disclosed in the Company's annual report. In the case of Independent Commissioners serving on the Audit Committee, the Independent Commissioners concerned can only be reappointed for one more term as member of the Audit Committee.

Based on the Board Manual of the BOC and the BOD, former members of the BOD or executive officers of the Company or parties who have a relationship with the Company, which may affect their ability to act independently, cannot be appointed as Independent Commissioners of the Company, before completing a cooling off period of one year.

Of the six BOC members who were in office as at 31 December 2020, two of them are Independent Commissioners. This signifies that 33% of the total BOC members are Independent Commissioners, in accordance with OJK provisions.

One Independent Commissioner of the Company, Emmy Yuhassarie, passed away on 11 December 2020, while still occupying her position as Independent Commissioner and Chairwoman of the Audit Committee.

Independent Commissioners' Statement of Independence

With reference to Article 25 of POJK 33, each of the Company's Independent Commissioners, namely Johannes Sutrisno and Alfonso Napitupulu, have met the criteria as Independent Commissioners. Each of them has no financial, management, share ownership and/or family relationships with other BOC members, BOD and/or Controlling Shareholders or relationships with the Company, which may affect their ability to act independently as stipulated in the implementation of GCG for finance companies.



Concurrent Positions of BOC Members

TABLE 97 — CONCURRENT POSITIONS OF BOC MEMBERS

Name	Position	Position Outside the Company
Kusmayanto Kadiman	President Commissioner	<ul style="list-style-type: none"> Vice President Commissioner of PT Adaro Power Commissioner of PT Tamaris Hidro President Commissioner of PT Setiabudi Investment Management Commissioner of PT Profesional Telekomunikasi Indonesia (Protelindo) Independent Commissioner of PT Sarana Menara Nusantara Tbk
Johanes Sutrisno	Commissioner (Independent)	None
Alfonso Napitupulu	Commissioner (Independent)	<ul style="list-style-type: none"> Managing Partner at Alfonso Napitupulu & Partners Law Office Independent Commissioner of PT BRI Asuransi Indonesia (BRINS General Insurance)
Emmy Yuhassarie*	Commissioner (Independent)	<ul style="list-style-type: none"> Chairwoman of the Supervisory Board of Indonesia Institute for Corporate Directorship (IICD) Law Faculty Lecturer at Universitas Indonesia Law Faculty Lecturer at Prasetya Mulya University Study Team of Asosiasi Emiten Indonesia (AEI)
Dominic John Picone	Commissioner	Managing Director and Partner of TPG Capital Singapore
Sunata Tjiterosampurno	Commissioner	<ul style="list-style-type: none"> Managing Director of Northstar Advisors Pte. Ltd. President Commissioner of PT Bukit Makmur Mandiri Utama Commissioner of PT Delta Dunia Makmur Tbk Commissioner of PT Trimegah Sekuritas Indonesia Tbk
Cornellius Henry Kho	Commissioner	None

* She passed away on 11 December 2020

Based on Article 24 of POJK 33, BOC members may hold concurrent positions as members of the BOD at no more than two other issuers or other public companies, and BOC members at two issuers or other public companies at most. In the case of none of the BOC members holds a position as a member of the BOD, BOC members concerned may hold concurrent positions as BOC members at no more than four issuers or other public companies. BOC members may serve as a member of at most five committees of public companies and also serve as a member of the BOD or the BOC.

Based on Article 18 of POJK No. 30/POJK.05/2014 regarding GCG for Finance Companies (POJK 30), BOC members are prohibited from concurrent positions as BOC members in more than three other companies. This excludes concurrent positions as referred to in paragraph (4) if the non-independent BOC members running the functional tasks of the Company's shareholders, which are legal entities in the business group; and/or BOC members holding positions at non-profit organizations or agencies, ensuring that those concerned do not neglect their duties and responsibilities as the Company's BOC members.

All BOC members of the Company presiding up to 31 December 2020 have complied with the provisions of POJK 30 and POJK 33.

BOC'S Duties Execution

In 2020, the BOC carried out among others the following activities:

1. Conducted 11 BOC Meetings;
2. Conducted 11 BOC–BOD Joint Meetings;
3. Approved the appointment of the public accounting firm for FY2020;
4. Approved the Company's 2020 operating plan; and
5. Approved the BOD's proposal for 2020 budget.

In 2020, the BOC made the following recommendations:

1. Proposed nomination of the Company's internal officials;
2. Proposed remuneration for the BOD and the BOC;
3. Appointment of the public accounting firm;
4. Follow up on the public accounting firm's recommendations;
5. Proposed the appropriation of the FY2019 earnings;
6. Proposed matters related to the strategic business activities; and
7. Approved the actions of the BOD as stipulated in the Company's articles of association.

Policy on Determining BOC Remuneration

The Company's remuneration policy is based on Article 113 of the Limited Liability Company Law and Article 17 paragraph (10) of the Company's articles of association. These laws describe the amount of salary or honorarium and allowances for BOC members and the BOD to be determined by the GMS. However, the GMS can delegate the authority to the BOC to establish and approve the amount of the proposed remuneration.

The BOC's and the BOD's remunerations are recommended by the Nomination and Remuneration Committee, based on the remuneration formula referred to in the Company's internal policies, prevailing regulations, and taking into account the Company's performance.

GRAPH 14 — BOC REMUNERATION MECHANISM



The Nomination and Remuneration Committee's recommendation is submitted to the BOC and delivered in the GMS. The mechanism for determining the remuneration for the BOC is as follows:

- The BOD, taking into account the Company's financial condition, prepares a proposal for the amount of remuneration for the BOC to the Nomination and Remuneration Committee;
- The Nomination and Remuneration Committee examines the remuneration proposal from the BOD and the market conditions for the relevant industry and business of a comparable size; and
- Taking into account the business performance of the Company and its members' contributions, the Nomination and Remuneration Committee will make recommendations to the BOC to obtain their approval, in accordance with the authority granted by the GMS, approves the amount of remuneration, and determines the distribution of remuneration among the BOC members. The total remuneration for the BOC and the BOD will be reported to the Shareholders in the Annual Report of the Company.



BOC's Remuneration Structure and Amount

The structure of remuneration for all BOC members of the Company for 2020 consists of:

- Honorarium;
- Allowances; and
- Performance bonus.

The AGMS on 29 June 2020 determined that the total amount of the remuneration of the BOC was Rp372,500,000 per month after tax for FY2020, and determined to give performance bonus for FY2019 amounting to Rp3,250,000,000. The total salary and allowances for all BOC members for 2020 thus amounted to Rp6,451,529,090.

Orientation Program for New BOC Members

BFI Finance organizes an orientation program for the new BOC members, aiming to enable the new BOC members to determine the general condition of the Company and be more familiar with the other members, and devise ways to collaborate as a solid, comprehensive and effective team. Orientation of new BOC members is held in the first BOC meeting attended by the new members.

BOC Competence Enhancement and Training Programs

The Company allocates a budget for the BOC to attend various training programs and seminars in order to develop their competence. The list of training programs in 2020 attended by BOC members is presented in Table 98.

TABLE 98 — BOC COMPETENCE ENHANCEMENT

Name	Position	Date	Title/Theme	Location	Organizer
Kusmayanto Kadiman	President Commissioner	28 May 2020	National Webinar on "Multifinance Industry Amidst the Covid-19 Pandemic"	Online	APPI
Johanes Sutrisno	Independent Commissioner	20 February 2020	National Seminar on "2020 Direction & Policy"	Jakarta	APPI
Alfonso Napitupulu	President Commissioner	20 February 2020	National Seminar on "2020 Direction & Policy"	Jakarta	APPI
Emmy Yuhassarie*	President Commissioner	-	-	-	-



Name	Position	Date	Title/Theme	Location	Organizer
Dominic John Picone	Independent Commissioner	6 May 2020	Implications for Education Private Equity Investors	Online	Bain & Company
		28 September 2020	Northstar Equity Partners Virtual 14th Annual Conference	Online	Northstar Group
Sunata Tjiterosampurno	Independent Commissioner	20 February 2020	National Seminar on "2020 Direction & Policy"	Jakarta	APPI
Cornellius Henry Kho	Commissioner	20 February 2020	National Seminar on "2020 Direction & Policy"	Jakarta	APPI

* She passed away on 11 December 2020

Working Relationship between the BOC and the BOD

A good working relationship between the BOC and the BOD is one of the most important factors so that each can work according to its functions effectively and efficiently. Therefore, the Company maintains a good working relationship between the BOC and the BOD by applying the following principles:

1. The BOC must respect the functions and roles of the BOD in managing the Company as stipulated in the prevailing regulations and articles of association of the Company;
2. The BOD must respect the functions and roles of the BOC in conducting monitoring and providing policy advice to the management of the Company;
3. The working relationship between the BOC and the BOD is a formal relationship, always guided by a standard mechanism or correspondence that can be accounted for;
4. Informal working relationships are allowed for the BOC members and BOD members, but cannot be used as a formal policy before undergoing the proper mechanism or correspondence that can be accounted for;
5. The BOC reserves the right to gain access to timely, accurate, and complete company information;
6. To obtain further information on a case, the Board may request such explanations from officials under the BOD with prior coordination with the BOD so as to create a working relationship between the BOC and the BOD, so that the aim of corporate communication through the one-gate policy can be achieved;
7. The BOD is responsible for ensuring that information about the Company is granted to the BOC in a timely, accurate, consistent and complete manner; and
8. Every working relationship between the BOC and the BOD is an institutional relationship. In the sense that the BOC and the BOD are collective offices that represents all of its members, so that the working relationship between the BOC and the BOD is understood by BOC members and the BOD.



BOC Committees

In carrying out their duties and responsibilities, the BOC is assisted by three committees, i.e., Audit Committee, Risk Oversight Committee, and Nomination and Remuneration Committee. Each committee holds meetings regularly or whenever deemed necessary. Each committee consists of the Chairperson from one of the

Independent Commissioners, and its members, whom are appointed by the BOC. In 2020, all committees under the BOC carried out their respective duties and responsibilities meetings, according to the mandate given to them.

The duties of the above three committees are elaborated in their own charter. The Committees report directly to the BOC, and at

the Company's expenses, each committee is entitled to ask for advisory service from external agencies if deemed necessary. The description of each committee under the BOC is presented in subsequent sections in the Good Corporate Governance chapter (pages 234-247).

Board of Directors



Main Tasks

The Board of Directors (BOD) is established as the Company's governance body that is fully responsible for the management of the Company's interests and objectives as well as representing the Company, both in and out of the court, in every way and for any event.

BOD Appointment and Dismissal Procedures

Based on the articles of association, BOD members are appointed by the shareholders at the GMS for a term commencing on the date of

appointment until the closing of the fifth AGMS, and the BOD members may be dismissed by the shareholders at the GMS at any time before their term of office expires.

Prior to their appointment as BOD members, candidates are required to meet the requirements set by OJK Regulation No. 34/POJK.05/2018 dated 27 December 2018 on Reassessment of Key Personnel in Financial Services Institutions in conjunction with POJK No. 27/POJK.03/2016 dated 22 July 2016 on Fit and Proper Test for Key Personnel in Financial Services Institutions.

Candidates are required to pass the fit and proper test conducted by the fit and proper test team formed by OJK.

All BOD members have complied with the prevailing regulations. If the term of office of the BOD members has finished, the BOD members may be reappointed, depending on the performance assessment supervised by the Nomination and Remuneration Committee. After the assessment, the Nomination and Remuneration Committee shall make a recommendation if the Committee authorizes the reappointment of those members whose period has finished.



Based on the recommendations of the Nomination and Remuneration Committee, the BOC will propose the reappointment of the BOD members at the GMS.

Criteria for BOD Members Appointment

Those who may be appointed as BOD members can be Indonesian citizens and/or foreign nationals who are qualified to be appointed as Directors of the Company, in line with the articles of association, and following the provisions of the prevailing regulations in the Capital Market, among others:

1. Have a good character, morals and integrity;
2. Are legally competent;
3. Within five years prior to appointment and during their period:
 - a. Have not been declared bankrupt;
 - b. Have never been members of a BOD and/or a BOC that has been found guilty for causing a company to bankruptcy;
 - c. Have never been convicted of a criminal act that is detrimental to the country's financial sector and/or related to the financial sector; and
- d. Have never been members of a BOD and/or a BOC that during their period:
 - Have never conducted an AGMS;
 - Have been members of a BOD and/or a BOC whose accountability had not been accepted by the GMS or had not provided the accountability as members of a BOD and/or a BOC to the GMS; and
 - Have caused a company that obtained a license, approval, or registration of OJK to not fulfill the obligation to submit annual reports and/or financial reports to OJK;
- e. Have commitment to comply with the prevailing regulations;
- f. Have the required knowledge and/or expertise in the Company's field of business; and
- g. Have met the additional requirements for Independent Directors.

In addition to the above, BOD members are also obliged to meet the following requirements:

1. Have sufficient knowledge and relevant to their positions;

2. Have an understanding of the laws and regulations concerning finance companies as well as other laws and regulations relating to the finance companies;
3. Have experience working in finance companies and other fields that are relevant to their positions; and
4. Have the ability to make strategic management decisions in order to develop the Company into a healthy financial institution.

BOD Composition and Profile

During 2020, there were no changes to the composition of the BOD of BFI Finance. The composition of the currently presiding BOD is based on the Company's Minutes of EGMS by means of the Deed No. 7 dated 29 June 2020 in conjunction with the Deed of Meeting Resolutions Statement No. 8 dated 29 June 2020 prepared before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang Regency, accepted and recorded in the database of the Legal Entity Administration System's database of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0302949 dated 23 July 2020.

The BOD composition since 29 June 2020 is provided in Table 99.

TABLE 99 — BOD COMPOSITION

No.	Name	Position	Country of Residence	Date of Appointment	End of Term	Number and Date of the Decree of the Fit and Proper Test
1.	Francis Lay Sioe Ho	President Director	Indonesia	Deed of the EGMS Minutes No. 43 dated 25 April 2016	2021 GMS	Decision of the Board of Commissioners of OJK No. KEP-2021/NB.1/2014 dated 4 August 2014
2.	Sudjono	Finance Director	Indonesia	Deed of the EGMS Minutes No. 59 dated 28 May 2019	RUPS 2024	Decision of the Board of Commissioners of OJK No. KEP-1294/NB.1/2014 dated 3 June 2014
3.	Sutadi	Business Director	Indonesia	Deed of the EGMS Minutes No. 18 dated 28 May 2019	RUPS 2024	Decision of the Board of Commissioners of OJK No. KEP-1292/NB.1/2014 dated 3 June 2014
4.	Andrew Adiwijanto	Operations and Human Capital Director	Indonesia	Deed of the EGMS Minutes No. 25 dated 18 April 2017	RUPS 2022	Decision of the Board of Commissioners of OJK No. KEP-465/NB.11/2017 dated 14 August 2017
5.	Sigit Hendra Gunawan	Enterprise Risk Director (Independent)	Indonesia	Deed of the EGMS Minutes No. 43 dated 25 April 2016	RUPS 2021	Decision of the Board of Commissioners of OJK No. KEP-218/NB.11/2016 dated 29 March 2016

Profile of each BOD member is presented in the BOD Profile section in the Company Profile chapter (pages 74-76).

BOD Guidelines and Work Rules

In carrying out its duties and responsibilities, the BOD refers to its guidelines and work rules prescribed in the BOC and the BOD Manual of PT BFI Finance Indonesia Tbk as discussed in the Board of Commissioners section in the Good Corporate Governance chapter (pages 203-204).

Related to the BOD, the Manual stipulates:

1. Function of the BOD;
2. Membership of the BOD;
3. Term of the BOD;
4. Positional Ethics of the BOD;
5. Duties and Authority of the BOD;
6. Authority of the BOD;
7. Rights of the BOD;
8. Meetings of the BOD;
9. Performance Evaluation of the BOD; and
10. Supporting Bodies of the BOD.

Information on the Positional Ethics, Duties and Authorities, and other matters related to the BOD are available at <https://www.bfi.co.id/en/corporate/Corporate-Good-Governance/board-manual>



Division of BOD Duties and Responsibilities

The details of duties and responsibilities for each BOD member is presented in Table 100.

TABLE 100 — BOD DUTIES AND RESPONSIBILITIES

Name and Position	Duties and Responsibilities
Francis Lay Sioe Ho President Director	As a Chief Executive Officer (CEO), he holds the highest decision-making authority in the Company and is responsible for the achievement of the Company's business objectives and targets. Along with other BOD members, he leads the formulation and implementation of the Company's strategic objectives and business plan. He receives direct reports from all Directors and heads of work units, including Information & Technology (IT) Head, and Channel Head who handles Digital Business and Direct Marketing segment. He also supervised Compliance function, Internal Audit, Corporate Secretary, and Project Management Office (PMO).
Sudjono Finance Director	As a Chief Financial Officer (CFO), he is responsible for directing and monitoring all the financial activities, including the presentation of financial statements in accordance with the applicable accounting standards and regulations. He also serves as the Corporate Secretary and the partner for business units and regional business operations in regards to reporting and analysis of financial and operational performance of the Company's business lines. The units under his supervision are Financial Planning & Control, Finance & Treasury, Budgeting & Performance Monitoring, Corporate Secretariat (including Corporate Regulatory & Compliance), Investor Relations, and Corporate Communication & CSR.
Sutadi Business Director	As a Chief Marketing Officer (CMO), he is responsible for formulating strategy and marketing work plan to ensure the achievement of annual business targets, developing an annual budget plan for the financing business that includes product segments for retail customers (new and used cars, used motorcycle, and property), commercial products for corporate customers (heavy equipment and machinery), and sharia-based financing. He cooperates with Enterprise Risk in managing the risk level of each segment of retail and commercial products to support the profitability target achievement. The units under his supervision include Product Management & Development for Cars and Motorcycle, Heavy Equipment and Machinery, Property-Back Financing (PBF), Channel Acquisition, Telemarketing, Digital Marketing, Business Development, Integrated Marketing Communication (IMC), and Sharia Business Unit (SBU).
Andrew Adiwijanto Operations and Human Capital Director	As a Chief Operating Officer (COO), he is responsible for ensuring the alignment of functions within the organization run properly and complying with internal policies. He is also responsible for monitoring the development and management of human capital as well as the standardization of customer service in order to achieve sustainable consumer and customer satisfaction level. Concurrently as a Chief Human Capital Officer (CHCO), he is also responsible for monitoring the development and management of human capital. He receives direct reports from Head of Human Capital, Head of Network Development & Management, and Head of Branch Operations & Services.



Name and Position	Duties and Responsibilities
Sigit Hendra Gunawan Enterprise Risk Director (Independent)	As a Chief Risk Officer (CRO), he is responsible for supervising the risk management in the Company that covers risks from credit/financing, liquidity and funding, operations, laws and regulations, strategy/business, and reputation. His main tasks are to review and approve proposed business risk management policies and procedures, implementation and monitoring of policy and risk management procedures, credit operational management to support business objectives, and maintain a comprehensive Information Management System (MIS) and analytical infrastructure. He cooperates with business and operational units to ensure that the risks faced by the Company can be identified, measured, and managed within the stipulated limits. The units under his supervision include Risk Management (including Legal & Litigation), Credit Operations, Asset Management, Inventory & Recovery Management, and APU-PPT & KYC.

BOD Authority and Rights

The BOD, in carrying out the business activities and operations of the Company, reserves the authority to:

1. Implement business development;
2. Represent the Company in and out of court;
3. Develop provisions concerning employment including recruitment, transfer, succession and termination, salary determination, post-employment benefits and retirement, as well as other income based on the prevailing regulations;
4. Appoint and dismiss the Corporate Secretary; and
5. Establish strategic and operational decisions that involve risks and uncertainties.

In carrying out the business and operational activities, BOD reserves the following rights:

1. Every BOD member is entitled to resign by submitting a written notification to the Company of their intent at least thirty days before the date of their resignation;
2. Every BOD member has the right to defend themselves at the GMS if the GMS at any time dismiss said BOD member;
3. The BOD has the right to appoint one or more as representatives or proxies to perform certain legal actions by giving special powers set forth in the power of attorney;
4. The BOD is entitled to represent the Company in and out of court on all matters and in any event as well as perform all acts and deeds, both regarding maintenance and ownership, as well as binding the Company with other parties, within the restrictions stipulated in the articles of association of the Company; and
5. The BOD members are entitled to a salary and/or benefits.



Diversity of BOD Composition

The composition of the Company's BOD reflects the diversity of its members, both in terms of education, work experience, age, and skills. Each BOD member is highly competent with regards to enhancing the Company's performance. The diversity of the BOD members has been met implicitly with the fulfillment of the requirements as BOD members, one of which is having expertise in the areas that are important for the Company.

TABLE 101 — DIVERSITY OF BOD COMPOSITION

No.	Name	Position	Competence
1.	Francis Lay Sioe Ho	President Director	Education: Master of Business Management (M.B.M.), Bachelor of Business Administration (B.B.A.) Work Experience: President Director, Director and Company Founder, Credit Manager, Treasury Officer, Executive Officer at the Ministry of Finance of Singapore Age: 72
2.	Sudjono	Finance Director	Education: Enterprise Risk Manager (ERM™), Master of Business Administration (M.B.A.), Bachelor of Economics in Accounting Work Experience: Director, Corporate Secretary, Finance and Information Technology Division Head, Risk Management Committee, Senior Auditor Age: 50
3.	Sutadi	Business Director	Education: Executive M.B.A., Bachelor of Industrial Engineering Work Experience: Director, Division Head, Regional Manager, Branch Manager, Sales Executive, Collection & Credit Analyst Officer Age: 46
4.	Andrew Adiwijanto	Operations and Human Capital Director	Education: Master of Business Administration (M.B.A.), Bachelor of Electrical Engineering Work Experience: Director, Nomination and Remuneration Committee, Division Head and Department Head in various sections of the head office, Regional Manager and Branch Manager in various regions in Indonesia, Marketing Officer Age: 52
5.	Sigit Hendra Gunawan	Enterprise Risk Director (Independent)	Education: Certified Business Management, Certified Business Management-Operation, Bachelor of Industrial Engineering Work Experience: Director, Head of Enterprise Risk, Head of Credit Division, Deputy Director - Head of Credit & Collection, Account Management Department Head, Credit Analyst & Risk Department Head (Fleet Division) Age: 52



BOD Independence

Members of BFI Finance's BOD have no financial and family relationships to the second degree with fellow BOD members, members of the BOC, and/or Controlling Shareholders, or relationships with the Company.

TABLE 102 — BOD INDEPENDENCE

Name	Financial Relationship with						Family Relationship with					
	Commissioners		Directors		Controlling Shareholders		Commissioners		Directors		Controlling Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Francis Lay Sioe Ho	-	√	-	√	-	√	-	√	-	√	-	√
Sudjono	-	√	-	√	-	√	-	√	-	√	-	√
Sutadi	-	√	-	√	-	√	-	√	-	√	-	√
Andrew Adiwijanto	-	√	-	√	-	√	-	√	-	√	-	√
Sigit Hendra Gunawan	-	√	-	√	-	√	-	√	-	√	-	√

TABLE 103 — BOD SHARE OWNERSHIP AMOUNTING TO 5% OR MORE FROM THE PAID-UP CAPITAL

Name	Position	BFI Finance	Other Company
Francis Lay Sioe Ho	President Director	None	None
Sudjono	Finance Director	None	None
Sutadi	Business Director	None	None
Andrew Adiwijanto	Operations and Human Capital Director	None	None
Sigit Hendra Gunawan	Enterprise Risk Director (Independent)	None	None

Independent Director

In line with the prevailing capital market regulations, the Company has appointed an Independent Director, i.e., Sigit Hendra Gunawan.

In addition to fulfilling the requirement provisions as a BOD member, Independent Directors should meet the following requirements:

- Have not been affiliated with the Company Controller within six months prior to the appointment as Independent Directors;
- Are not affiliated with the BOC or the BOD of the Company;



- Are not working as directors in other companies; and
- Are not Insiders in a capital market supporting institution or professional whose services are used by the Company within six months prior to the appointment as Directors.

The term of office for Independent Directors is a maximum of two consecutive periods, based on IDX Circular No. SE-00001/BEI/02-2014 regarding Term of Office of Independent Commissioners and Independent Directors in Listed Companies.

Concurrent Positions of BOD Members

Based on Article 9 of POJK 30, the Company's BOD members are prohibited from concurrent positions as executive directors at other companies, except as a member of the BOC at a maximum of three other companies, except for BOD members who are responsible for the supervision of investments in subsidiaries that conduct business in the financing industry, carrying out functional tasks as members of the BOC in subsidiaries controlled by the Company, as long as such concurrent positions do not result in neglect of their duties and authorities as members of the Company's BOD.

In accordance with Article 6 of POJK 33, BOD members may hold concurrent positions as BOD members in not more than one other issuer or other public company, BOC members in not more than three other issuers or public companies, and members of committees in not more than five committees in the issuers or public companies where they serve as BOD or BOC members.

All BOD members of the Company presiding up to 31 December 2020 have complied with the provisions of POJK 30 and POJK 33.

TABLE 104 — CONCURRENT POSITIONS OF BOD MEMBERS

Name	Position	Position Outside the Company
Francis Lay Sioe Ho	President Director	None
Sudjono	Finance Director	None
Sutadi	Business Director	None
Andrew Adiwijanto	Operations and Human Capital Director	None
Sigit Hendra Gunawan	Enterprise Risk Director (Independent)	None

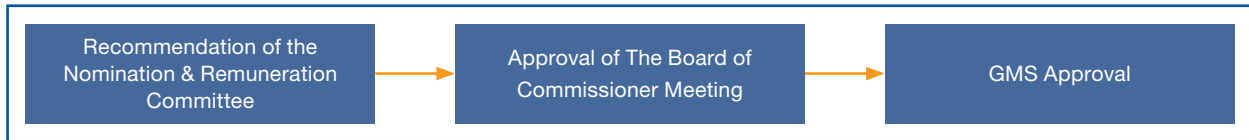
Policy on Determining BOD Remuneration

In accordance with the Company's articles of association, the salaries and other benefits for the BOD members will be determined by the BOC, who is authorized by the AGMS. Remuneration of the BOD is determined by the BOC annually.

The AGMS on 29 June 2020 approved the granting of power and authority to the BOC to determine the duties and responsibilities of each BOD member and determine the remuneration for the BOD members.



GRAPH 15 — BOD REMUNERATION MECHANISM



The mechanism for determining the remuneration for BOD is as follows:

- The BOD, by taking into account the Company's financial condition, develops a proposal of remuneration amount for the BOD to the Nomination and Remuneration Committee;
- The Nomination and Remuneration Committee examines the proposed remuneration for the BOD based on the duties and responsibilities of each Director, the Company's financial condition, and comparisons with relevant industries and businesses of a comparable size; and
- The Nomination and Remuneration Committee shall make recommendations to the BOC Meeting for approval, and then be brought to the GMS.

BOD Remuneration Structure

The BOD's remuneration structure consists of:

- Salaries,
- Benefits,
- Facilities, and
- Performance bonus.

Total remuneration for the BOD in 2020 amounted to Rp24,296,172,077.

Orientation Program for New BOD Members

BFI Finance organizes an orientation program for the new BOD members, aiming to enable the new BOC members to determine the general condition of the Company and be more familiar with the other members, and devise ways to collaborate as a solid, comprehensive and effective team. The orientation of new BOD members is held in the first BOD meeting attended by the new members.

BOD Competence Enhancement and Training Programs

The Company allocates a budget for the BOD members to attend training programs through various seminars and trainings. The list of training programs in 2020 attended by BOD members is presented in Table 105.

**TABLE 105** — BOD COMPETENCE ENHANCEMENT

Name	Position	Date	Title/Theme	Location	Organizer
Francis Lay Sioe Ho	President Director	20 February 2020	National Seminar on “2020 Direction and Policy”	Jakarta	APPI
		28 May 2020	National Webinar on “Multifinance Industry Amidst the Covid-19 Pandemic”	Online	APPI
Sudjono	Finance Director	20 February 2020	National Seminar on “2020 Direction and Policy”	Jakarta	APPI
		28 May 2020	National Webinar on “Multifinance Industry Amidst the Covid-19 Pandemic”	Online	APPI
Sutadi	Business Director	28 May 2020	National Webinar on “Multifinance Industry Amidst the Covid-19 Pandemic”	Online	APPI
		28 July 2020	National Webinar on “Recovery of the Multifinance Industry”	Online	APPI
Andrew Adiwijanto	Operations and Human Capital Director	20 February 2020	National Seminar on “2020 Direction and Policy”	Jakarta	APPI
		28 May 2020	National Webinar on “Multifinance Industry Amidst the Covid-19 Pandemic”	Online	APPI
Sigit Hendra Gunawan	Enterprise Risk Director (Independent)	20 February 2020	National Seminar on “2020 Direction and Policy”	Jakarta	APPI
		28 May 2020	National Webinar “Multifinance Industry Amidst the Covid-19 Pandemic”	Online	APPI

Committees Under the BOD

Up to the end of 2020, all supporting bodies of the BOD have been established as divisions, departments, or work units. Considering the business environment and its internal capacity, the Company has not encountered any urgency to establish a committee under the BOD. Meanwhile, the performance assessment of each division, department, and work unit is performed using KPI achievements as the assessment criteria.



Performance Assessment of the Board of Commissioners and Board of Directors



BOC Performance Assessment

General Policy

Generally, the performance of the BOC is assessed against the duties listed in the prevailing regulations and the articles of association of the Company as well as the mandate of the shareholders. The results of the BOC's performance assessment will be an inseparable part of the compensation and incentive schemes for the BOC members.

BOC Performance Assessment Criteria

The criteria for the BOC's performance assessment at least contains the following:

1. Level of achievement of quorum in any of the BOC meetings, coordination meetings, and committee meetings;
2. The Company's contribution in the regulatory process;
3. Involvement in specific assignments;
4. Commitment in advancing the interests of the Company; and
5. Compliance with the applicable regulations, the articles of association, the GMS provisions, as well as the Company's policies.

BOD Performance Assessment

General Policy

The performance of the BOD and its individual members is evaluated by the BOC. Generally, the BOD's performance is determined based on the duties listed in the prevailing regulations and the articles of association of the Company.

The results of the overall performance assessment of the BOD and the performance of its each individual member are based on two scoring standards, i.e., the collective assessment based on of the achievement of budget enterprises, and the individual assessments based on the KPIs of each Director, and as part of an integral part of the compensation scheme and provision of incentives for the BOD members.

The results of the performance assessment of individual BOD members is one of the basic considerations, especially for the shareholders, to discharge and/or reappoint BOD members. The results of the performance assessment serve as a means for assessing as well as improving the BOD effectiveness.

BOD Performance Assessment Criteria

The criteria for the BOD's performance assessment are found in the KPIs. The collective and individual performance criteria for Directors are based on the proposal of the Nomination and Remuneration Committee or other committees that carry out the nomination and remuneration function, then are proposed by the BOC to shareholders for approval. The BOD's KPIs include at least, among others:

1. Contribution to the Company's business activities;
2. Involvement in specific assignments;
3. Commitment to advancing the interests of the Company;
4. Compliance with the prevailing regulations, and Company policies;
5. Achievement of targets set out in the Company's Annual Work Plan and Management Contract; and
6. Achievement of individual performance against the determined targets.

Details of the BOD performance assessment is presented in the Report of the BOC in the Reports to Stakeholders chapter (page 33).

Meetings of the Board of Commissioners, Board of Directors, and Joint Meetings of the Board of Commissioners and Board of Directors



BOC Meetings and BOC– BOD Joint Meetings

BOC Meeting Policy

The BOC shall meet at least once every two months if attended by a majority or two thirds of the BOC members.

The BOC also holds joint meetings regularly with the BOD, and if required, a BOC Meeting may be held after the joint meeting, if it is considered necessary by one member of the BOC by written request of one or more members of the BOD or if requested by one or more shareholders who together own one tenth of the total shares issued by the Company with valid voting rights.

BOC Meeting decisions are made based on a joint decision, and if the decision is not reached by consensus, then decisions will be made by way of voting by more than half of the BOC members present in the meeting. Each member of the BOC who has a conflict of interest in decisions to be made shall not vote on any decision related to it.

The BOC also can make valid and binding decisions without convening an authorized BOC Meeting, provided that all the BOC members have approved the proposal and signed the relevant documents. Decisions made in this way have the same power as decisions made legitimately in the official BOC Meetings.

To abide by the government's instructions to limit the spread of Covid-19, throughout the pandemic the BOC Meetings are held online.

Minutes of BOC Meeting

In each BOC Meeting, Minutes of Meeting shall contain of matters discussed, including the dissenting opinion from BOC members (if any) and the decisions reached.

The Minutes of Meetings are signed by the Chairman of the Meeting and BOC members present at the meeting.

Implementation of BOC Meetings and BOC–BOD Joint Meetings

In 2020, the BOC held 22 meetings, consisting of:

1. 11 BOC Meetings; and
2. 11 BOC–BOD Joint Meetings.



In carrying out the functions of monitoring and providing advice to the BOD, the BOC hold joint meetings together with the BOD to discuss the implementation of decisions made in the previous meeting, financial performance, risk management, and other matters that may affect the financial performance and operations of the Company.

The dates of the BOC Meetings and the attendance of BOC members at the BOC Meetings in 2020 are presented in Table 106. The dates of the BOC–BOD Joint Meetings and the attendance of BOC members at the Joint Meetings in 2020 are presented in Table 108.

TABLE 106 — SCHEDULE AND ATTENDANCE OF BOC MEETINGS

Date	Kusmayanto Kadiman	Johanes Sutrisno	Alfonso Napitupulu	Emmy Yuhassarie*	Dominic John Picone	Sunata Tjiterosampurno	Cornellius Henry Kho
21 January 2020	√	√	√	√	√	√	√
19 February 2020	√	√	√	√	√	√	√
19 March 2020	√	√	√	√	√	√	√
15 April 2020	√	√	√	√	√	√	√
13 May 2020	√	√	√	√	√	√	√
23 June 2020	√	√	√	√	√	√	√
23 July 2020	√	√	√	√	√	√	√
25 August 2020	√	√	√	√	√	√	√
24 September 2020	√	√	√	√	√	√	√
22 October 2020	√	√	√	√	√	√	√
19 November 2020	√	√	√	√	√	√	√
Total Attendance of Each Member	11	11	11	11	11	11	11
Attendance Percentage of Each Member	100%	100%	100%	100%	100%	100%	100%

* She passed away on 11 December 2020

**TABLE 107** — BOC MEETING AGENDAS

Date	Meeting Agenda
21 January 2020	Discussion on the performance of BOD and Committees as end of 2019 evaluation, conditions of macroeconomy and multifinance industry in general, other issues
19 February 2020	Discussion on monthly performance of BOD and Committees up to 31 January 2020, other issues
19 March 2020	Discussion on monthly performance of BOD and Committees up to 29 February 2020, early overview of 2020 GMS agenda and discussion on BOC Supervision Report, other issues
15 April 2020	Discussion on monthly and Q1 performance of BOD and Committees (up to 31 March 2020), conditions of macroeconomy and multifinance industry in general during Q1/2020, other issues
13 May 2020	Discussion on monthly performance of BOD and Committees up to 30 April 2020, other issues
23 June 2020	Discussion on monthly performance of BOD and Committees up to 31 May 2020, other issues
23 July 2020	Discussion on monthly and Q2 performance of BOD and Committees (up to 30 June 2020), conditions of macroeconomy and multifinance industry in general during Q2/2020, other issues
25 August 2020	Discussion on monthly performance of BOD and Committees up to 31 July 2020, other issues
24 September 2020	Discussion on monthly performance of BOD and Committees up to 31 August 2020, other issues
22 October 2020	Discussion on monthly and Q3 performance of BOD and Committees (up to 30 September 2020), conditions of macroeconomy and multifinance industry in general during Q3/2020, other issues
19 November 2020	Discussion on monthly performance of BOD and Committees up to 31 October 2020, business projections until end of November and December 2020 as well as 2021, other issues

TABLE 108 — SCHEDULE AND ATTENDANCE OF THE BOC IN BOC-BOD JOINT MEETINGS

Date	Kusmayanto Kadiman	Johanes Sutrisno	Alfonso Napitupulu	Emmy Yuhassarie*	Dominic John Picone	Sunata Tjiterosampurno	Cornellius Henry Kho
21 January 2020	√	√	√	√	√	√	√
19 February 2020	√	√	√	√	√	√	√
19 March 2020	√	√	√	√	√	√	√
15 April 2020	√	√	√	√	√	√	√
13 May 2020	√	√	√	√	√	√	√
23 June 2020	√	√	√	√	√	√	√
23 July 2020	√	√	√	√	√	√	√
25 August 2020	√	√	√	√	√	√	√
24 September 2020	√	√	√	√	√	√	√



Date	Kusmayanto Kadiman	Johanes Sutrisno	Alfonso Napitupulu	Emmy Yuhassarie*	Dominic John Picone	Sunata Tjiterosampurno	Cornellius Henry Kho
22 October 2020	√	√	√	√	√	√	√
19 November 2020	√	√	√	√	√	√	√
Total Attendance of Each Member	11	11	11	11	11	11	11
Attendance Percentage of Each Member	100%	100%	100%	100%	100%	100%	100%

* She passed away on 11 December 2020

TABLE 109 — BOC-BOD JOINT MEETING AGENDAS

Date	Meeting Agenda
21 January 2020	Discussion on the pending matters from the previous meeting on 19 November 2019, financial performance in Q4/2019, 2020 budget draft, risk management for Q4/2019, other issues
19 February 2020	Discussion on the pending matters from the previous meeting on 21 January 2020 meeting, reports from the Chairwoman of the Audit Committee and the Chairman of the Risk Management Committee, financial performance in January 2020, 2020 budget and risk management, other issues
19 March 2020	Discussion on pending matters from the previous meeting on 19 February 2020, financial performance and risk management update, other issues
15 April 2020	Discussion on pending matters from the previous meeting on 19 March 2020, reports from the Chairwoman of the Audit Committee and the Chairman of Risk Management Committee, financial report and risk management update for Q1/2020, other issues
13 May 2020	Discussion on pending matters from the previous meeting on 15 April 2020, financial performance and risk management update for April 2020, business update, other issues
23 June 2020	Discussion on pending matters from the previous meeting on 13 May 2020, financial performance and risk management update for May 2020, business update, other issues
23 July 2020	Discussion on pending matters from the previous meeting on 23 June 2020, reports from the Audit Committee and the Risk Oversight Committee, financial performance, risk management and business updates for Q2/2020, other issues
25 August 2020	Discussion on pending matters from the previous meeting on 23 July 2020, financial performance in July 2020, risk management and business updates, other issues
24 September 2020	Discussion on pending matters from the previous meeting on 25 August 2020, financial performance in August 2020, risk management and business update, progress of legal case coming from a former shareholder, other issues



Date	Meeting Agenda
22 October 2020	Discussion on pending matters from the previous meeting on 24 September 2020, reports from the Audit Committee and the Risk Oversight Committee, financial performance and risk management updates for Q3/2020, other issues
19 November 2020	Discussion on pending matters from the previous meeting on 22 October 2020, financial performance in October 2020, risk management and human capital development, predictions for the Company achievements until end of 2020 and business projection in 2021, other issues

BOD Meetings

BOD Meeting Policy

The BOD shall meet at least one time every month. The BOD is also required to conduct joint meetings with the BOC periodically at least one time every four months.

BOD Meeting is conducted at the Company's location or place of business of the Company. BOD Meetings may also be carried out by way of teleconference or other similar digital communication systems, whereby the BOD members participating in the meeting can communicate and participate thereby being considered a present in the meeting.

BOD Meetings are chaired by the President Director. In the event that the President Director is absent or unavailable for any reason, which is not required to be proven to the other members, the BOD Meeting will be chaired by a BOD member selected by and among the BOD members in attendance.

The BOD members may be represented in the BOD Meeting only by another BOD member based on a power of attorney. In the case that the party granting the authority does not give special powers, then granted power is deemed absolute. BOD Meetings are valid and may adopt binding resolutions if more than half of the total BOD members are present or represented at the meeting.

BOD Meetings shall be attended by the BOD members, and if required, officials from one level below the BOD or other officials assigned by the President Director.

Minutes of BOD Meeting

Minutes of BOD Meeting shall be recorded for each BOD Meeting and on the minutes of meeting shall be disclosed any dissenting opinions with the BOD Meeting decisions (if any). Minutes of BOD Meeting shall be recorded and documented by the Corporate Secretary, including the filing and distribution to the meeting participants. Each BOD member is entitled to receive a copy of the Minutes of BOD Meetings, regardless of whether they were present or not at the meetings.

Implementation of BOD Meetings

In 2020, the BOD conducted 23 meetings, comprising:

1. 12 BOD Meetings; and
2. 11 BOC–BOD Joint Meetings.



Dates of the BOD meetings and attendance of BOD members in the 2020 BOD Meetings are presented in Table 110.

TABLE 110 — SCHEDULE AND ATTENDANCE OF BOD MEETINGS

Date	Francis Lay Sioe Ho	Sudjono	Sutadi	Andrew Adiwijanto	Sigit Hendra Gunawan
21 January 2020	√	√	√	√	√
19 February 2020	√	√	√	√	√
19 March 2020	√	√	√	√	√
15 April 2020	√	√	√	√	√
13 May 2020	√	√	√	√	√
23 June 2020	√	√	√	√	√
23 July 2020	√	√	√	√	√
25 August 2020	√	√	√	√	√
24 September 2020	√	√	√	√	√
22 October 2020	√	√	√	√	√
19 November 2020	√	√	√	√	√
29 December 2020	√	√	√	√	√
Total Attendance of Each Member	12	12	12	12	12
Attendance Percentage of Each Member	100%	100%	100%	100%	100%

TABLE 111 — BOD MEETING AGENDAS

Date	Meeting Agenda
21 January 2020	Discussion and evaluation on financial and business performances in 2019, financial and risk management reports as of 31 December 2019, predictions on 2020 macroeconomy and multifinance industry in general, other issues
19 February 2020	Discussion on financial and risk management performances as of 31 January 2020, other issues
19 March 2020	Discussion on pending matters from the previous meeting on 19 February 2020, financial and risk management performances as of 29 February 2020, early overview on 2020 GMS agenda and draft of the BOD Report, other issues
15 April 2020	Discussion on pending matters from the previous meeting on 19 March 2020, financial and risk management reports for Q1/2020, final review and approval for the agenda and BOD Report for 2020 GMS, other issues



Date	Meeting Agenda
13 May 2020	Discussion on performances of new branches opened in 2019-2020, performance of retail business and retail products analysis, development of property financing (PBF), reports of financial and risk management performances as of 30 April 2020, other issues
23 June 2020	Discussion on financial and risk management performances as of 31 May 2020, other issues
23 July 2020	Discussion on financial and business performances in Q2/2020, financial and risk management reports as of 30 June 2020, other issues
25 August 2020	Discussion on financial and risk management performances as of 31 July 2020, other issues
24 September 2020	Discussion on pending matters from the previous meeting on 25 August 2020, financial and risk management performances as of 31 August 2020, other issues
22 October 2020	Discussion on financial and business performances in Q3/2020, financial and risk management reports as of 30 September 2020, other issues
19 November 2020	Discussion on financial and business performances, financial and risk management reports as of 31 October 2020, business projections until end of November and December 2020, business projection in 2021, other issues
29 December 2020	Discussion on financial and risk management performances as of 30 November 2020, other issues

As presented in Table 110, the BOD has complied with POJK 30 Article 16 paragraph (2) on the Good Corporate Governance for Finance Companies, in which the BOD shall attend the BOD Meetings at least 50% of the time within one-year period.

Attendance of BOD Members at the BOC–BOD Joint Meetings

The BOD on a regular basis conducts joint meetings with the BOC. In 2020, 11 BOC–BOD Joint Meetings were held.

The dates and attendance of the BOC–BOD Joint Meetings in 2020 are presented in Table 112.

The agendas for the BOC–BOD Joint Meetings are detailed in the Board of Commissioners section (Table 109) on page 226.

TABLE 112 — SCHEDULE AND ATTENDANCE OF THE BOD IN BOC-BOD JOINT MEETINGS

Date	Francis Lay Sioe Ho	Sudjono	Sutadi	Andrew Adiwijanto	Sigit Hendra Gunawan
21 January 2020	√	√	√	√	√
19 February 2020	√	√	√	√	√
19 March 2020	√	√	√	√	√
15 April 2020	√	√	√	√	√



Date	Francis Lay Sioe Ho	Sudjono	Sutadi	Andrew Adiwijanto	Sigit Hendra Gunawan
13 May 2020	√	√	√	√	√
23 June 2020	√	√	√	√	√
23 July 2020	√	√	√	√	√
25 August 2020	√	√	√	√	√
24 September 2020	√	√	√	√	√
22 October 2020	√	√	√	√	√
19 November 2020	√	√	√	√	√
Total Attendance of Each Member	11	11	11	11	11
Attendance Percentage of Each Member	100%	100%	100%	100%	100%

Sharia Supervisory Board



BFI Finance conducts Sharia financing business activities through the establishment of the Sharia Business Unit (SBU), which has been stipulated in its Articles of Association. In compliance with relevant regulations related to the SBU's business, in 2017 the Company established the Sharia Supervisory Board (SSB).

The establishment of the SSB in BFI Finance was in accordance with the Resolution of the EGMS on 25 October 2017. The composition of the SSB up to 31 December 2020 was as follows:

1. Asrori S. Karni (Chairman); and
2. Helda Rahmi Sina (Member).

The profiles of both members of the SSB are presented in the SSB Profiles section in the Company Profile chapter, on page 77.

Both members of the SSB of BFI Finance have passed OJK's fit and proper test. The decree from the Members of the BOC of OJK on the fulfillment of the said fit and proper test was delivered to the Company in January 2018.

**TABLE 113** — SSB COMPOSITION

No.	Name	Position	Country of Residence	Date of Appointment	End of Term	Number and Date of the Decree of the Fit and Proper Test
1.	Asrori S. Karni	Chairman of SSB	Indonesia	Deed of the EGMS Minutes No. 6 dated 25 October 2017	2022 GMS	Decision of the Board of Commissioners of OJK No. KEP-104/NB.22/2017 dated 27 December 2018
2.	Helda Rahmi Sina	Member	Indonesia	Deed of the EGMS Minutes No. 6 dated 25 October 2017	2022 GMS	Decision of the Board of Commissioners of OJK No. KEP-105/NB.22/2017 dated 27 December 2018

Duties and Responsibilities

The duties and main functions of the SSB are as follows:

1. Represent the National Sharia Board assigned to the Company;
2. Supervise business activities of the Company's Sharia Representative Branches, to ensure compliance with Sharia Principles;
3. Advise and facilitate the BOD, Head of SBU, and Heads of Sharia Representative Branches in matters related to Sharia Principles; and
4. Act as a mediator between the Company and the National Sharia Board in presenting proposals and recommendations for the development of the Company's products and services which require the study and *fatwa* of the National Sharia Board.

SSB Independence

Members of BFI Finance's SSB have no financial and family relationships to the second degree with fellow BOD members, BOC members, and/or Controlling Shareholders, or relationships with the Company.

TABLE 114 — SSB INDEPENDENCE

Name	Financial Relationship with						Family Relationship with					
	Commissioners		Directors		Controlling Shareholders		Commissioners		Directors		Controlling Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Asrori S. Karni	-	√	-	√	-	√	-	√	-	√	-	√
Helda Rahmi Sina	-	√	-	√	-	√	-	√	-	√	-	√



Concurrent Positions of SSB

Based on Article 35 of OJK Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Finance Companies (POJK 30), members of the SSB are prohibited from having concurrent positions as members of the BOD or BOC of the same multifinance company, however they are allowed to have concurrent positions as members of the BOD, BOC, or SSB of more than four other sharia financial institutions.

All SSB members of the Company presiding up to 31 December 2020 have complied with the above POJK 30 provisions.

TABLE 115 — CONCURRENT POSITIONS OF SSB

Name	Position	Position Outside the Company
Asrori S. Karni	Chairman of SSB	<ul style="list-style-type: none">Lecturer at the Faculty of Sharia and Law UIN Syarif Hidayatullah JakartaLecturer at the Sharia Banking Study Program Nahdlatul Ulama Indonesia University (UNUSIA) JakartaVice Chair of Law (Qanuniah), Bahtsul Masail Institution, PBNUDeputy General Secretary at MUI HeadquartersMember of the SSB of PT Indomobil Finance Indonesia
Helda Rahmi Sina	Member	<ul style="list-style-type: none">Head of Sharia Finance Training and Consultation Division, LPPIGeneral Secretary of Fatahillah Educational Foundation Jakarta (YPFJ)Postgraduate Lecturer at Indonesian School of Economic Sciences (STIE Indonesia) Rawamangun Jakarta

SSB Meetings

Pursuant to Article 40 of POJK 30, the SSB is required to conduct a meeting on a regular basis, at least six times within one-year period.

In 2020, the Company's SSB conducted six meetings. The dates of SSB meetings and the attendance of each member of the SSB in these meetings in 2020 are presented in Table 116, while the meetings' agendas are presented in Table 117.

TABLE 116 — SCHEDULE AND ATTENDANCE OF SSB MEETINGS

Date of Meeting	Asrori S. Karni	Helda Rahmi Sina
11 February 2020	√	√
18 March 2020	√	√
22 June 2020	√	√
9 September 2020	√	√



Date of Meeting	Asrori S. Karni	Helda Rahmi Sina
13 October 2020	√	√
3 December 2020	√	√
Total Attendance of Each Member	6	6
Attendance Percentage of Each Member	100%	100%

TABLE 117 — SSB MEETING AGENDAS

Date	Meeting Agenda
11 February 2020	<ul style="list-style-type: none"> Update of the latest developments concerning two contracts being processed at the Religious Court, past due customers Q&A between Accounting and Legal Teams with the SSB
18 March 2020	<ul style="list-style-type: none"> Request for approval of Qard deed: borrowing of capital by BFI Finance's SBU from the parent entity (BFI Finance) Discussion on fiduciary document of non-collateral contracts on assets owned by sharia customers
22 June 2020	<ul style="list-style-type: none"> Discussion on sharia contracts rescheduling due to the pandemic Opinion on sharia contract rescheduling fee
9 September 2020	<ul style="list-style-type: none"> Update of activities of BFI Finance's SBU Discussion on sharia finance public education in the form of webinar titled "Keuangan Syariah, Apa Sih?" (Sharia Finance, What is That?)
13 October 2020	<ul style="list-style-type: none"> Update of activities of BFI Finance's SBU Redesigning of sharia finance public education into a second webinar titled "Keuangan Syariah, Siapa Takut?" (Sharia Finance, Who's Afraid?)
3 December 2020	<ul style="list-style-type: none"> SSB's opinion on recording of suspended receipt for accounting reporting

SSB Competence Enhancement

In order to enhance the competence of each member of the SSB, the Company maintains a policy to encourage the participation of the SSB members in various training programs and seminars on a regular basis.

The training programs and seminars attended by SSB members in 2020 are listed in Table 118.

TABLE 118 — SSB COMPETENCE ENHANCEMENT

Name	Position	Date	Title/Theme	Location	Organizer
Asrori S. Karni	Chairman of SSB	20 May 2020	Restructuring of Sharia Financing Affected by Covid-19	Jakarta, Webinar	Iqtishad Consulting
		30 May 2020	Hybrid Contract in Development of Sharia Products	Jakarta, Webinar	Iqtishad Consulting



Name	Position	Date	Title/Theme	Location	Organizer
		28 July 2020	Webinar on "Recovery of the Multifinance Industry"	Jakarta, Webinar	APPI
		12 October 2020	Dissemination of DSN's Latest Fatwas (128-136)	Jakarta, Webinar	DSN-MUI (Pra Ijtima Sanawi 2020)
		27 October 2020	Contemporary Fiqh Issues on Islamic Economics and Finance	Jakarta, Webinar	BI, MUI, MES (Indonesia Sharia Economic Festival/ ISEF 2020)
		5-6 November 2020	Role of Sharia Economy in National Economic Recovery	Jakarta, Webinar	DSN-MUI (Ijtima Sanawi 2020)
		7 December 2020	Utilization of Mudharabah for Sharia Financing	Jakarta, Webinar	OJK
Helda Rahmi Sina	Member	20 February 2020	National Seminar on "2020 Direction & Policy"	Jakarta	APPI
		29 July 2020	Webinar on "Recovery of the Multifinance Industry"	Jakarta	APPI
		12 & 17 October 2020	DPS Pre-Ijtima Sanawi	Jakarta	DSN-MUI
		5 & 6 November 2020	DPS Ijtima Sanawi	Jakarta	OJK & MUI

Audit Committee



Legal Basis and Main Tasks

The Audit Committee was established in the Company in 2000, and performs its duties independently and in accordance with OJK Regulation No. 55/POJK.04/2015 on the

Guidance on Establishment and Work Implementation of Audit Committee (POJK 55).

The duties of the Audit Committee are to assist the BOC in carrying out management oversight functions in accordance with the articles of association and GCG principles,

provide advice and assistance to the BOC in identifying matters that require the latter's attention, and execute other duties related to the duties of the BOC or as assigned by the BOC.

Audit Committee Charter

The Audit Committee carries out its duties and responsibilities pursuant to the guidelines summarized in Audit Committee Charter, allowing for a consistent, transparent, and independent performance of its duties and responsibilities in accordance with the prevailing laws and regulations. The Audit Committee Charter was established as set out in the BOC Decree No. BOC/I/2016-01 dated 26 January 2016, pursuant to the requirements of POJK 55.

The Audit Committee Charter is available on the Company website at <https://www.bfi.co.id/en/corporate/Corporate-Good-Governance/Committee-Manual>. This Charter regulates, among others, duties and responsibilities as well as authority of the Audit Committee.

Number of Members, Composition, and Membership Requirements

The Audit Committee shall consist of at least three members from Independent Commissioners and external parties. The Audit Committee consisted of 3 members, i.e., 1 Independent Commissioner as Chair and 2 members from external parties. The Audit Committee is responsible to the BOC.

On 11 December 2020, the Chairwoman of the Company's Audit Committee, Emmy Yuhassarie, passed away. The Company issued the information disclosure No. Corp/Sjn/L/XII/20-0228 dated 11 December 2020 to announce her passing.

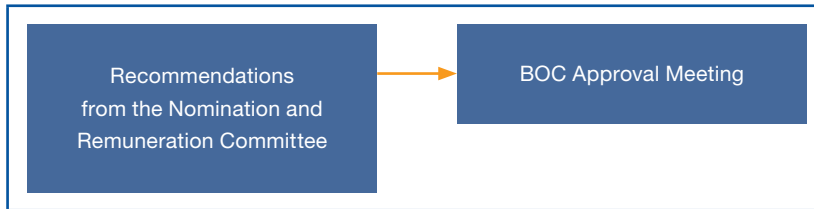
Pursuant to the Audit Committee Charter, the membership requirements for the Company's Audit Committee are as follows:

- Possess a strong integrity and excellent capability, knowledge, and experience in their respective fields, as well as good communication skills;
- Able to comprehend financial statements, the Company's businesses particularly those related to the Company's services or activities, audit process, risk management, and laws and regulations in the capital market as well as other related laws and regulations;
- Able to comply with the Audit Committee's code of conduct as determined by the Company;
- Willing to continuously enhance their competence through education and training;
- Is not a person who is employed in a Public Accounting Firm, Law Consultant, Public Appraiser, or other parties providing assurance services, non-assurance services, appraisal services, and/or other consultative services to the Company within the last six months;
- Is not a person who has worked or had the authority and responsibilities to plan, direct, control, or supervise the Company's activities within the last six months, except as the Independent Commissioner;
- Does not own any shares in the Company, whether directly or indirectly;
- In the event that a member of the Audit Committee receives the Company shares due to a legal event, whether directly or indirectly, the shares shall be transferred to another party within six months after the acquisition of such shares;
- Does not have any affiliation with any member of the BOC, the BOD, or the majority shareholders of the Company;
- Does not have any business relations associated with the Company activities, whether directly or indirectly; and
- At least one member of the Audit Committee shall possess an accounting and/or financial expertise and educational background.

The BOD or the Chair of the Audit Committee may propose candidates who are not BOC members as Audit Committee members. The Nomination and Remuneration Committee shall subsequently conduct an interview and examine the qualifications and competence of the candidates. After the evaluation is completed, the Nomination and Remuneration Committee shall submit a recommendation to the BOC regarding the appointment of the Audit Committee members. Once the recommendation is approved, the BOC shall instruct the BOD to issue the appointment letter for the approved candidates.



GRAPH 16 — AUDIT COMMITTEE MEMBER SELECTION AND APPOINTMENT



Audit Committee Composition

The composition of the Audit Committee as at 31 December 2020 was as follows:

- Chair: Emmy Yuhassarie (Independent Commissioner) – passed away on 11 December 2020
- Members:
 - Friso Palilingan
 - Edy Sugito

This Audit Committee composition was ratified by the BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016, effective from 22 June 2016.

Audit Committee Members' Profiles

Profiles of the Audit Committee members are presented in the Company Profile chapter (page 78).

The educational backgrounds and expertise of the Audit Committee members are presented in Table 119.

Audit Committee Members' Term of Office

Audit Committee members' term of office shall not exceed the BOC's term of office, pursuant to the articles of association, and a member may only be re-elected for one subsequent term. The term of office of the Audit Committee members presiding up to 31 December 2020 is presented in Table 119.

TABLE 119 — AUDIT COMMITTEE MEMBERS' PROFILES AND TERM OF OFFICE

Name	Position	Educational Background and Expertise	Date and Basis of Appointment	Term of Office
Emmy Yuhassarie*	Independent Commissioner and Chairwoman of the Audit Committee	Law, Legal Consultancy	BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016	2016-2021
Friso Palilingan	Member	Audit, Management, Accounting	BOC Decree No. BOC/SK/IV/2015-0081 dated 13 April 2015 and reconfirmed by BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016	2016-2021
Edy Sugito	Member	Audit, Accounting, Capital Market	BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016	2016-2021

* She passed away on 11 December 2020

Audit Committee Independence

Members of the Audit Committee are professional individuals with no business relations to the Company, whether directly or indirectly, in order to maintain their independence in the execution of their duties and responsibilities. Therefore, all members of the Audit Committee have met the required independence, skill, experience, and integrity criteria, pursuant to the applicable laws and regulations. The independence of each Audit Committee member is stated in Table 120.

TABLE 120 — AUDIT COMMITTEE INDEPENDENCE

Name	Financial Relationship with						Family Relationship with					
	Commissioners		Directors		Controlling Shareholders		Commissioners		Directors		Controlling Shareholders	
	Ya	Tidak	Ya	Tidak	Ya	Tidak	Ya	Tidak	Ya	Tidak	Ya	Tidak
Emmy Yuhassarie*	-	√	-	√	-	√	-	√	-	√	-	√
Friso Pallingan	-	√	-	√	-	√	-	√	-	√	-	√
Edy Sugito	-	√	-	√	-	√	-	√	-	√	-	√

* She passed away on 11 December 2020

Audit Committee Policies and Remuneration

The Nomination and Remuneration Committee provides recommendations to the BOC regarding the remuneration of each member of the Audit Committee, based on the Company's policies and market review on the remuneration of Audit Committee. The remuneration of the Audit Committee only consists of honorarium. Members of the Audit Committee who hold concurrent positions as members of the BOC or senior management of the controlling shareholders are not entitled to additional remuneration as members of the Audit Committee.

Audit Committee Work Processes and Procedures

The Audit Committee Charter regulates the Audit Committee's work processes and procedures as follows:

1. In relation to the Company's internal control system, the Audit Committee conducts regular meetings to discuss the planning of activities and the scope of internal audits for the subsequent period, as well as evaluates previous audit results;
2. In relation to the review of risks associated with the Company's business, the Audit Committee holds discussions with the Risk Oversight Committee on risk management activities the Company has performed;
3. The Audit Committee submits an annual accountability report on its performance to the BOC prior to the submission of the BOC Report on its duties and responsibilities to be published in the Company's Annual Report. The BOC shall accordingly evaluate the Audit Committee annually; and
4. The Audit Committee collaborates with the Corporate Secretary for the administration of Audit Committee's documents and the execution of Audit Committee's meetings.



Audit Committee Meetings

The Audit Committee holds regular meetings at least once every three months. An Audit Committee meeting may only be held if attended by more than half the number of members. The decisions of the Audit Committee shall be reached by deliberation and consensus. Each meeting shall be recorded in minutes of meeting, including any dissenting opinions. The minutes of the meeting shall be signed by all members of the Audit Committee who are present in the meeting and submitted to the BOC.

In 2020, the Audit Committee held four meetings. The meetings' results were reported to the BOC in the meetings with the BOC. The meeting schedule and members' attendance are presented in Table 121, whereas the Audit Committee meeting agendas in 2020 are presented in Table 122.

TABLE 121 — SCHEDULE AND ATTENDANCE OF AUDIT COMMITTEE MEETINGS

Date of Meeting	Emmy Yuhassarie*	Friso Palilingan	Edy Sugito
19 February 2020	√	√	√
15 April 2020	√	√	√
22 July 2020	√	√	√
21 October 2020	√	√	√
Total Attendance of Each Member	4	4	4
Attendance Percentage of Each Member	100%	100%	100%

* She passed away on 11 December 2020

TABLE 122 — AUDIT COMMITTEE MEETING AGENDAS

Date	Meeting Agenda
19 February 2020	Discussion on the presentation from KAP Tanubrata Sutanto Fahmi Bambang & Partners concerning the draft of Audit Report as of 31 December 2019, implementation report on 2019 Audit Internal activities, and 2020 Audit Plan
15 April 2020	Discussion on the review of the draft of Financial Statements as of 31 March 2020, implementation report on Audit Internal activities, and other issues
22 July 2020	Discussion on the review of the draft of Financial Statements as of 30 June 2020, implementation report on Audit Internal activities, and presentation of the annual audit plan in 2020 by BDO Tanubrata
21 October 2020	Discussion on the review of the draft of Financial Statements as of 30 September 2020, implementation report on Audit Internal activities, and other issues



Audit Committee's Competence Enhancement

In 2020, the Audit Committee members participated in the following competence enhancement programs:

- Friso Palillingan participated in two trainings as follows:
 - Urgency of Implementing Engagement Quality Control Review (EQCR) and Communication/Consultancy Role to Regulator as per POJK 13/2017 in Mitigating Audit Risk, held on 13 February 2020 in Jakarta by the Indonesian Institute of Public Accountants; and
 - Audit Quality and Implementation of SFAS 71 & 72 Financial Reporting Y/E 2020 in Multifinance Companies, held online on 21 December 2020 by the Indonesian Institute of Public Accountants.
- Edy Sugito participated in a training titled Management and Presentation of Financial Statements for Holding Companies, held online on 5 September 2020 by the Institute of Indonesia Chartered Accountants.

Activity Reporting System

The Audit Committee shall submit periodic reports and/or report for each assignment to the BOC, as well as an annual report of the Audit Committee's activities, which shall be included in the Company's Annual Report.

Complaint Handling or Reporting of Alleged Violations Related to Financial Reporting

Based on the BOC's Letter of Assignment, the Audit Committee may conduct review and investigation on any action that is detrimental to the Company, including alleged violations related to Financial Reporting, as well as other tasks as required by the BOC. For the review and investigation, the Audit Committee may appoint a third party to carry out the fact-finding studies and examinations upon the approval of the BOC. All costs incurred for the appointment of the third party shall be borne by the Company.

Audit Committee's 2020 Work Programs Report

The Audit Committee's work programs in 2020 encompassed the following:

1. Conducted the Audit Committee's meetings every three months;
2. Evaluated the performance of external auditors and provided recommendations to the BOC on the appointment of the external auditors;
3. Evaluated the compliance with rules and regulations applicable to multifinance companies and public companies; and
4. Evaluated the implementation of internal control system and report of Internal Audit activities.



Risk Oversight Committee



Legal Basis and Main Tasks

The Risk Oversight Committee assists the BOC in fulfilling the latter's responsibilities to shareholders. Moreover, the Committee is responsible for reviewing the Company's principal risks as stated in the Company's risk register and for ensuring that all new or arising risks are appropriately evaluated and further actions are identified.

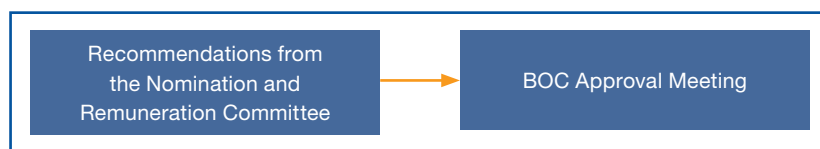
The Risk Oversight Committee (previously named as Risk Management Committee) was established pursuant to the BOC Decree No. Com/JS/SK/III/2003 dated 18 March 2003. The duties and responsibilities, procedure of supervision, and reporting of the Risk Oversight Committee have been adjusted to OJK Regulation No. 10/POJK.05/2014 on Risk-Level Assessment of Non-Bank Financial Service Institutions (POJK 10) and OJK Circular No. 14/SEOJK.03/2015 on Implementation of Integrated Risk Management for Financial Conglomerates (SEOJK 14).

Pursuant to OJK Regulation No. 29/POJK.05/2020 on Amendment to OJK Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Multifinance Companies, the Risk Management Committee changed its name to Risk Oversight Committee, as ratified by BOC Decree No. BOC/V/2020-001 dated 13 May 2020.

Risk Oversight Committee Manual

The Risk Oversight Committee Manual is published on the Company website on <https://www.bfi.co.id/en/corporate/Corporate-Good-Governance/Committee-Manual?t=2>

GRAPH 17 — RISK OVERSIGHT COMMITTEE MEMBER SELECTION AND APPOINTMENT



Risk Oversight Committee Composition

The composition of the Risk Oversight Committee as at 31 December 2020 was as follows:

- Chair: Johanes Sutrisno (Independent Commissioner)
- Member: Jono Effendy

Risk Oversight Committee Members' Profiles

Profiles of all Risk Oversight Committee members are presented in the Company Profile chapter (page 79).

The educational backgrounds and expertise of the Risk Oversight Committee members are presented in Table 123.

Risk Oversight Committee Members' Term of Office

The Risk Oversight Committee members' term of office shall not exceed the BOC's term of office, and a member may only be re-elected for one subsequent term. The term of office of the Risk Oversight Committee presiding up to 31 December 2020 is presented in Table 123.

**TABLE 123** — RISK OVERSIGHT COMMITTEE MEMBERS' PROFILES AND TERM OF OFFICE

Name	Position	Educational Background and Expertise	Date and Basis of Appointment	Term of Office
Johanes Sutrisno	Independent Commissioner and Chairman of the Risk Oversight Committee	Finance, Accounting, Audit Committee, GCG	BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016	2016-2021
Jono Effendy	Member	Audit, Risk Management	BOC Decree No. BOC/SK/IV/2015-0081 dated 13 April 2015 and reconfirmed by BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016	2016-2021

Risk Oversight Committee Independence

Members of the Risk Oversight Committee are professional individuals with no business relations to the Company, whether directly or indirectly, in order to maintain their independence in the execution of their duties and responsibilities. Therefore, all members of the Committee have met the required independence, skill, experience, and integrity criteria pursuant to the applicable laws and regulations. The independence of each Risk Oversight Committee member is stated in Table 124.

TABLE 124 — RISK OVERSIGHT COMMITTEE INDEPENDENCE

Name	Financial Relationship with						Family Relationship with					
	Commissioners		Directors		Controlling Shareholders		Commissioners		Directors		Controlling Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Johanes Sutrisno	-	√	-	√	-	√	-	√	-	√	-	√
Jono Effendy	-	√	-	√	-	√	-	√	-	√	-	√

Risk Oversight Committee Policies and Remuneration

The Nomination and Remuneration Committee provides recommendations to the BOC regarding the remuneration of each member of the Risk Oversight Committee, based on the Company's policies and market review on the remuneration of Risk Oversight Committee. The remuneration of the Risk Oversight Committee only consists of honorarium. Members of the Risk Oversight Committee who hold concurrent positions as members of the BOC or senior management of the controlling shareholders are not entitled to additional remuneration as members of the Risk Oversight Committee.



Risk Oversight Committee Meetings

The Risk Oversight Committee holds regular meetings at least four times every year and reports the results to the BOC.

In 2020, the Risk Oversight Committee held eight meetings. The meetings' results were reported to the BOC in the meetings with the BOC. The meeting schedule and members' attendance are presented in Table 125, whereas the Risk Oversight Committee meeting agendas in 2020 are presented in Table 126.

TABLE 125 — SCHEDULE AND ATTENDANCE OF RISK OVERSIGHT COMMITTEE MEETINGS

Date of Meeting	Johanes Sutrisno	Jono Effendy
19 February 2020	√	√
6 April 2020	√	√
11 May 2020	√	√
9 June 2020	√	√
23 July 2020	√	√
12 August 2020	√	√
16 October 2020	√	√
12 November 2020	√	√
Total Attendance of Each Member	8	8
Attendance Percentage of Each Member	100%	100%

TABLE 126 — RISK OVERSIGHT COMMITTEE MEETING AGENDAS

Date	Meeting Agenda
19 February 2020	
6 April 2020	
11 May 2020	
9 June 2020	
23 July 2020	Discussion on Executive Summary - Risk Dashboard, updates on financial and operational risks
12 August 2020	
16 October 2020	
12 November 2020	



Risk Oversight Committee's Competence Enhancement

In 2020, Risk Oversight Committee members participated in the following competence enhancement programs:

- Johanes Sutrisno participated in the National Seminar "2020 Direction & Policy", held on 20 February 2020 in Jakarta by APPI; and
- Jono Effendy participated in two trainings as follows:
 - Restructuring of Covid-19-Impacted Credit, held on 21 April 2020 in Jakarta by Infobank Institute; and

- Managing Credit Risk during Covid-19 Outbreak, held on 4 May 2020 in Jakarta by Badan Sertifikasi Manajemen Risiko (Risk Management Certification Board).

Risk Oversight Committee's 2020 Work Programs Report

The Risk Oversight Committee's 2020 work programs were aimed at ensuring that the management had an early warning system on the likelihood of risks that may affect the running of the Company, thus preventing the possibility of future surprises. The programs included:

1. Conducted quarterly meetings with the Company's Risk Management Division and the BOD to discuss the risk monitoring dashboard;
2. Ensured that the measures taken in the field of risk management have been implemented properly; and
3. Reviewed the risk management report on the Company's risk exposure evaluation, especially in the risk-related activities of multifinance companies, i.e., strategic risk, operational risk, assets and liabilities risk, managerial risk, governance risk, funding risk, and financing risk, pursuant to POJK 10 and SEOJK 14.

Nomination and Remuneration Committee



Legal Basis and Main Tasks

The Nomination and Remuneration Committee was established in the Company pursuant to the BOC Decree No. Com/JS/SK/XII/2005-007 dated 29 December 2005.

The currently presiding members of the Nomination and Remuneration Committee were appointed pursuant to the BOC Decree No. BOC/VI/2017-0103 dated 2 June 2017.

The Nomination and Remuneration Committee is responsible to the BOC to assist the functions and duties of the BOC in relation to the nomination and remuneration of the members of the BOD, BOC, and other Committees under the BOC.

Since 2015, the main tasks of the Nomination and Remuneration Committee have been performed in adherence to POJK No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Public Companies (POJK 34).

Nomination and Remuneration Committee Manual

On 1 December 2015, BFI Finance published the Nomination and Remuneration Committee Guideline, which is aligned with POJK 34 and the Company's articles of association, to serve as a guideline for the Committee in carrying out its duties and responsibilities. The Committee Guideline was published pursuant to the BOC Decree No. BOC/I/2015-05.



The Nomination and Remuneration Committee Guideline stipulates the duties and responsibilities, authorities, composition, structure and membership requirements, processes, and procedures for implementing tasks, meetings, as well as term of office of the members of the Nomination and Remuneration Committee. This manual is published on the Company website on <https://www.bfi.co.id/en/corporate/Corporate-Good-Governance/Committee-Manual?t=1>

Nomination and Remuneration Committee Composition

As at 31 December 2020, the composition of the Nomination and Remuneration Committee was as follows:

- Chair: Alfonso Napitupulu (Independent Commissioner)
- Anggota:
 - Sunata Tjiterosampurno (Commissioner)
 - Priyambodo

Nomination and Remuneration Committee Members' Profiles

Profiles of all Nomination and Remuneration Committee members are presented in the Company Profile chapter (page 80).

The educational backgrounds and expertise of the Nomination and Remuneration Committee members are presented in Table 127.

Nomination and Remuneration Committee Members' Term of Office

The Nomination and Remuneration Committee members' term of office shall not exceed the BOC's term of office, pursuant to the articles of association, and a member may only be re-elected for one subsequent term. The term of office of the Nomination and Remuneration Committee members presiding up to 31 December 2020 is presented in Table 127.

TABLE 127 — NOMINATION AND REMUNERATION COMMITTEE MEMBERS' PROFILES AND TERM OF OFFICE

Name	Position	Educational Background and Expertise	Date and Basis of Appointment	Term of Office
Alfonso Napitupulu	Independent Commissioner and Chairman of the Nomination and Remuneration Committee	Law, Legal Consultancy	BOC Decree No. BOC/SK/IV/2015-0081 dated 13 April 2015 and reconfirmed by BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016	2016-2021
Sunata Tjiterosampurno	Commissioner and Member	Business Administration, Finance, Equity Research, Investment Banking, Audit, Risk Management, Risk Monitoring	BOC Decree No. BOC/VI/2017-0103 dated 2 June 2017	2017-2021
Priyambodo	Member	Accounting, Human Capital Management	BOC Decree No. BOC/SK/IV/2015-0081 dated 13 April 2015 and reconfirmed by BOC Decree No. BOC/SK/VI/2016-05 dated 21 June 2016	2016-2021



Nomination and Remuneration Committee Independence

The Nomination and Remuneration Committee shall be independent in performing its duties, and is responsible to the BOC. The independence of each Nomination and Remuneration Committee member is stated in Table 128.

TABLE 128 — NOMINATION AND REMUNERATION COMMITTEE INDEPENDENCE

Name	Financial Relationship with						Family Relationship with					
	Commissioners		Directors		Controlling Shareholders		Commissioners		Directors		Controlling Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Alfonso Napitupulu	-	√	-	√	-	√	-	√	-	√	-	√
Sunata Tjiterosampurno	-	√	-	√	√	-	-	√	-	√	-	√
Priyambodo	-	√	-	√	-	√	-	√	-	√	-	√

Nomination and Remuneration Committee Policies and Remuneration

Each member of the Nomination and Remuneration Committee is prohibited from gaining personal advantage, directly or indirectly, from BFI Finance's business activities, other than their legitimate salary. Members of the BOC that also serve as Chair or members of the Nomination and Remuneration Committee are not given any additional salary on top of their salary as members of the BOC.

Nomination and Remuneration Committee Work Processes and Procedures

- In performing the nomination function as referred to in point 2(a) of the Nomination and Remuneration Committee Guideline, the Committee shall perform the following procedures:
 - Compile the composition and nomination processes for members of the BOD and/or the BOC;
 - Develop the required policies and criteria in the nomination processes of candidates for the members of the BOD and/or the BOC;
 - Assist the performance evaluation of members of the BOD and/or the BOC;
 - Prepare capacity-building programs for the members of the BOD and/or the BOC; and
 - Examine and propose qualified candidates as members of the BOD and/or the BOC to the BOC to be submitted to the GMS.
- In performing the remuneration function as referred to in point 2(b) of the Nomination and Remuneration Committee Guideline, the Committee shall perform the following procedures:
 - Establish remuneration structure for members of the BOD and/or the BOC;
 - Develop remuneration policy for members of the BOD and/or the BOC;
 - Establish remuneration amount for members of the BOD and/or the BOC.
- The Nomination and Remuneration Committee in carrying out its duties and responsibilities related to remuneration policy shall ensure that the remuneration policy is in accordance with:



- a. The applicable remuneration in the industry;
- b. Duties, responsibilities, and authority of members of the BOD and/or the BOC in relation to the performance and achievement of the Company's goals;
- c. Performance targets or performance of each member of the BOD and/or the BOC; and
- d. Balance between the fixed component and the variable component of remuneration.

The structure, policies, and amount of remuneration shall be evaluated by the Nomination and Remuneration Committee at least once a year.

Nomination and Remuneration Committee Meetings

The meetings of the Nomination and Remuneration Committee shall be held regularly, at least once in every four months. Meetings can only be held if attended by the majority of the Nomination and Remuneration Committee members, and if one of the attended members is the Committee Chair.

The decisions of the Nomination and Remuneration Committee meetings shall be reached by deliberation and consensus. Should the deliberation fail to reach a consensus, decisions shall be made based on majority vote. If there is no majority vote, decisions shall be made through a mechanism stipulated in the Nomination and Remuneration Committee Guideline. In the event of disagreement, the difference of opinion and its reasons shall be recorded in the minutes of meeting.

Results of the Nomination and Remuneration Committee meetings shall be recorded and documented in minutes of meetings, which subsequently shall be submitted in writing to the BOC.

In 2020, the Nomination and Remuneration Committee held three meetings. The meetings' results were reported to the BOC in the meetings with the BOC. The meeting schedule and members' attendance are presented in Table 129, whereas the Nomination and Remuneration Committee meeting agendas in 2020 are presented in Table 130.

TABLE 129 — SCHEDULE AND ATTENDANCE OF NOMINATION AND REMUNERATION COMMITTEE MEETINGS

Date of Meeting	Alfonso Napitupulu	Sunata Tjiterosampurno	Priyambodo
19 February 2020	√	√	√
23 July 2020	√	√	√
22 October 2020	√	√	√
Total Attendance of Each Member	3	3	3
Attendance Percentage of Each Member	100%	100%	100%

TABLE 130 — NOMINATION AND REMUNERATION COMMITTEE MEETING AGENDAS

Date	Meeting Agenda
19 February 2020	Discussion on salaries, benefits and/or tantiem for the BOC and the BOD
23 July 2020	Review of the remuneration policy applicable to employees
22 October 2020	Discussion on 2021 budget for employees' salaries and benefits



Nomination and Remuneration Committee's Competence Enhancement

The training programs participated by the Chairman and Member of the Nomination and Remuneration Committee in 2020—Alfonso Napitupulu and Sunata Tjiterosampurno, respectively—are detailed in Table 98. One other member, Priyambodo, did not participate in any training programs in 2020.

Activity Reporting System

The Nomination and Remuneration Committee shall report the performance of its duties, responsibilities, as well as the nomination and remuneration procedures, to the BOC as part of the BOC performance report which shall be submitted to the GMS. The nomination and remuneration functions' implementation shall be reported by the Company in its Annual Report and website.

Nomination and Remuneration Committee's 2020 Work Programs Report

In 2020, the Nomination and Remuneration Committee performed its duties and responsibilities, which include evaluating the recommendations of the BOD regarding the remuneration of members of the BOD, the BOC, and other Committees, to be submitted to the BOC.

Corporate Secretary



Legal Basis and Main Tasks

BFI Finance has a Corporate Secretary function to serve as a liaison officer in facilitating effective communication with the shareholders, OJK, and other stakeholders, including investors.

In accordance with POJK No. 35/POJK.04/2014 on Corporate Secretary of Issuers or Public Companies (POJK 35), the Corporate Secretary is responsible for the implementation of GCG, the preparation of management reports

as well as other secretarial activities, legal handling, public relations, quality management system, and information management system. Any information disclosed by the Corporate Secretary to the public is considered as official information from BFI Finance.

BFI Finance's Corporate Secretary was established pursuant to the BOD Decree No. Corp/CH/LVII/07-0115 dated 9 July 2007 with reference to POJK 35. The Corporate Secretary is appointed and dismissed by the decision of the BOD.

Corporate Secretary is an individual position that is also in charge of other work units that carry out Corporate Secretary's functions, such as:

- Corporate Secretariat Department, led by the Head of Corporate Secretariat;
- Investor Relations Department, led by the Head of Investor Relations;
- Corporate Communication & CSR Department, led by the Head of Corporate Communication & CSR.



Corporate Secretary Position

The Corporate Secretary is appointed and dismissed by the BOD decree.

The position of Corporate Secretary may be held concurrently by a BOD member. The Corporate Secretary shall not hold any other concurrent position in other issuers or public companies.

In the event of a vacancy in the Corporate Secretary position, BFI Finance shall appoint a replacement within 60 days after the vacancy occurred. During the period of vacancy, the Corporate Secretary position shall be held concurrently by a BOD member or another individual appointed as interim Corporate Secretary, regardless of the provisions on Corporate Secretary stipulated in POJK 35.

Throughout 2020, the Corporate Secretary was domiciled in Indonesia.

Corporate Secretary Requirements

Requirements for the Corporate Secretary position are as follows:

- Legally competent;
- Possess knowledge and understanding in the fields of law, finance, and corporate governance;
- Understand the Company business activities;
- Able to communicate well; and
- Domiciled in Indonesia.

Duties and Responsibilities

The duties and responsibilities of the Corporate Secretary pursuant to POJK 35 are as follows:

1. Follow the development of the capital market, particularly regarding applicable laws and regulations in the capital market and inform them to the BOC, BOD, and other stakeholders of the Company;
2. Provide input to the Company's BOD and BOC to ensure their compliance with applicable laws and regulations in the capital market;
3. Assist the BOD and the BOC in the implementation of GCG, which includes:
 - a. Information disclosure to the public, including ensuring the information availability on the website;
 - b. Timely report submission to OJK, IDX, and other regulatory institutions;
 - c. GMS and the documentation thereof, including preparation (reporting of GMS plan, announcement, distribution of summons, and GMS resolutions submission), GMS material preparation (including the Company Annual Report), and GMS execution;
 - d. Arrangement and documentation of the BOD and the BOC Meetings; and
- e. Organization of the Company's induction program for new members of the BOD and the BOC as well as other Committees under the BOC;
4. Act as a liaison officer between the Company and its shareholders, OJK, and other stakeholders.

Corporate Secretary Profile

The Corporate Secretary up to 31 December 2020 was held by Sudjono. He is an Indonesian citizen born in 1970, 50 years of age, who was appointed pursuant to the BOD Decree No. BOD-BOC/VI/2014-0011 dated 24 June 2014. He is also a BOD member, serving as the Finance Director. His profile is presented in the Board of Directors' Profiles section in the Company Profile chapter (page 75).

Competence Enhancement and Training Programs

Throughout 2020, Sudjono, who concurrently holds the position of Corporate Secretary and Finance Director, participated in various seminars and training programs, as detailed in Table 105.

Corporate Secretary's 2020 Activity Report

Throughout 2020, the Corporate Secretary successfully executed the following duties and responsibilities:

1. Provided input to the BOD and the BOC regarding capital market developments, including new regulations in the capital market issued by OJK and IDX;



2. Maintained rapport with Capital Market Authority and prepared reports on the Company's information disclosure pursuant to the applicable laws and regulations;
3. Published the Company information transparently, which included information disclosure report on the GMS, periodic financial statements, annual report, sustainability report, public expose, share registration statements, ad-hoc reports related to new development plans, as well as provided necessary information to shareholders;
4. Sent notices and prepared all matters related to GMS and published the results;
5. Coordinated and administered share ownership records and corporate actions;
6. Prepared the Annual Report and Sustainability Report, either individually or collectively in a publication titled the Integrated Annual Report;
7. Implemented various CSR programs and activities, externally or internally, through the CSR Unit in coordination with the Corporate Communication & CSR Department;
8. Maintained rapport with the media and other information channels;
9. Coordinated the Company meetings, such as the GMS, BOC meetings, BOD meetings, BOC–BOD joint meetings, meetings of the Committees under the BOC, and public exposes;
10. Prepared minutes of meetings, such as the GMS, BOC meetings, BOD meetings, BOC–BOD joint meetings, meetings of the Committees under the BOC, and public exposes;
11. Coordinated corporate actions, such as:
 - Stock buyback;
 - Bonds issuance;
12. Corresponded with OJK (191 times) and with IDX (76 times).

Internal Audit



Legal Basis of Establishment and Main Duties

In accordance with OJK Regulation No. 56/POJK.04/2015 on the Establishment and Guidelines for the Preparation of the Internal Audit Unit Charter (POJK 56), the Internal Audit has a function to provide confidence and independent and objective consultation internally for the Company.

Internal Audit Charter

The Internal Audit Charter was adopted on 1 March 2009 and provides the work guideline for the Internal Audit Department in carrying out the duties and mandate from the BOD. The Internal Audit Charter covers the technical, operational, and ethical aspects governing each member of the Internal Audit Department.

Structure and Position

Established on 31 March 2010 based on the Letter of Appointment of the Company's Internal Audit Members, the Internal Audit Department reports directly to the President Director and has direct access to the Audit Committee, ensuring that the implementation of its duties is carried out independently.



In the corporate governance structure of BFI Finance, the Internal Audit Department is responsible for improving the Company's operational processes through coordination with the Audit Committee who reports to the BOC. The Internal Audit Department is led by a Department Head and must have at least ten members from within the Company. Thus, all staff of the Internal Audit Department are subject to the Company regulations, including in the appointment and dismissal procedures, as well as the performance evaluation of the Internal Audit staff.

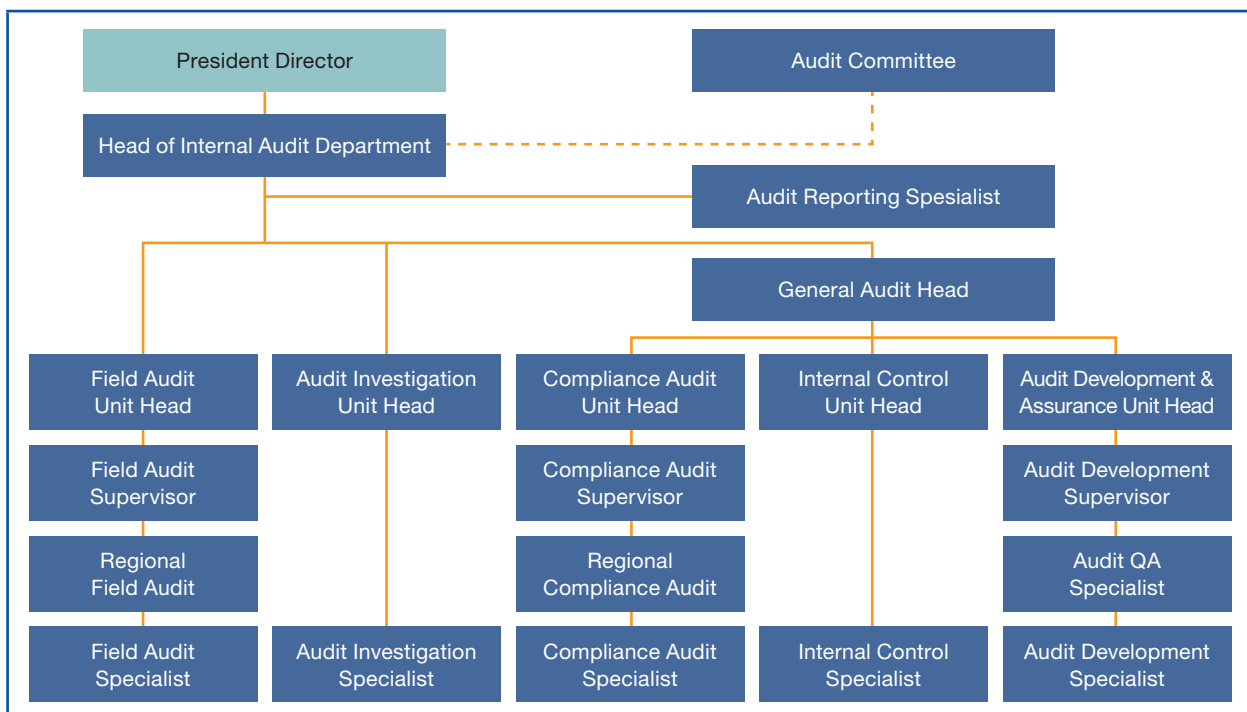
The Head of Internal Audit Department is appointed and dismissed by the President Director with the approval of the BOC. Should the Head of Internal Audit Department fail to meet the requirements as an internal auditor and/or is not competent to carry out his/her duties, the President Director can dismiss him/her based on the approval of the BOC.

The number of internal auditors in the Internal Audit Department as at 31 December 2020 was 182, consisting of:

- General Audit: 34 auditors;
- Field Audit: 129 auditors; and
- Head Office: 19 auditors.

In 2020, a number of competence enhancement training sessions were held, including advanced training for internal auditors, Management Trainee Program (MTP), Leadership Development Program (LDP), and assessments. Up to the end of 2020, no internal auditors of the Company had professional certification or qualification in the field of internal audit.

GRAPH 18 — INTERNAL AUDIT DEPARTMENT STRUCTURE





Duties and Responsibilities

The duties and responsibilities of the Internal Audit function include:

1. Prepare and execute the annual Internal Audit plan;
2. Evaluate the implementation of internal control and risk management systems in accordance with the Company policies;
3. Examine and assess the efficiency and effectiveness of finance, accounting, operations, human capital, marketing, information technology and other activities;
4. Provide suggestions for improvements and objective information about the activities examined at all levels of management;
5. Prepare audit reports to be reported to the President Director and the BOC;
6. Monitor, analyze, and report on the implementation of recommendations for improvement;
7. Cooperate with the Audit Committee;
8. Develop a program to evaluate the quality of Internal Audit activities;
9. Carry out special examinations/ audits if needed; and
10. Compile a ranking of audit results per branch office to assess the level of compliance of each branch office with the prevailing regulations, policies and other provisions.

The Internal Audit Department has the authority to:

1. Access all Company information related to its duties and functions;
2. Communicate directly with the BOD, BOC, and/or the Audit Committee;
3. Hold regular and incidental meetings with the BOD, BOC, and/or the Audit Committee; and
4. Coordinate with external auditors' activities.

Standards for the Implementation of Internal Audit Activities

Internal Audit performs audit on the financial aspect and monitors compliance with the Company policies and SOPs, as well as evaluates the effectiveness of the Company's internal control system in accordance with the Risk-Based Audit concept established by the Risk Oversight Committee and in line with the Audit Committee's input. The Internal Audit Department reports all potentially adverse findings to the Risk Oversight Committee and the Audit Committee. To ensure their independence and objectivity, all members of the Internal Audit Department shall not accept assignments and take operational responsibilities in any work units or business functions.

Internal Audit Qualifications

In general, the qualifications for members of the Internal Audit Department include:

- Planning, scheduling and execution of annual audits of the performance, systems and operations of the head office and branches;
- Development of work systems, procedures, and service standards for each unit in the Internal Audit Department;
- Analysis of how internal control works at head office and branches;
- Research of information regarding the latest Company rules and regulations related to the scope of the audit and its application;
- Coordination with other departments and work units to obtain answers, explanations and input on the alleged findings;
- Compilation of audit reports, analyzing findings, and recommending remedial solutions as well as sanctions required; and
- Reporting to the Head of Internal Audit Department regarding findings that require immediate action.

Qualifications for the Head of Internal Audit Department are:

- Able to plan and monitor the Internal Audit Department's productivity;



- Able to apply analysis in evaluation and ensure quality audit reports to be accountable to the Audit Committee and the President Director; and
- Able to provide recommendations on the audit findings.

Internal Audit Code of Conduct

1. Integrity
Internal Auditors create trust so as to bestow confidence on the conclusions drawn;
2. Objectivity
Internal Auditors demonstrate the highest level of objectivity and professionalism in data collection, evaluation, and dissemination of information regarding the activities being audited. Internal auditors carry out a balanced assessment and are not influenced by personal interest or other parties' interests in making a conclusion;
3. Confidentiality
Internal Auditors respect the value and ownership of information and data received and do not disseminate it without the approval of the relevant party authorities;
4. Competence
Internal Auditors have the necessary knowledge, expertise and experience to carry out their functions.

Profile of the Head of Internal Audit Department



He has served since 2014, based on the Company's BOD Decree No. SK/BOD/VII/14-009 dated 16 July 2014. He has worked at BFI Finance since 2005 as Audit Staff, then appointed as Audit Team Leader in 2007, Audit Supervisor in 2010, General Audit Unit Head in March 2011, and Field Audit Unit Head in August 2011. He obtained his Bachelor of Economics in Accounting degree from the Islamic University of Indonesia (UII) in 2004. He has been active as trainer in various training programs for the Company employees since 2009, and has also participated in the following competence development programs including:

- Basic Principles of Internal Audit by BFI Finance (internal)
- Interview Technique by BFI Finance (internal)
- Fraud Detection by BFI Finance (internal)
- The Most Powerful Rules in Management by ACADEMIA Education & Training
- Proven Techniques Build Successful Teams by ACADEMIA Education & Training
- Middle-Management Development Program (MMDP) 1st Batch, by BFI Finance in collaboration with Prasetya Mulya Business School
- Know Your Customer by BFI Finance (internal)
- Problem Solving & Decision Making by BFI Finance (internal)
- Situational Leadership Training by BFI Finance (internal)
- Fraud Mitigation & Investigation Training by BFI Finance (internal)
- Training of Basic Certification Program – a training program by APPI for managerial certification in the form of 'Basic Financing Certification' from PT Sertifikasi Profesi Pembiayaan Indonesia (SPPI)
- Fraud Investigation Training dissemination session

Internal Audit Activities in 2020 and Follow-up on Audit Findings

In general, the Internal Audit Department has independently and objectively carried out audit activities at the head office and all branches, covering financial audits, audits of compliance with policies and SOPs, and evaluation of the effectiveness of the internal control system.



In 2020, the internal audit process in the Company was enriched by the input from the Risk Management Department, including the results of branches scoring in the field of risk management, so that the internal audit process becomes more preventive and corrective for cases that are often encountered in audits. Thus, risk mitigation and problem solving rooted in the Company's risk factors have thus become more effective.

Internal Audit activities in 2020 include:

- Compilation of the 2020 annual audit work program and evaluation of 2019 implementation;
- Audit of work units at head office and branches;
- Monitoring the implementation of audit recommendations as agreed; and
- Regular meetings with the Audit Committee to discuss the Internal Audit work program and other matters related to findings

in accordance with the Audit Committee's supervisory function.

In 2020, Internal Audit carried out 166 audits in 220 branches, as well as 6 audit tasks at the head office. The Management has properly responded to the internal audit findings, and for the cases of fraud that were exposed, the Company has applied penalties in stages, starting from compensation for the Company losses to termination of employment. The total value of the Company's financial losses in 2020 was less than 0.5% of its total revenue.

External Audit



External audit of the Company's financial statements is conducted every year by a third party appointed by the Company, i.e., the External Auditor, to ensure that the financial statements of the Company have been prepared properly and correctly in accordance with the articles of association of the Company and Bapepam-LK Regulation No. VIII.G.7 – No. KEP-347/BL/2012 of 25 June 2012 on the Presentation and Disclosure of Financial Reports of Issuers or Public Companies.

Based on the resolution of the Company's AGMS on 29 June 2020, the Company appointed Tanubrata Sutanto Fahmi Bambang & Rekan

Public Accounting Firm, a member firm of BDO International Limited global network, as the External Auditor to audit the Company's financial statements for the financial year of 2020. The GMS authorized the BOC of the Company to determine the honorarium and other requirements for the public accounting firm.

The public accounting firm's appointment was carried out in accordance with the provisions. The Audit Committee had held a review and assessment of a number of public accounting firm candidates, and made a recommendation to the BOC, after receiving the authority from the GMS to appoint the public accounting firm.

The External Auditor appointed by the Company has no affiliations with members of the BOD, the BOC, and the Company's controlling shareholders, in a way that may create a potential conflict of interest and affect the independence of the public accountant and the auditors. The External Auditor has performed their duties in compliance with the professional standards of independent public accountants, employment agreements, and the scope of the audit as previously determined.



Audit Fee

The professional audit fee for auditing the Company's Annual Financial Statements for the financial year of 2020 amounted to Rp462 million.

Communication between External Auditor and Audit Committee

In executing its duties, the External Auditor shall maintain communication with the Audit Committee through meetings attended by both parties, and the results of the meetings shall be reported to the BOC via the Audit Committee. In 2020, two meetings were held between the Audit Committee and the External Auditor. The highlights of the discussions in the meetings and the matters requiring the BOC approval were then presented in the subsequent meeting between the Audit Committee and the BOC.

Discussions in the Audit Committee meetings with the External Auditor covered the following topics:

1. Audit plans, including:
 - a. Composition of External Auditor team;
 - b. Audit policies and approach to audit procedures;
 - c. Schedules of audit and of delivery of the audited report;
 - d. Assumptions used in the audit;
2. Audit findings;
3. Auditor's recommendations;
4. Financial report drafts for the financial year ended 31 December 2020; and
5. External Auditor's opinion on the audited financial statements.

Audit result report for the financial statements of the financial year ended 31 December 2020 will be delivered by the BOC to the GMS, which will be held in 2021.

Public Accounting Firm Appointment History

Public accounting firms appointed as External Auditors for the Company in the past five years (2016-2020) are as follows:

TABLE 131 — CHRONOLOGY OF PUBLIC ACCOUNTING FIRM APPOINTMENTS

Period	Public Accountant Firm	Accountant Name	Opinion
2016	Tanubrata Sutanto Fahmi Bambang & Partners	Asep Ugi Sugianto	Unqualified
2017	Tanubrata Sutanto Fahmi Bambang & Partners	Fahmi	Unqualified
2018	Tanubrata Sutanto Fahmi Bambang & Partners	Susanto Bong	Unmodified
2019	Tanubrata Sutanto Fahmi Bambang & Partners	Susanto Bong	Unmodified
2020	Tanubrata Sutanto Fahmi Bambang & Partners	Susanto Bong	Unmodified

Internal Control System



BFI Finance's internal control system is part of an integrated business process that ensures that all activities are carried out in accordance with the prevailing rules and support the achievement of the Company goals, which include effective and efficient business activities, accurate and reliable financial reporting, and prudent asset maintenance.

Financial and Operational Control

In controlling the financial aspect, the Company separates the function of recording transactions from the cash disbursement function. The Company also runs a tiered budget approval mechanism that involves a check and re-check process.

In controlling the operational aspect, the Company assesses the level of compliance of each function with the relevant policies and procedures implemented through the implementation of Guidelines for Business Principles, operational guidelines, procedures, implementation manuals, work instructions, and other reference documents.

Internal Control System Components

The internal control system consists of the following components:

1. **Control Environment**
The BOD and all employees must create and maintain a work environment with a positive attitude, support the internal control, and carry out sound management;
2. **Risk Assessment**
Each work unit must identify, analyze, and assess the relevant risks in relation to its operational activities, both within and outside of the Company;
3. **Control Activity**
This is applied to the implementation of activities at every level and unit in the organizational structure of the Company, among others, by regulating authority, authorization, verification, reconciliation, appraisal of work performance, division of duties, and safeguarding of assets;
4. **Information and Communication System.**
The Company prepares reports on its operational and financial activities as well as compliance

and compliance with laws and regulations in a timely, accurate, clear and objective manner; and

5. **Supervision**
The Company assesses the quality of its internal control system, including the Internal Audit function at each level and unit.

Overall, the Company maintains a tiered control system covering the Company governance bodies, as follows:

- BOC: supervises and directs the Company's management process, financial report preparation, and risk management by applying the precautionary principle;
- BOD: implements policies and work procedures in accordance with applicable regulations, including risk management, determination of the Company's strategic plans, and the division of duties and authorities of each member of the BOD;
- Internal Audit: conducts audits and improves the performance of internal control in various operational and financial activities of the Company;
- BOD: follows up on all audit findings based on the Internal Audit report; and



- Audit Committee: assesses the implementation of activities and the results of audits conducted by the Internal Audit in order to provide recommendations for improvements to the Internal Control System. The Audit Committee also ensures that there is a procedure for reviewing information issued by the Company and for identifying matters requiring the attention of the BOC.

Evaluation of Internal Control System's Efficacy

Using the Internal Audit Department and according to the Audit Committee evaluation criteria, the Company evaluates the efficacy of the internal control system for the Company financial reporting as at 31 December 2020.

The result of the evaluation of the internal control system's efficacy contains recommendations on

the results of internal and external audits as input for management in taking corrective steps and improving policies and the internal control system, in order to support the achievement of the Company objectives.

The BOC and the BOD concluded that up to 31 December 2020, the Company's internal control system over its financial reporting had been effective.

Risk Management



BFI Finance applies a comprehensive management system to ensure optimal continuity of its business, by managing each risk factor encountered in its operational activities. The efficacy of this risk management system is also evaluated, and continues to be enhanced with the latest features and standards for better risk management.

BFI Finance's risk management system is supported by the Anti-Money Laundering and Combating the Financing of Terrorism (AML-CFT or APU-PPT in Indonesian) and Know Your Customer (KYC) Unit, in line with POJK 12/2017 and POJK 23/2019. The unit manages risk related to APU-PPT and KYC by carrying out intensive monitoring and presenting

related risk profile reports, in addition to maintaining cooperation with third parties including authorities and organizing employee training to deepen their understanding of customers and APU-PPT.

The Company's risk management refers to SEOJK 10/2016, SEOJK 15/2016, POJK 12/2017, POJK 23/2019, and POJK 44/2020, covering the following matters:

1. Active supervision of the BOD and BOC

The BOD and BOC actively conduct their respective roles in risk management. The BOC is supported by the Risk Oversight Committee responsible for approving the framework and risk management policies of

the Company. The BOC grants authority to the BOD to carry out business activities in accordance with the Company's risk profile and risk appetite;

2. Adequacy of policies, procedures, and risk-limit setting

The Company's risk management policies, procedures, and limits are regularly assessed to ensure compliance with its business activities and strategies as well as the latest regulations. These policies include authorization for credit transactions and accounts receivable loss reserve;

3. Adequacy of identification, assessment, monitoring, and risk control processes

The Company has adequate



mechanisms and structures for risk management, starting from risk identification to risk mitigation. This mechanism is applied comprehensively, starting from determination of customers' profile to settlement of customers' obligation;

4. Risk management information system

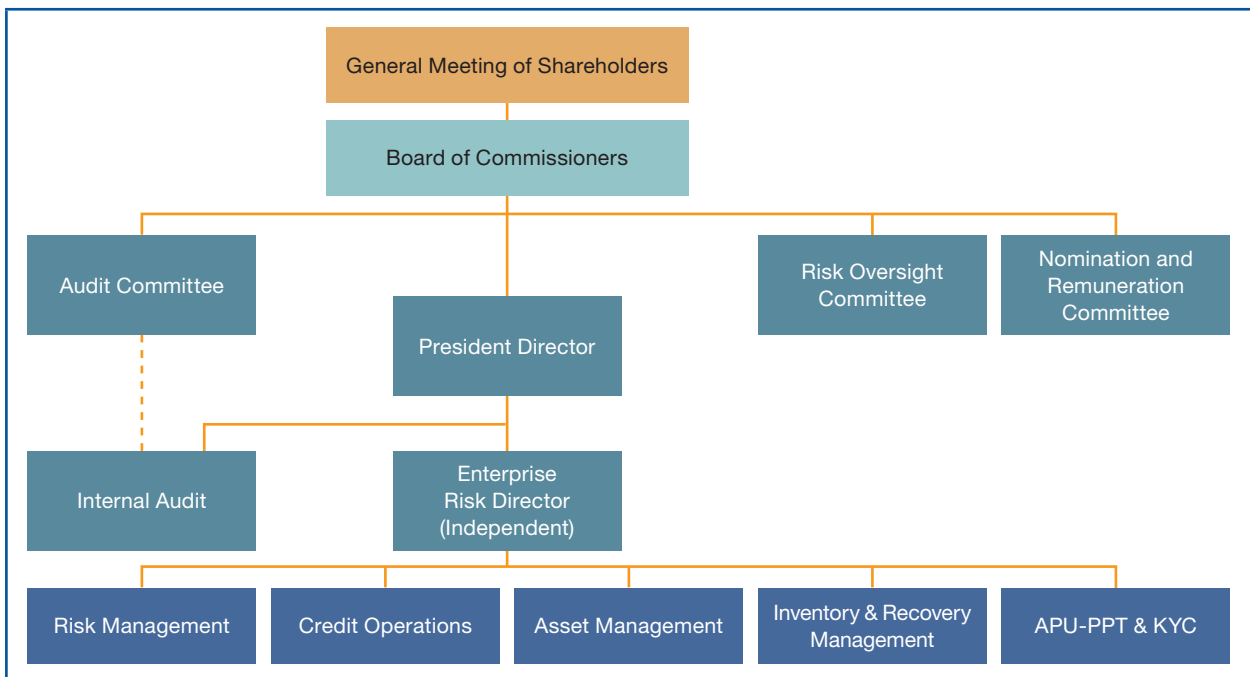
The Company's risk management system is integrated with a robust database and adequate internal procedures to improve the quality of risk management and portfolio performance reporting; and

5. Comprehensive internal control system

The Company implements an internal control system based on the Three Lines of Defense approach: supervisory, control, and management functions.

- **First Line of Defense**
Business and operational units are responsible for identifying, assessing, overseeing, and mitigating risks. Their main responsibility is to manage risk exposure daily in accordance with established market targets, policies, and procedures;
- **Second Line of Defense**
The Enterprise Risk Directorate, Financial Planning & Control Department, as well as the Legal & Litigation Unit carry out their independent supervisory functions. The Enterprise Risk Directorate is responsible for carrying out studies and approving acceptable risk levels and strategies, as well as cooperating with business and operational units in ensuring risk is managed according to established limits. The Legal & Litigation Unit manages compliance risks related to legal matters and is responsible in ensuring the dissemination and adherence of applicable regulations by all related units; and
- **Third Line of Defense**
The Internal Audit Department performs independent audit and assessment on each process undertaken by each unit on the first and second lines of defense.

GRAPH 19 — THREE LINES OF DEFENSE IN RISK MANAGEMENT





Risk Management Performance in 2020

In 2020, the Company further enhance its risk management function among others through the following initiatives:

- Enhancement to credit scoring application segmentation to classify customers based on their risk levels;
- Implementation of Behavior Scoring (B-Score) and related customer risk handling methods; and
- Implementation of a loss reserve calculation model aligned with SFAS 71.

2020 Risk Matrix

BFI Finance classifies various risks in its business based on POJK 44/2020, and has developed a risk matrix describing the potential impacts and mitigation of each risk factor.

TABLE 132 — RISK MATRIX 2020

No.	Risk Type	Source	Potential Impact	Mitigation	Risk Rating
1.	Strategic Risk	Failure to set appropriate strategy to achieve main objectives	All business and operational aspects	1. Active supervision of BOC and BOD 2. Periodic evaluation and adjustment of strategic plans	Middle-Low
2.	Operational Risk	Failure of internal and external processes; disruption to operational and financial processes; regulation issues; internal or external frauds	Products and services; business processes; operational activities; systems and infrastructure; reputation	1. SOP preparation and implementation for each work process to prevent violation 2. Establishment of Operational Risk Management (ORM), Risk Quality Management, and Operational Risk Monitoring units 3. Establishment of Disaster Recovery Plan and Disaster Recovery Center 4. Internal Audit monitoring 5. Comprehensive awareness and fraud prevention programs 6. Early warning indicators	Middle-Low

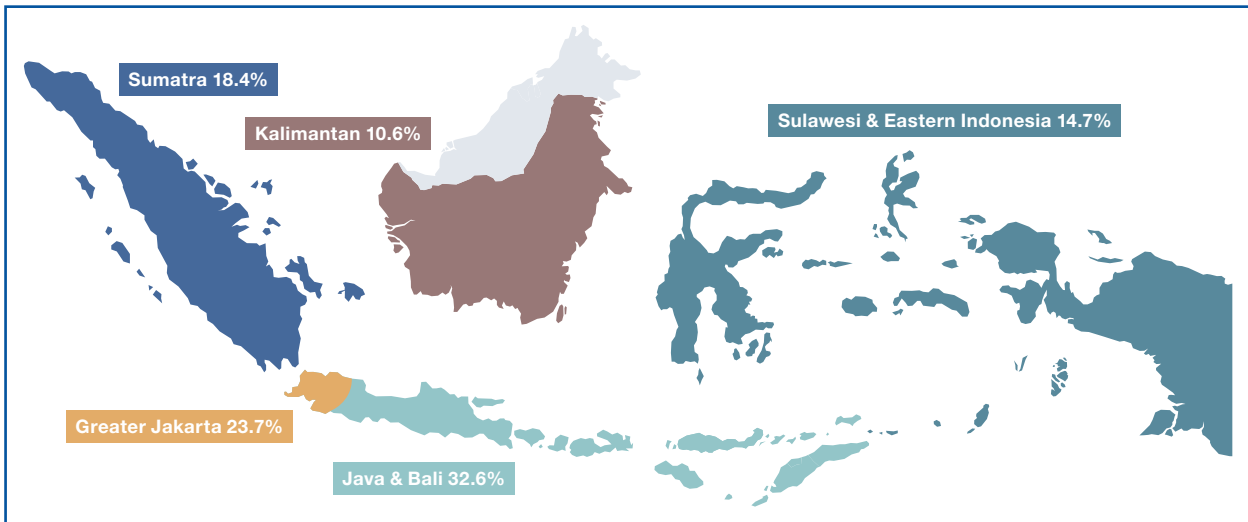


No.	Risk Type	Source	Potential Impact	Mitigation	Risk Rating
3.	Financing Risk (Credit Risk)	Failure of debtors to fulfill their obligations to the Company; changes in external factors	Financial conditions; reputation	<ol style="list-style-type: none"> 1. Existence of policies and procedures for the determination of target markets, credit approvals, interest rate, rate limits, and exposures 2. Billing management 3. Implementation of MIS to measure portfolio performance 4. Quick and accurate problem detection and problem solving 5. Stress test and early detection system 6. Portfolio diversification policies and customer base 7. Loan loss provisions in accordance with SFAS 71 	Middle-Low
4.	Market Risk	Changes in market prices of the portfolio positions and administrative accounts including derivative transactions	Financial conditions; value of debt in foreign currencies	<ol style="list-style-type: none"> 1. Hedging for all debts taken in foreign currencies 2. Disbursement of financing in rupiah 	Middle-Low
5.	Liquidity Risk	Failure to service obligations that have come due	Financial condition; reputation	<ol style="list-style-type: none"> 1. Effective management of cash flows 2. Gathering and analysis of data and key indicators 3. Management of liquidity, gaps, and pricing 	Middle-Low
6.	Legal Risk	Failure that may result in legal weaknesses	All business and operational aspects	<ol style="list-style-type: none"> 1. Proper business conduct in financing in accordance with the prevailing regulations 2. Transparency in every financing provided 3. Review of every clause in the financing document by the Legal Team 	Middle-Low
7.	Compliance Risk	Non-compliance with the prevailing regulations	Financial, business operations; reputation	<ol style="list-style-type: none"> 1. Proper business conduct in financing in accordance with the prevailing regulations 2. Timely fulfillment of obligations related to the authorities 	Middle-Low



No.	Risk Type	Source	Potential Impact	Mitigation	Risk Rating
8.	Reputation Risk	Events that may create a negative perception on the Company	Reputation	<ol style="list-style-type: none"> 1. Collection and collateral execution activities ensured to be in line with ethics and the prevailing regulations 2. Civil and rapid handling of complaints from debtors and the public 3. Monitoring of negative reporting from mass media and social media, and providing explanation as required 	Middle-Low

GRAPH 20 — DIVERSIFICATION OF FINANCING BY MANAGED RECEIVABLES



Evaluation on the Effectiveness of Risk Management System in 2020

The Company's overall risk profile for 2020 was in the Middle-Low Risk category, based on the results of self-assessment conducted in accordance with POJK 28/2020 and POJK 44/2020. The Company's risk profile is reported quarterly to the Risk Oversight Committee for follow up.

BFI Finance is implementing a restructuring program as instructed by OJK in light of the Covid-19 pandemic. The Company is managing the associated risks to maintain a robust capital structure and shore up liquidity. The Company carries out three categories of restructuring which are given according to the specific conditions of each customer. First is the Grace Period where the customer only pays interest for 3 to 6 months. The second category is an extension of the financing tenor of up to six months with a smaller monthly payment amount. The final category is a postponement of full installment payment for three months.

As at 31 December 2020, the Company reported that the outstanding value of its Receivables under Restructuring was Rp4.6 trillion, or 33.1% of the Total Managed Receivables. The Ratio of Receivables under Restructuring to the Total



Managed Receivables reached its highest value in September 2020, at 35.5% and it had subsequently slid down to 33.1% by end of 2020. This remained below the industry average restructuring ratio, which reached Rp151.5 trillion or 38.4% of the entire financing receivables in the financing industry.

Strategies to mitigate risks during the Covid-19 pandemic by implementing an adequate risk management structure continued to be optimized, so that the Company's performance

could be maintained. The Risk Management Directorate is fully responsible for risk portfolio analysis, maintaining credit quality, maintaining asset quality up to recovery; while an independent Internal Audit function supervises and evaluates operational processes; and the Risk Oversight Committee and Audit Committee carry out independent supervision on a regular basis. It can thus be concluded that BFI Finance's risk management system was effectively run in 2020.

2021 Risk Management Focus and Development Plan

In 2021, BFI Finance will reinforce its risk management system by:

- Review its risk profile to be able to better evaluate inherent risks in light of the "New Normal";
- Optimizing operational risk management as part of the main risk, among others, by regularly testing the business continuity plan; and
- Enhancing analytical skills through better data management.

2020 Legal Cases



At the time of printing of this report, there are 33 ongoing legal cases in which the Company is involved. These cases generally involve the legal steps pursued by the Company in response to customers' failure to fulfill the agreed upon financing agreement. Of these cases, 22 are being processed in court, and the remaining cases are being handled at the Consumer Dispute Settlement Agency (BPSK). The Company believes, based on its own assessment, that these cases do not have any significant/material impact on its business continuity, and they are part of the Company's normal course of doing business. The Total Remaining Debt Principal from all these cases amounted to Rp4.06 billion, or 0.03% of the Company's Total Managed Receivables.

TABLE 133 — 2020 LEGAL CASES

Case Type	Handling	Number of Cases
Consumer Dispute	Local District Court	22
	Consumer Dispute Settlement Agency	11
Total		33



Administrative Sanctions



In 2020, there were no administrative sanctions of any form from OJK, IDX, or other authorities on the Company or the members of its BOD or BOC.

Access to Information and Communication



Access to Company Information and Data

It is in the interest of the Company to ensure the presence of a clear and effective mechanism for the dissemination of information to all stakeholders, as part of the transparency or information disclosure principle's implementation.

Information dissemination in the Company consists of internal and external mechanisms, which are intended for different stakeholders depending on the type of information they require.

The Company disseminates information to various stakeholders with the following objectives: to spread knowledge and understanding, as well as to create and foster the stakeholders' positive perception of the Company's policies and activities.

Access to Company's information and data is available to all stakeholders and investors through bfi.co.id website, which contains various information on the Company's profile, products and services, performance reports, financial statements, and others.

Other channels for the dissemination of information include:

- 1 Customer Care Hotline: 1500018 (one-stop solution)
- 2 Customer Care Email: customercare@bfi.co.id
- 3 Customer Care SMS: 0815 8767 234
- 4 Customer Care WhatsApp: 0882 1150 0018
- 5 Social media, i.e., Facebook, Twitter, Instagram, YouTube, and LinkedIn:
 - Facebook: BFI Finance

- Twitter: @BFIFinance
- Instagram: @bfifinance
- LinkedIn: PT BFI Finance Indonesia Tbk
- YouTube: BFI Finance Official

Stakeholders wishing to obtain other information not provided in the aforementioned channels can address their inquiries directly to BFI Finance's Head Office, with contact details as follows:

PT BFI Finance Indonesia Tbk

attn. Corporate Communication Unit
BFI Tower, Sunburst CBD Lot 1.2
Jl. Kapt. Soebijanto Djojohadikusumo
BSD City, Tangerang Selatan 15322
Indonesia

Phone: (62-21) 2965 0300, 2965 0500

Fax: (62-21) 2966 0757, 2966 0758

Email: corporate.communication@bfi.co.id

Website: bfi.co.id



Corporate Communication

The function to disseminate information, latest news, and messages on behalf of the Company, as well as to foster an effective coordination, both internally and externally, in order to build and maintain the Company's reputation in the view of stakeholders, is shouldered by the Corporate Communication.

Corporate Communication is under the Corporate Communication & Corporate Social Responsibility (CorComm & CSR) Department, and its duties include to manage all communication activities and all internal and external communications of the Company, maintain stakeholders' satisfaction, including that of the shareholders and the Government, through the provision of information and data related to the Company. The Company communication with all stakeholders is performed along three means, namely:

- External Communication (Public);
- Internal Communication; and
- Corporate Branding.

External Communication (Public)

The Company communicates with external shareholders by managing and disseminating the Company's information to various mass media and other third parties in order to create harmonious relations with all stakeholders and the general public. Mandatory information, such as the business condition of the Company, is conveyed in a timely and accurate manner.

The following describes the function of external communication of the Company:

1. To develop and implement communication strategies in all of the Company's communication media;
2. To create publicity materials to enhance the Company's profile and marketing activities;
3. To ensure up-to-date and appropriate contents, improve functions, apply and expand social media strategies in order to enhance the Company profile;
4. To ensure strong brand communication and Corporate Brand Guidelines implementations, and monitor all matters related to Company's brand;
5. To be responsible for the contents and information in each communication channel and promotional material, be it above-the-line, below-the-line, internally, or externally;
6. To work closely with other related units to ensure an integrated and complementary communication function;
7. To support all activities or events, both internally and externally;
8. To cooperate with communities or community development organizations to conduct economic activities that are aligned with the Company's vision and mission; and
9. To cooperate comprehensively with the regulators, to foster a mutually-beneficial work relationship that serve the interests of both sides.

In its daily activities, the Company harnesses the following external communication channels:

- Communication through the Company's Website
The Company website, bfi.co.id, provides the latest information related to the Company's financial performance on a quarterly basis, disclosure of information related to corporate actions, and other current information regarding the Company. The Company website is updated constantly, to inform the customers and general public of the latest promotional programs, customer testimonials, and financial services offered by the Company.

Visitors to the website can communicate with Customer Care staff and discuss matters regarding to financial products and services, file a complaint or suggestion, and inquire about job vacancies and scholarship opportunities. Since 2016, BFI Finance website has been equipped with the communication and data access features, which help the general public, customers and potential customers, investors and potential investors, as well as regulators to be informed of various news regarding the Company's most recent performance, activities, and achievements. The Company's website development and updates are carried out in accordance with POJK No. 8/POJK.04/2015 concerning Website of Issuers or Public Companies.



- **Company's Social Network**
BFI Finance pays attention to the latest developments in social media and harnesses them to facilitate interactive communications with all stakeholders. The Company manages online communication channels, through Facebook, Instagram, Twitter, LinkedIn, and YouTube. They are managed collaboratively by the Corporate Communication and Digital Marketing Units.
- **Press Conference**
BFI Finance issued 31 press releases to disclose information to the general public in 2020. These press releases were published in various print and online media across Indonesia.
- **Other Communication Channels**
The Company manages other communication channels to facilitate interactions with its customers and potential customers (consumers in general), such as SMS, email, WhatsApp, and Customer Care Hotline, as explained in the previous section.

Internal Communication

The Company provides its employees with access to information related to various aspects of the Company's business activities. This internal communication and access ensures that all employees have the latest information and accurate understanding regarding the current condition of the

Company, as well as other general information related to the Company's business activities. Similar to the external stakeholders, the Company implements the same principle of information disclosure towards its internal stakeholders in this manner, to continuously increase the quality of interaction between the management and other internal stakeholders, especially the employees.

The Company employs a one-stop communication system for its internal and external communications alike. All general information of the Company is managed by the CorComm Unit.

The Company's internal communication activities include:

- **Electronic Media**
The Company uses digital media as a communication channel to minimize paper use, increase operational efficiency, and conserve the environment. The various electronic media used for internal communication include email blasts, the Company website, and the Service Insight Community (SIC) internal portal, which is a specialized electronic information center for employees. SIC contains the latest information regarding business activities, fellow employees' activities, and serves as a venue for sharing information among employees, accessing general information and healthy lifestyle and environmental campaigns.

- **Meetings**
The Company organizes various meetings to facilitate dialogue and sharing from the senior management of the Company and external speakers regarding the latest topics: those related to the Company's business activities or personality development. These meetings are held by the Human Capital Department as part of employee engagement program. Since the Covid-19 pandemic was declared a national disaster, all meetings that had been previously planned were held online instead of physically.
- **Direct Engagement**
With the cancellation of physical meetings, which have been held online instead, the Company continued to discover ways to engage intensive communication with its employees, as well as to keep communicating its objectives and targets. One of the measures taken was through gimmicks (small gifts) containing the Company's message to shore up employee morale, to every employee without exception.

Corporate Branding

Corporate branding is used to coordinate various Company activities to improve the image of the Company in the public, especially the external stakeholders. The duties of the Corporate Branding function is to standardize and define the



standards for all matters related to the Company's corporate identity as well as to seek effective ways to communicate these to the external and internal stakeholders.

To establish the image and representation of BFI Finance in public, and to support the Company's tools of communications, marketing, and promotional efforts, since 2017 the Company has maintained its Corporate Brand Guidelines.

Corporate Branding activities in 2020 include:

- Continuing to monitor the standards of various attributes related to the corporate identity;
- Improving public awareness of the Company's tagline #SelaluAdaJalan to promote the Company's vision and mission as a multifinance company that is prepared to assist community's needs and support their self-reliance programs through micro, small, medium and even large scale enterprises;
- Providing consultation and support to all work units of the Company in all activities and official events of the Company, or those which involved sponsorships so that they were in line with the corporate identity standards;
- Providing consultation and assistance to support the campaign of financial products of the Company;

- Ensuring that all attributes used and those carrying the Company name in national or local events at branch offices were in line with the Company's corporate identity standards;
- Organizing community empowerment activities held online as part of the "New Normal", such as:
 1. Initiated the talk show "Ruang Temu" broadcast on BFI Finance Official YouTube channel;
 2. "BFI Finance untuk Indonesia" Campaign on the Anniversary of Indonesian Independence through @bfifinance on Instagram; and
 3. Education on health protocols titled "TikTok: What's in My Bag?" broadcast on @bfifinance;
- Managing Company souvenir in the form of print product as a means to raise awareness on the Company presence;
- Conducting BFI Ride 2020, an additional sporting event held after the postponement of the BFI RUN event due to the pandemic. This event was held for the first time in conjunction with the official relocation of Bintaro branch, and was participated by more than 200 people from the Company's employees as well as the general public, with two categories, namely 50K Road Bike and 25K Folding Bike; and

- Conducting financial literacy program for 408 business owners from the micro, small, and medium enterprises, held in collaboration with Lazada, a prominent e-commerce site.

Product Promotion

The Company disseminates product information to cultivate customers' interest in making use of the Company's financial services, attract new customers, maintain sales in a sluggish market condition, differentiate financial products of the Company from its competitors and use it to promote the products, as well as build the image of the products in the customers' view as to meet the Company's expectation.

This function (which includes strategic communication and event activation functions) is managed by the Integrated Marketing Communication (IMC) and Digital Marketing Units. Activities carried out by these units are explained in greater detail in the Marketing section in the Management Discussion and Analysis chapter of this Integrated Annual Report (pages 138-143).

Correspondence with OJK and IDX

Throughout 2020, the Company was engaged in 191 correspondences with OJK and 76 correspondences with IDX. This function is carried out by the Corporate Regulatory Compliance Unit under the Corporate Secretariat Department.



Investor Relations



The function of Investor Relations in BFI Finance is to cultivate, manage and maintain communication and relationships with various stakeholders, specifically with shareholders, potential investors as well as analysts.

Through this function, the Company aims to enable effective interaction between the Company and the public to keep the market informed of key developments and material information in a consistent and transparent manner. This is done through various channels, such as analyst meetings (including public exposes), conferences, investor visits and conference calls, as well as information delivered via the Company's official website. During 2020 due to the closure of borders and air travel, all Investor Relations activities were done virtually. The Company continues to communicate with and keeps its shareholders and potential investors engaged through one-on-one and group calls with both institutional and retail investors.

Duties and Responsibilities

The Investor Relations Unit has the following duties and responsibilities:

- To serve as a liaison between the Company and external stakeholders, especially the shareholders, potential investors and government institutions related to capital market and investments;
- To act as a coordinator in preparing the Company's Annual Report;
- To manage the reports' publication process online, on the Company's website, bfi.co.id; and
- To act as the organizer, main coordinator and supervisor of the Company's various activities, such as GMS and Public Expose.

Head of Investor Relations Profile



Koon Pek, Ng
 Malaysian Citizen
 Age: 43
 Domicile: Jakarta, DKI Jakarta

She has been serving as Head of Investor Relations since January 2011. Prior to joining BFI Finance, she was Vice President of Equity Capital Markets at CIMB Investment Bank in Malaysia and Indonesia until 2009. She started her career as an Analyst for Nikkei Pacific Corporate Advisors, Kuala Lumpur, in 2001 before joining General Electric's Financial Management Program from 2002–2004. She obtained her Bachelor of Arts or B.A. (Hons) degree in Industrial Economics from the University of Nottingham, UK, in 1999, and Master of Science or M.Sc. in International Securities, Investment and Banking from ISMA Centre of the University of Reading, UK, in 2000.

Investor Relations Activities in 2020

The Investor Relations work programs in 2020 are as follows:

TABLE 134 — INVESTOR RELATIONS ACTIVITIES IN 2020

Type of Activity	Total Activities
Analyst Meetings	3 times
Conferences	3 times
Investor One-on-One Virtual Meetings	31 times
Investor Group Virtual Meetings	4 times (total participation >360 retail and institutional investors)

Compliance



The Compliance Unit at BFI Finance is managed by the BOD and is under the supervision of the President Director and the Corporate Secretary. The Compliance Unit oversees policies, regulations, systems, procedures, and activities of the Company, as well as ensures compliance with applicable regulations.

Anti-Money Laundering and Combating the Financing of Terrorism (AML-CFT)

BFI Finance established the AML-CFT (APU-PPT in Indonesian) Department under the Enterprise Risk Directorate. In 2020, the APU-PPT Department carried out a supervisory function with regards to five programs, with the detailed initiatives as follows:

1. Active supervision by the BOD and the BOC
 - a. Adjustment of the organizational structure in the Enterprise Risk Directorate related to the Know Your Customer (KYC) Work Unit;
 - b. Discussion of the APU-PPT framework for follow-up actions that need to be done by considering all aspects of the regulatory requirements and the Company's strategy; and
 - c. Follow-up of APU-PPT risk with the Risk Oversight Committee every three months by referring to the National Risk Assessment issued by PPATK and the Sectoral Risk Assessment issued by OJK.
2. Policies and procedures
 - a. Adjustment of Company Policies and Procedures related to the Implementation of APU-PPT Program in accordance with regulatory changes, such as POJK 23/2019;
 - b. Dissemination of changes to policies and procedures related to the implementation of APU-PPT program in related functions;
 - c. Ensuring that the APU-PPT risk analysis approach is carried out correctly, referring to PPATK's National Risk Assessment and OJK's Sectoral Risk Assessment; and
 - d. Reporting of Cash Transactions and Suspicious Transactions to PPATK through the GRIPS application.
3. Internal control
 - a. Collaboration with Internal Audit in policies and procedures in accordance with POJK 12/2017 and POJK 23/2019 as well as auditing the implementation of the Company's APU-PPT policies and procedures;
 - b. Independent supervision of high-risk debtors through the Data Updating program with the party responsible for APU-PPT at the branch (Branch Manager), whose plans and accomplishments have been reported to OJK; and
- c. Review of OJK's scoring results on the implementation of the Company's APU-PPT Program.
4. Management information system
 - a. Quarterly reporting of debtors' data to PPATK through the SIPESAT application;
 - b. Identification and implementation of APU-PPT "red flag tools" in accordance with the Circular of the Head of PPATK No. SE-03/1.02/PPATK/05/15 on the Indicators of Suspicious Financial Transactions for Financial Services Provider, for monitoring of Cash Transactions and Suspicious Transactions;
 - c. Testing of the strength of indicators in APU-PPT "red flag tools" to ensure that the Company is not utilized as a means of money laundering;
 - d. Monitoring of Cash Transactions and Suspicious Transactions on a regular basis;
 - e. Creating a Negative List Database related to the Implementation of APU-PPT Program from various data



sources that are not only oriented towards domestic regulatory compliance, but also the interests of investors from the European Union and the United States to identify the level of risk of Debtors and Prospective Debtors;

- f. Creation of a Politically Exposed Persons Database from various sources to identify High Risk Debtors;
- g. E-register to the SIGAP system and report the results of the Debtor data examination of the List of Suspected Terrorists and Terrorist Organizations

(DTTOT) data and the List of Proliferation of Weapons of Mass Destruction; and

- h. Ensuring the Company's readiness to report to the Go AML system in 2021.
5. Human resources and training
- a. Adjustment to the New Normal pattern, with updates and development of new e-learning materials so that they are easily recognized and more accessible to all employees. Dissemination and training in 2020 covered 1,475 employees and are

targeted to be accessed by all employees by 2021;

- b. Participation in APU-PPT training from OJK and PPATK to ensure understanding and knowledge in line with the latest regulatory developments;
- c. APU-PPT training for Area Credit Analysts related to New Business Processes that were built as an adaptation effort to the pandemic; and
- d. Relevant training for employees in the APU-PPT Work Unit in order to have a broad understanding and always be up-to-date.

Code of Conduct and Corporate Culture



Code of Conduct

BFI Finance has established and is implementing a Code of Conduct, i.e., a set of policies related to business ethics and ethical conduct for its employees that govern all business activities, to ensure their alignment with the Company's vision, mission, and culture.

The Company's Code of Conduct is developed based on the following GCG principles:

- Transparency, which is implemented by ensuring the transparency and measurability of every step and process in policy formulation and decision-making by the BOC, the BOD, and all levels of the Company;
- Independence, which is implemented by carrying out its activities independently, professionally, in accordance with the code of conduct, and free from influence from other parties;
- Accountability, which is implemented by clearly defining the responsibilities and authorities of the BOC, the BOD, and all levels of the Company in the organizational structure and their respective job descriptions;
- Responsibility, which is implemented by aligning the management of the Company with the applicable laws and regulations and sound business principles; and



- Fairness, which is implemented by upholding a sense of justice and equality in fulfilling the rights of the stakeholders arising under agreements as well as the applicable laws and regulations.

Code of Conduct Contents

The Company's Code of Conduct consists of business ethics and ethical conduct.

The business ethics part describes how the Company, as a business entity, should behave, conduct, and act in an effort to balance the interests of the Company and the interests of all stakeholders, in accordance with GCG principles and the Corporate Values while still maintaining the Company's profitability.

Ethical Conduct is a set of value-based rules which reflects the attitude and commitment in complying with the rules of conduct in order to maintain good name, confidentiality, and other important matters that affect the Company's reputation.

The Company's Code of Conduct contains Corporate Values that are manifested in the following behaviors:

1. Grow and Improve Continuously
2. Respect and Care
3. Excellent Service
4. Absolute Integrity
5. Trust and Team Spirit

The essence of the Company's Code of Conduct is further reflected in the Code of Business Principles applicable in BFI Finance, as follows:

Corporate Responsibilities

In the Code of Business Principles, BFI Finance acknowledges five corporate responsibilities, as follows:

1. To the Shareholders

- BFI Finance conducts its business with an aim to improve shareholders' values based on GCG principles.
- BFI Finance intends to give optimum results and return on investment to shareholders, while still retaining adequate fund to support the Company's growth.
- BFI Finance values good relationships with its shareholders and shall provide timely, regular, and reliable information on the activities, financial status, and business outcomes of the Company.

2. To the Customers

BFI Finance is committed to attracting and retaining customers by providing value-added financial products and services which are cost-effective and beneficial for the customers.

3. To the Employees

- BFI Finance values its employees as an important resource and is committed to continuously developing them.

- BFI Finance shall recruit, employ, train, and promote employees based on their qualifications and capabilities.
- The Company is responsible for creating a healthy workplace and ensuring the safety of its employees;

4. To All Stakeholders

BFI Finance always fosters mutually beneficial relationships with its creditors, business partners, and other stakeholders, and encourage these principles in its daily activities.

5. To the Communities

As a member of the community, BFI Finance always conducts its business responsibly, by complying with the applicable laws and regulations, and by ensuring that the Company's activities do not violate any human rights. The Company's community participation, in the form of donation, training, and other social activities, is intended to improve the quality of life of the surrounding communities and to yield direct benefits to the people.

Business Integrity

BFI Finance and all of its branch offices uphold honesty, integrity, and fairness in all business aspects and they expect the same from their business partners. All business transactions on the Company's behalf are recorded accurately in accordance with the standard operating procedures and are subject to audit.



All employees shall put aside their personal interests when conducting the Company's business.

Company Asset Utilization and Protection

BFI Finance ensures that each employee is responsible for the proper use, protection, and preservation of the Company's assets and resources. All assets and resources, as well as any opportunities that arise on the basis of one's position, shall be used solely for the achievement of the Company's objectives and not for personal gain. The employees of BFI Finance shall not abuse their position for their own or others' personal gain.

Information Disclosure

BFI Finance considers information on business strategies as its crucial assets, which shall be protected from theft, violation, abuse, and inappropriate exposure.

Insider Trading

BFI Finance enforces strict regulations against insider-trading on all employees. This means that non-public information that may affect BFI Finance's share price shall be considered as confidential until the announcement thereof by a competent party (management).

Employees with sensitive information that may affect the BFI Finance's share price and related rights shall not engage in direct or indirect transactions of those shares and other related rights. The BOC, BOD, and all employees are committed to continuously implementing the Company's Integrity Pact to the best of their abilities along with the implementation of strategic policies to achieve sustainable growth.

Implementation and Enforcement of the Code of Conduct

To support the implementation of the Code of Conduct, the Company requires the following:

1. The Company's Code of Conduct shall be applied to all employees, including all members of the BOC, all Committees under the BOC, as well as the BOD and all management;
2. The Company's Code of Conduct shall be disseminated to and understood by all employees; and
3. The management shall set an example to their subordinates on the implementation of the Code of Conduct.

Code of Conduct dissemination measures in 2020 were carried out in conjunction with the dissemination of the Company's Core Values and ethical conduct for employees. Furthermore, the Human Capital Department disseminated the Code of Conduct through e-mail blast and updated the Company Policy in 2020.

BFI Finance's management maintains an Integrity Pact containing the Company's commitment to implementing GCG principles. The BOC, BOD, and all employees are committed to continuously applying the Company's Integrity Pact to the best of their ability. The Integrity Pact of BFI Finance regulates the Guidelines on Business Principles.

In implementing the Guidelines on Business Principles, the BOC, BOD, and all employees, regardless of their positions, shall comply with the ethics embedded in the Company's Core Values to the highest degree. The management and employees of the Company must understand and abide by the core values, which are crucial in maintaining the Company's sustainable growth.



Handling of the Violations to the Code of Conduct

BFI Finance monitors the enforcement of the Company's Code of Conduct and provides facilities to submit grievances related to related violations. Employees who are found guilty of infringement shall be investigated by the Employee Disciplinary Violations Investigation Team, consisting of representatives from the Internal Audit and Human

Capital Department, and shall be subject to sanctions commensurate to the type and level of violation, in accordance with the applicable provisions in the Company.

Corporate Culture

The Company has established core values that should be understood and adhered to as corporate culture. The core values of the Company, which can be abbreviated as **GREAT**, are:

- **Grow and Improve Continuously;**
- **Respect and Care;**
- **Excellent Service;**
- **Absolute Integrity; and**
- **Trust and Team Spirit.**

Explanation on GREAT as the core values of BFI Finance is presented in the Corporate Values and Corporate Culture section in the Company Profile chapter (page 58).

Anti-Corruption Policy



BFI Finance obliges all members of the BOC, the BOD, and all employees to uphold fair business competition, sportsmanship and professionalism, as well as the principles of GCG.

The Company is committed to creating a healthy business climate, avoiding any actions, behaviors, or activities that could lead to conflicts of interest, corruption, collusion, and nepotism, and always putting the interest of the Company above personal interest, family interest, or group interest.

More information on this Anti-Corruption Policy is available at <https://www.bfi.co.id/en/corporate/Corporate-Good-Governance/Anti-Corruption-System>



Procurement Policy



Principle and Policy

The procedure for the procurement of goods and services in the Company renders the procurement processes fast and transparent, in accordance with GCG principles and free from any conflict of interest.

The policy governing the Company's procurement of goods and services as well as supplier relations encompasses:

1. Implementation of Internal Memos and Operational Procedures for the procurement of goods and services;
2. Procurement of goods and services is based on the procurement value and level of authority, particularly at the branch offices, to accelerate the procurement process. Procurement of goods and services above a certain amount shall be conducted centrally at the head office;
3. Major suppliers of goods and services are required to submit complete legal documents to ensure that the rights and obligations of both the Company's and suppliers' comply with the existing documents;

4. The Company's Code of Conduct and Regulations prohibit employees to accept gifts of any kind from suppliers; and
5. The Company conducts periodic evaluations on all suppliers to ensure that they are able to support the Company's activities.

Procurement System

The Company's procurement processes consist of the following stages:

1. Planning: formulating the procurement plan;
2. Preparation: Terms of Reference (ToR), pre-qualification requirements, procurement documents, strategy in the selection of goods and services providers;
3. Selection of goods and services: announcing or inviting certified vendors that have passed pre-qualification, evaluating and negotiating bids, selecting the project winners, contracting; and
4. Utilization and management of the Company assets.

This system is run transparently and competitively, by including prospective goods and services suppliers whose ability and performance satisfy the competence requirements of the Company. In addition to procurement, the Company also employs other methods, such as auction, direct appointment, and direct purchase.

The above policy and system help to ensure that the quantity and quality of goods and services procured by the Company are in accordance with the requirements, and the goods and services are obtained at the most competitive prices, with timely delivery and excellent after-sales service.

Procurement of goods, both at the head office and branches, can be monitored real-time through the Fixed Assets Management system.

In light of the pandemic, in 2020 the Company procured health protection facilities for employees and conducted all procurement processes in adherence to the prevailing health protocols. Items that were purchased in large quantities to handle the pandemic included protective

equipment (masks, face shields, gloves) to be distributed among employees, as well as cleaning equipment (hand sanitizers, disinfectants, and others) provided in various places in the head office and branches. Furthermore, discussions and negotiations on procurement with vendors were conducted mostly online to minimize physical contact.

Fixed Assets Insurance

To reduce the risk of damage or loss of fixed assets, the Company has its fixed assets insured by an insurance company, both for movable and immovable assets, with the following coverage:

1. Insurance Policy on Property;
2. Insurance Policy on the Loss of Movable Property;
3. Insurance Policy on Motor Vehicles; and
4. Insurance Policy on Public Liabilities.

TABLE 135 — PURCHASES OF ASSETS IN 2020 BY PURCHASE LOCATION

Location	Procurement Value (Rp billion)	Percentage	Number of Instances	Percentage
Head Office	182	96.3%	2,750	68.6%
Branches	7	3.7%	1,258	31.4%
Total	189	100.0%	4,008	100.0%

GRAPH 21 — PURCHASES OF ASSETS IN 2020 BY PURCHASE LOCATION

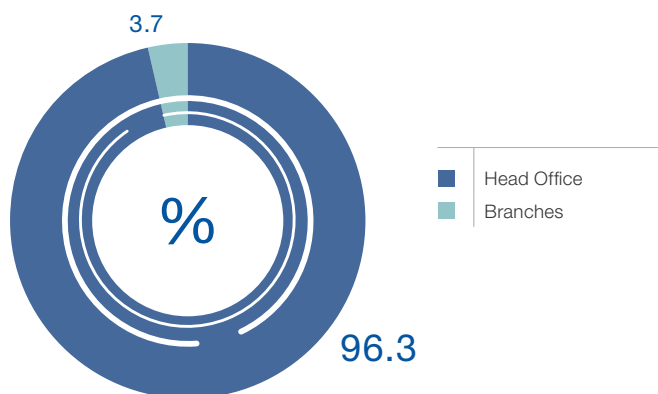
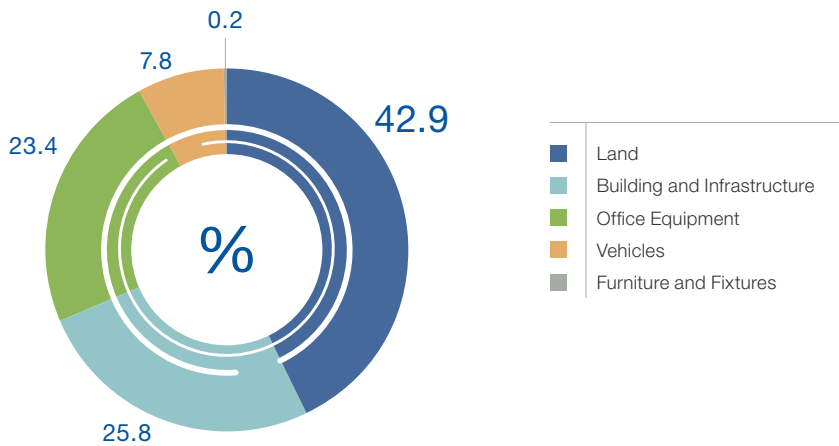




TABLE 136 — PURCHASES OF ASSETS IN 2020 BY TYPE

Asset Type	Procurement Value (Rp million)	Percentage	Number of Instances (unit)	Percentage
Land	81,055	42.9%	1	0.0%
Building and Infrastructure	48,807	25.8%	208	5.2%
Office Equipment	44,201	23.4%	3,574	89.2%
Vehicles	14,719	7.8%	115	2.9%
Furniture and Fixtures	292	0.2%	110	2.7%
Total	189,074	100.0%	4,008	100.0%

GRAPH 22 — PURCHASES OF ASSETS IN 2020 BY TYPE



Giving and Accepting Gifts

Giving of gifts is defined to cover all forms of rewards given by the Company or other parties representing the Company to certain parties, with the intention of influencing those parties to benefit the Company beyond reasonable limits.

Meanwhile, accepting of gifts is defined to cover as all forms of rewards received by the Company or other parties representing the Company from relevant parties, with the intention of influencing the decisions of the Company's management to act favorably to the giver of the gift.

The Company has a regulation that governs the giving of gifts, bribes and similar rewards, gifts to other parties as a token of gratitude, gifts in celebration of religious holidays, souvenirs, and mementos in the form of goods or services.



As regards the accepting of gifts, any employee receiving a gift of any price and any form shall submit a report to their direct supervisor. Accepting gifts from other parties for the purpose of promoting their Company, a token of gratitude, religious celebrations, souvenirs, or mementos, is allowed

and considered appropriate in daily social relations, provided that:

- The gifts include the giver's company logo/name as part of the promotional activity of the giver's company; and
- Gifts are not given continuously by the same giver to the Company

for more than three times in a year. All individuals in the Company shall not discuss or provide any internal information belonging to the Company which may result in a conflict of interest or any adverse effect on the Company's reputation and image.

Whistleblowing System



The Company runs its Whistleblowing System established under Company Regulation No. SOP/031 dated 22 March 2013, which was updated on 20 March 2019, as an implementation of GCG principles, especially responsibility and fairness. This Whistleblowing System ensures optimal performance and legal compliance of every BFI Finance employee in carrying out their duties and responsibilities.

Whistleblowing Mechanism

Through BFI Finance Whistleblowing System, every individual within the Company can submit their grievance and/or report regarding fraud and/

or violations of the Company's code of conduct or the principles of good corporate governance, by submitting their reports through:

1. E-mail at fraud_investigator@bfi.co.id;
2. Short message service (SMS) at 0822 5888 8911; or
3. Mailing address at:
Head Office of PT BFI Finance
Indonesia Tbk
BFI Tower
Sunburst CBD Lot 1.2
Jl. Kapt. Soebijanto
Djojohadikusumo
BSD City, South Tangerang 15322
Indonesia
u.p. Internal Audit Department

Protection for Reporters and Handling of Complaints

Any party that reports a violation through BFI Finance Whistleblowing System has their rights protected in accordance with Law No. 31/2014 on Witness and Victim Protection.

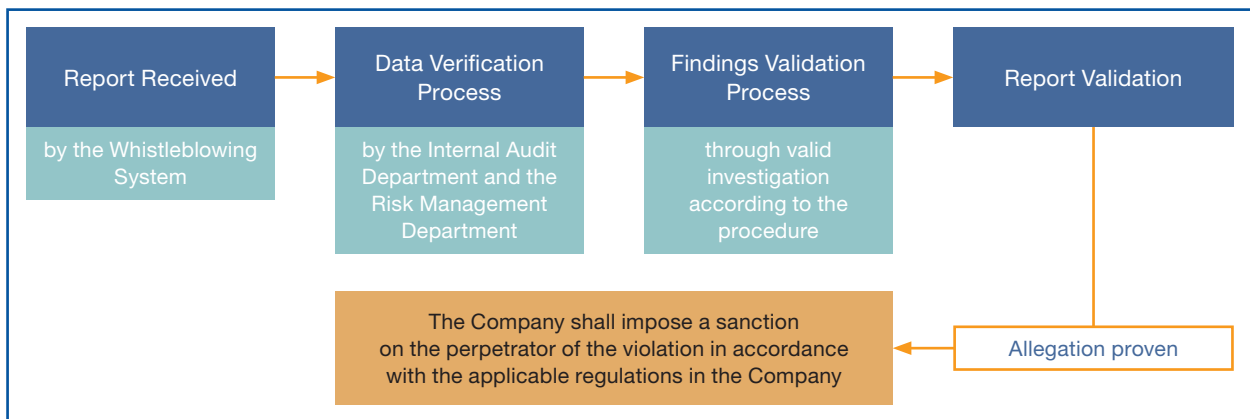
In 2020, 133 complaints and reports of violations were received, all by e-mail. The details are presented in Table 127 and the follow-up process is described in Graph 23.



TABLE 137 — NUMBER OF WHISTLEBLOWING REPORTS IN 2020 AND THEIR HANDLING STATUS

Type of Report/Grievance	In Process	Completed	Total
Alleged fraud	0	70	70
Others	0	63	63
Total	0	133	133

GRAPH 23 — WHISTLEBLOWING REPORT FOLLOW-UP FLOW CHART



In 2020, all reports of violations have been completely settled, and commensurate sanctions have been given to the perpetrators.

Stock Options



In 2020, the Company did not undertake any Management and Employee Stock Option Program. Such program was last implemented in 2012 and ended in 2016.

Transparency of Financial and Non-Financial Conditions Not Disclosed in Other Reports



BFI Finance has compiled a number of reports that present financial and non-financial information transparently for the stakeholders, and other related institutions, in a timely, complete, accurate, updated, and complete manner.

Information on the Company's financial and non-financial condition have been presented clearly and transparently in several reports, including:

1. Integrated Annual Report, which among others includes:
 - a. Overview of Key Financial Data including Share Highlights, BOC and BOD Reports, Company Profile, Management Discussion and Analysis on financial and business performance, Good Corporate Governance, and CSR.
 - b. Annual Financial Statements audited by Public Accountant and Public Accounting Firm registered on OJK. The Annual Financial Statements is prepared for one financial year and presented in comparison with the previous fiscal year.
 - c. Statement of Responsibility by BOC and BOD for accuracy of the Integrated Annual Report contents.
2. Financial Statements published every six months in the mass media and on BFI Finance website under the Press Releases and Info menu.
3. Quarterly Financial Statements, published in the websites of BFI Finance and IDX.
4. Sustainability Report
BFI Finance has discussed the information on CSR activities in the Sustainability Report, which is an inseparable part of the Integrated Annual Report.
5. Transparency of Non-Financial Condition
BFI Finance has provided information regarding the Company's products in a clear, accurate, and updated manner. Such information has been made available to customers, in the form of, among others, leaflets, brochures or other written forms at the BFI Finance outlets, in locations that are easily accessible by customers; and/or through electronic forms, such as through BFI Finance website, an online portal that provides information on the characteristics of financial and insurance products in Indonesia as well as the comparison between the products.



Statement of Application of the Guidelines for Public Corporate Governance



Implementation of Guidelines Recommendations from OJK

BFI Finance's GCG implementation performance adheres to OJK Regulation No. 21/POJK.04/2015 on Implementation of Corporate Governance Guidelines in Public Companies as amended by OJK Regulation No. 29/POJK.05/2020 and OJK Circular No. 32/POJK.04/2015 on Corporate Governance Guidelines for Public Companies, which encompass 5 aspects, 8 principles, and 25 implementation recommendations, summed up in Table 138.

TABLE 138 — IMPLEMENTATION OF CORPORATE GOVERNANCE GUIDELINES RECOMMENDATIONS FOR PUBLIC COMPANIES

Aspect	Principle	Recommendation	Statement of Compliance/Explanation
Aspect I: Relationship of Public Company with Shareholders in Ensuring Shareholders' Rights			
Principle 1: Improving the Value of Implementation of GMS			
	1. The Public Company has a means or technical procedure for voting both open and closed voting mechanisms that uphold the independence and interest of shareholders.	Compliant	-
	2. All Members of the BOD and the BOC of the Public Company attend the AGMS and EGMS.	Explanation given	Five BOC members and two BOD members did not attend the 29 June 2020 GMS due to the health protocol requirements as set by the prevailing regulations. This had been stated to and accepted by the GMS.
	3. Summary of GMS minutes of meeting is provided in the Public Company Website for at least one year.	Compliant	-



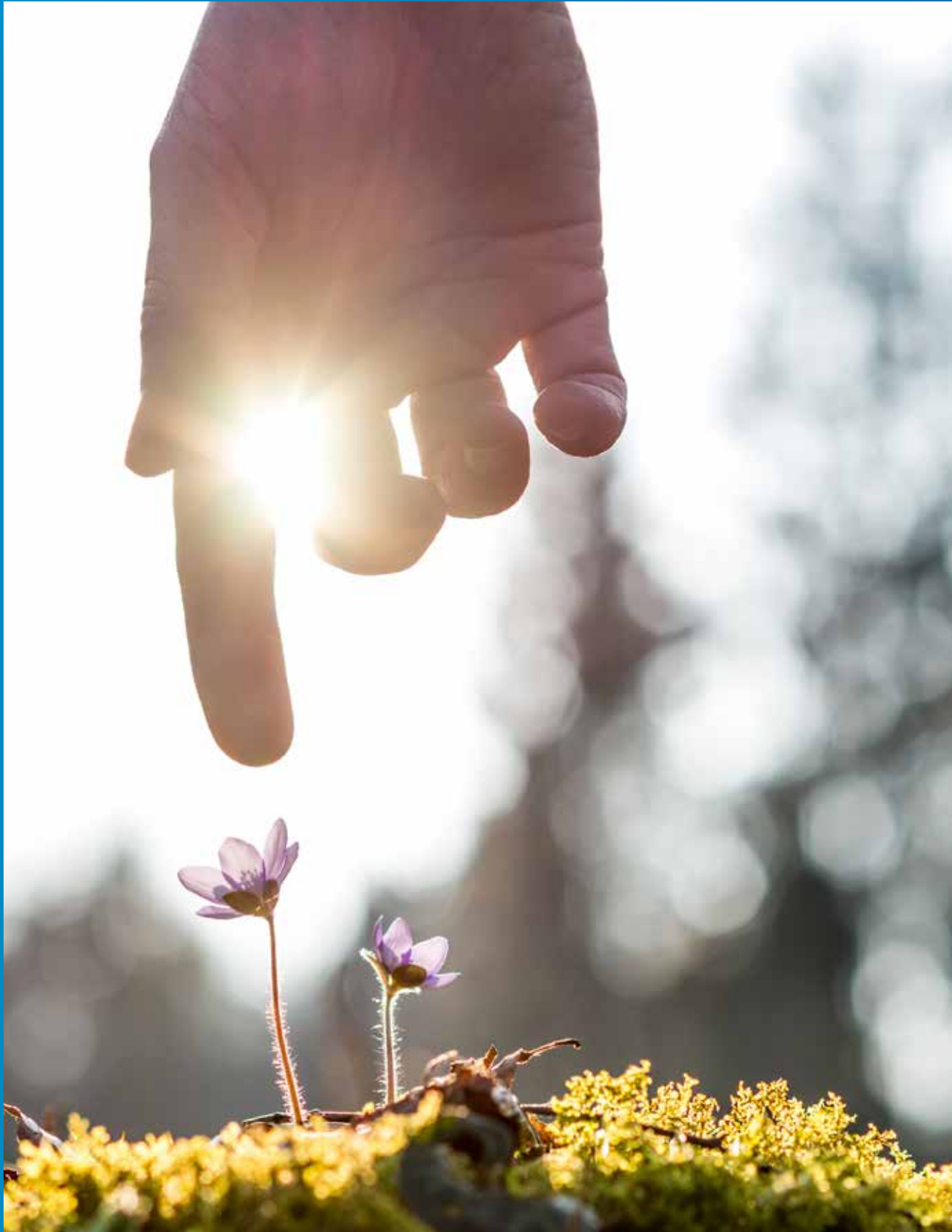
Aspect	Principle	Recommendation	Statement of Compliance/Explanation
Principle 2: Increasing the Quality of Communications between Public Company and Shareholders/Investors			
4.	The Public Company has communications policy with the shareholders or investors.	Compliant	-
5.	The Public Company discloses its communications policy to the shareholders or investors on the Website.	Compliant	-
Aspect II: Functions and Roles of the BOC			
Principle 3: Strengthening the Membership and Composition of the BOC			
6.	Determination of the number of Members of the BOC takes into consideration the conditions of the Public Company.	Compliant	-
7.	Determination of BOC composition takes into consideration its diversity in terms of skills, knowledge, and experience required.	Compliant	-
Principle 4: Improving the Quality of Implementation of Duties and Responsibilities of the BOC			
8.	The BOC has its self-assessment policy to evaluate its performance.	Compliant	-
9.	Self-assessment policy to evaluate the BOC performance is disclosed in the Integrated Annual Report of the Public Company.	Compliant	-
10.	BOC has a policy regarding the resignation of BOC members should they be involved in a financial crime.	Compliant	-
11.	BOC or the Committee carrying out the Nomination and Remuneration function prepares the succession policy in the BOD Nomination process.	Compliant	-



Aspect	Principle	Recommendation	Statement of Compliance/Explanation
Aspect III: Functions and Roles of the BOD			
Principle 5: Strengthening the Membership and Composition of the BOD			
	12. Determination of BOD composition takes into consideration the Public Company's conditions and efficacy in decision making.	Compliant	-
	13. Determination of BOD composition takes into consideration its diversity in terms of skills, knowledge and experience required.	Compliant	-
	14. Member of the BOD in charge of accounting or finance has an expertise and/or knowledge in accounting.	Compliant	-
Principle 6: Improving the Quality of Implementation of BOD Duties and Responsibilities			
	15. BOD has a self-assessment policy to evaluate its performance.	Compliant	-
	16. Self-assessment policy to evaluate the BOD performance is disclosed in the annual report of the Public Company.	Compliant	-
	17. BOD has a policy regarding the resignation of BOD members should they be involved in a financial crime.	Compliant	-
Aspect IV: Stakeholders' Participation			
Principle 7: Improving Corporate Governance Aspect via Stakeholders' Participation			
	18. The Public Company has a policy to prevent insider trading.	Compliant	-
	19. The Public Company has a policy on anticorruption and antifraud.	Compliant	-



Aspect	Principle	Recommendation	Statement of Compliance/ Explanation
	20. The Public Company has a policy on vendor/ supplier selection and enhancement of skills.	Compliant	-
	21. The Public Company has a policy on fulfilling creditors' rights.	Compliant	-
	22. The Public Company has a whistleblowing system policy.	Compliant	-
	23. The Public Company has a policy on long-term incentive provision to the BOD and employees.	Compliant	-
Aspect V: Information Disclosure			
Principle 8: Enhancing Information Disclosure Implementation			
	24. The Public Company utilizes information technology more broadly than the website as a means to disclose information.	Compliant	-
	25. The Public Company's Integrated Annual Report discloses the ultimate beneficiary of the ownership of its shares for at least 5% ownership as well as the disclosure on the ultimate beneficiary of the ownership of shares of the public company via the major and controlling shareholders.	Compliant	-



08_

Sustainability



Basis for Implementing Corporate Sustainability	284
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Contribution to Development	297



Basis for Implementing Corporate Sustainability



Corporate Social Responsibility (CSR) activities have been a priority for the Company's in realizing its vision and mission, and in ensuring its business sustainability.

The pandemic condition in 2020 called for an adaptation of the Company's CSR programs to the prevailing situations. Therefore, CSR programs in 2020 were more focused on the health, education, and infrastructure sectors, as well as general donations for the Company's stakeholders, i.e., the employees, customers, and general public.

CSR Governance

CSR Strategic Policy

In 2020, the Company's CSR Vision and Mission were amended. The new CSR Vision and Mission will provide the foundation for the formulation of CSR strategies, preparation of budgets, and implementation of programs across all of its operational areas.

CSR Vision

To become a partner that contributes positively to supporting the improvement of social welfare by maintaining the 3P (Profit, People, Planet) balance.

CSR Mission

To support the Sustainable Development Goals through the Company's social programs in education, health, and social welfare, along the Company's internal and external aspects.



The pandemic condition in 2020 called for an adaptation of the Company's CSR programs to the prevailing situations. Therefore, CSR programs in 2020 were more focused on the health, education, and infrastructure sectors, as well as general donations for the Company's stakeholders, i.e., the employees, customers, and general public."

Sustainable Development Goals of the Company's CSR

In line with the 2030 Sustainable Development Goals (SDGs), the Company has selected a number of the 2030 SDGs that will serve as a reference for all of its CSR programs. These SDGs are:

SDG 3: Good Health and Well-Being

SDG 4: Quality Education

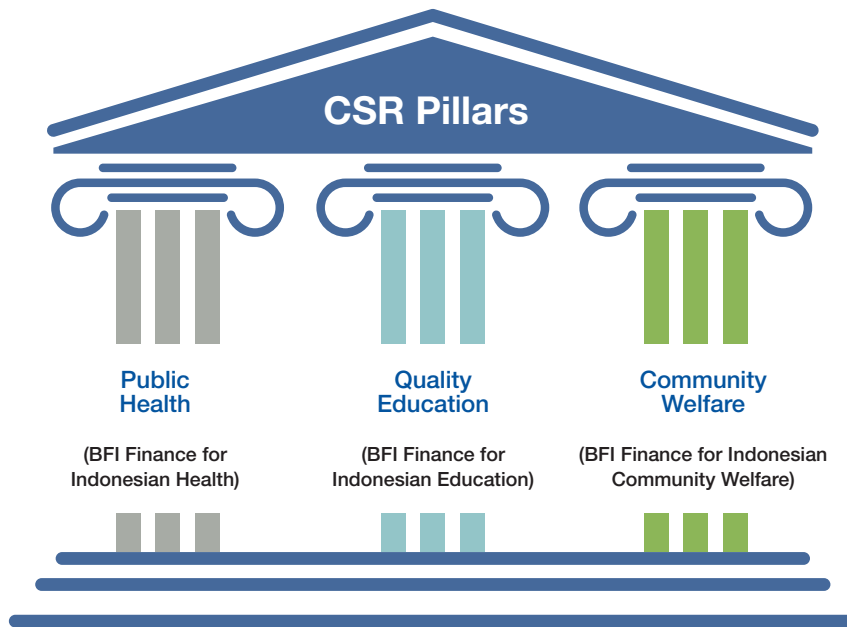
SDG 6: Clean Water and Sanitation

SDG 17: Partnership for the Goals



To support the new CSR Vision and Mission, "BFI Finance of Indonesia" was established to focus on three main pillars to be cultivated with the 2020–2023 strategy. These three pillars are:

1. BFI Finance for Indonesian Health, supporting the improvement of public health quality in Indonesia;
2. BFI Finance for Indonesian Education, supporting the improvement of education quality in Indonesia, in terms of educational competence, facilities, and infrastructure in various regions in Indonesia; and
3. BFI Finance for Indonesian Community Welfare, supporting the improvement of Indonesian people's quality of life by means of social/humanitarian aids and donations.



CSR Program Policy

Think

Every layer, both inside and outside of the Company, perceives and reflects on social issues happening outside and inside the Company. This is the manifestation of a personal mindset that has reached the stage of being acutely aware of what is happening in the surroundings and started to think of ways to be actively involved in it.

Act

Every layer inside the Company takes action to provide solutions to such issues and implements them in real actions. This is the manifestation of concrete personal actions, the result of self-reflection and active participation in the surrounding community.

Preserve

The results of implementation and concrete actions are continuously maintained and carried out by all layers of the Company, thus producing positive outcomes.

Based on this policy, CSR activities serve as supporting pillar for the Company in ensuring its business continuity, through implementation of good corporate governance principles, as well as to strengthen the Company's profile in public for building mutually productive and harmonious relationships between the Company and its internal and external surroundings. This culture is continuously fostered and strengthened across the Company through regular and direct

implementation of sustainability-related programs, as well as through various forms of dissemination to employees.

CSR Program Budget

The CSR Unit is responsible for carrying out CSR programs under the supervision of the Finance Division, in particular the Corporate Communication & CSR Department. Budget for CSR activities is allocated by assessing the compatibility of the activities with the Company's Vision and Mission, the Company annual projection and business plan, and evaluation of the CSR activities carried out in the preceding year.



TABLE 139 — CSR PROGRAMS' BUDGET UTILIZATION IN 2020

Description (Rp million)	Amount
Energy Conservation and Infrastructure	370
Employment Practices and Occupational Health and Safety	88,195
Social and Community Development	4,436
Consumer Responsibility	2,958
Total	95,959

The Company allocated Rp4.81 billion for its CSR activities in Social and Community Development as well as Energy Conservation and Infrastructure in 2020. This amount was 259% higher than in 2019, which was Rp1.85 billion. The largest allocation of the budget was for Social and Community Development, covering 92% of the total budget.





CSR Programs



Social and Community Development

The pandemic has changed the focus of the social and community development programs in 2020. The Company has prioritized on quick-response programs, both internally and externally and especially in the health sector, to help deal with the pandemic.

BFI Finance for Indonesian Health

Through BFI Finance for Indonesia's Health, the Company improves the quality of health, both internally and externally, through:

1. Healthy Movement program, which is a program involving discussions, consultations and healthy living practices held three times for employees, by presenting health experts and instructors. This program focused on providing knowledge about maintaining a healthy body, including healthy diets and proper exercise methods.
2. Since the beginning of the pandemic in Indonesia, the Company has been responding quickly by providing emergency assistance for stemming Covid-19, through the Northstar Foundation, in the form of medical equipment to a number of government-appointed health facilities and Wisma Atlet. Assistance was distributed by United Indonesia Volunteers (Relawan Indonesia Bersatu) to several parts of Indonesia, with a value of Rp2.5 billion.
3. Provision of 5,000 hazmat suits to medical personnel in several regions in Indonesia, namely Jakarta, Bogor, Banten, Purbalingga, Pematang, Banyumas, Banjarnegara, Cilacap, Purbalingga, Gowa, Makassar, Palembang, and Palangkaraya.
4. Support for healthcare facilities for Company employees throughout Indonesia, namely vitamins, masks, and hand sanitizers.





Ida Ayu Made Yuniasih

BFI Finance Undergraduate
Scholarship Recipient
2019



I have received BFI Finance's scholarship assistance since 1 year and 6 months ago, initially out of my interest in the opportunity offered to me to work there upon graduation. I am very satisfied with what I have received so far from BFI Finance, and it is my hope that this program can be expanded to more beneficiaries, for I believe there are many out there who are interested in this program. May BFI Finance continue to improve its services and become the top multifinance company in Indonesia."

5. Provision of 5,500 masks to communities in several areas, namely Medan, Pekanbaru, Padang, Palembang, Lampung, Jambi, Surabaya, Kediri, Makassar, Palu, Banjarmasin, Pontianak, Balikpapan, Samarinda, Manado, Ambon, Denpasar, Malang, Bandung, Cirebon, Semarang, Purwokerto, Solo, Bintaro, Jakarta-Sunter, Depok, and Serpong.
6. Online health education themed "Let's be Healthy Again with Independent Isolation", featuring medical personnel, for all employees.

7. Blood donation and free medical check-ups in Makassar and Hulu Tengah.

BFI Finance for Indonesian Education

In accordance with SDG 4 – Quality Education, the Company is committed to carrying out various CSR programs that support the development of education in Indonesia. Initiatives in 2020 include:

- Undergraduate Scholarships (S1) BFI Finance's undergraduate scholarships are awarded to outstanding undergraduate students at public and private universities throughout Indonesia who register online through www.bfi.co.id. Scholarship recipients are awarded a complete package including tuition fees, pocket money, and other benefits, as well as a guarantee to be employed at BFI Finance after completion of study. In light of the pandemic, the Company decided not to recruit new scholarship



recipients, however it continued the recruitment program for scholarship recipients from the previous years.

- Online and face-to-face learning facilities for teachers and students in various parts of Indonesia in the form of:
 - Provision of laptops for teachers;
 - Provision of cellphones and internet data packages for students who have difficulties in the online process;

- Provision of masks and face shields for teachers and students;
- Provision of projectors for schools; and
- Provision of infrared thermometer for schools.
- Online parenting education accessible to the public through one of the Company's social media. Information was provided to parents facing learning difficulties early in the pandemic. This education was divided into two sessions, namely:
 - Children, School, Work, which discussed how parents should divide their time between their

work/business and the online schooling of their children; and

- Building children's creativity in the "New Normal" era.

- Financial literacy program was carried out on 25 September 2020 to 408 online marketplace sellers from one e-commerce site in Indonesia (Lazada), themed "Managing Money and Investments Wisely". This program was broadcasted live from Lazada University, with Dani Reinhard, Head of Telemarketing & Customer Retention Strategy BFI Finance, as the guest speaker.



Charli Pramono

Branch Operation Management Specialist
BFI Finance Undergraduate
Scholarship Recipient
2014



I received a scholarship from BFI Finance from 2014 to 2016. This scholarship provides assistance fund that covers the students' comprehensive needs. Upon my graduation, I have been working at BFI Finance, and it is a special honor for me because the working atmosphere here, both when I worked in the branch and currently at the head office, is excellent. Career development opportunities are open to all. We all support each other as employees, and the Company provides adequate facilities for us. I hope BFI Finance can grow further and be able to adapt to the times, and continue to become a great place to work that encourages us all to realize our potentials to the fullest."

BFI Finance for Indonesian Community Welfare

Activities in this area include community awareness programs in the context of religious holidays as well as provision of assistance to victims of natural disasters, social services, or other facilities for underprivileged communities.

Embodying the spirit of sharing to improve the quality of people's social life, BFI Finance organized the following activities in 2020:

- **Ramadan Social Service and Other Religious Celebrations**
Through the "Berbagi Berkah BFI Finance 2020" program, the Company provided 3,500 health food packages to underprivileged people in 35 locations in Indonesia.
- **BFI Berkurban**
Through this annual activity, the Company distributes sacrificial meat to a number of orphanage foundations, particularly in South Tangerang, where the Company's head office is located.
- Disaster recovery in the form of provision of basic and other material assistance to victims of natural disasters in Indonesia.
- Distribution of basic goods to the needy, on religious holidays as well as anniversaries of branches, and provision of facilities to a number of religious facilities and foundations near the Company's operational areas.



CSR Programs Distribution by Region



Health

Provision of vitamins, masks,
hand sanitizers and hand gloves

11,000 employees

Provision of hazmat suits
for medical workers

5,000 beneficiaries

Provision of masks and face shields
to schools

932 beneficiaries

Blood donation and health check-up

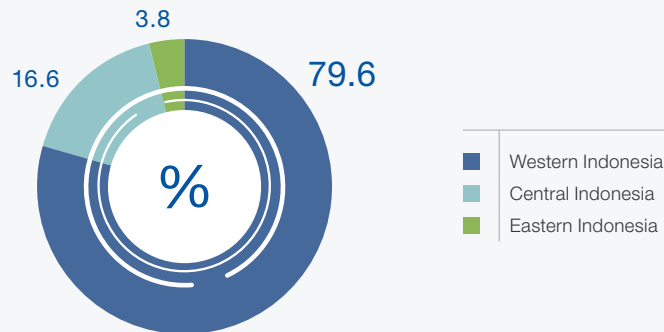
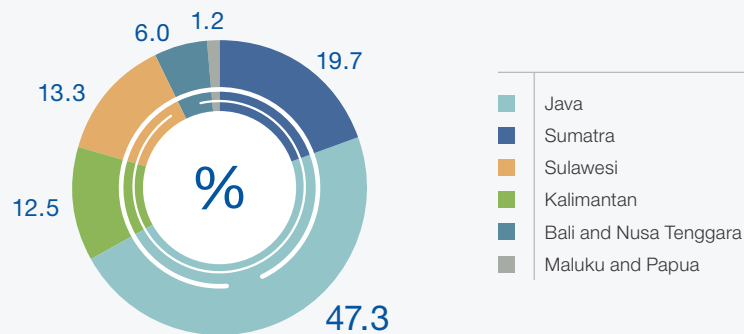
150 beneficiaries

Provision of masks for the public
(BFI Ride & Share)

5,500 beneficiaries

Health packages for the public

3,500 beneficiaries

**GRAPH 24** — CSR PROGRAMS DISTRIBUTION BY INDONESIAN REGION**GRAPH 25** — PROPORTION OF CSR PROGRAMS BY ISLAND REGION**Education****Online facilities for schools****199** beneficiaries**Learning facilities (chairs and desks) for schools****796** beneficiaries**Training and education on health, parenting, finance, etc.****979** beneficiaries**Renovation of libraries, sports facilities, courtyards, and classrooms****1,378** beneficiaries

(14 laptops and 26 smartphones)

**Community Welfare****Construction and renovation of water sanitation facilities in schools and villages****1,174** beneficiaries**Quick-response donations****272** beneficiaries**General donations (non-quick-response)****467** beneficiaries



HC Development

BFI Finance is committed to continuously developing the capacity and improving the quality of its employees, so that their work productivity is ensured and they can deliver their utmost performance to all stakeholders.

The human capital development programs related to humanitarian/ social actions specifically aimed at internal parties or employees are initiated by the CSR Unit in collaboration with the Human Capital Department. Those programs are detailed in the Human Capital chapter, page 99.



Sustainable Operations

As BFI Finance is engaged in the financing sector, its business operations do not have a direct impact on the environment. However, employees' activities in their daily duties have an indirect impact on the environment, among others, from the means of transportation they use.

To offset these impacts, the Company supports environmental conservation initiatives by managing the use of natural resources and energy effectively and efficiently. The Company reduces its use of materials such as water, paper and fuel, in its operational activities. These initiatives include:

1. Use of energy-efficient office equipment;
2. Obligation to turn off lights during recess and after work for the last ones leaving work areas;
3. Restrictions on operation of air conditioners to operate only for eight hours of working time;
4. To reduce waste of single-use products, BFI Finance is committed to banning styrofoam product in its areas, and to reducing the use of other single-use products such as tissue paper and bottled drinking water; and
5. Raising awareness of all BFI Finance employees through the Wednesday with Care (WednesCare) program. WednesCare is an educational program distributed via e-mail that discusses environmental issues that need attention, current environmental topics, and tips for protecting the environment.



WednesCare **BFI FINANCE**

Selamat Hari Anak Internasional

Bagaimana Orang Tua bisa menjadi Pembully Anak?

- 1** Hancurkan hak-hak anak. *Anda menganggap anak sebagai objek? Atau sebagai alat?*
- 2** Bertindak dan berbicara dengan kata-kata tidak pantas. *Apakah Anda pernah berkata kasar padanya?*
- 3** Menyebut anak dengan istilah kata yang menghinai. *Apakah Anda pernah memanggilnya dengan sebutan yang menghina?*
- 4** Membanting tangkungan anak dengan kasian, berakibat. *Apakah Anda pernah berakibat dengan kasar?*

Yuk, terapkan pola asuh yang baik demi kebahagiaan dan perkembangan anak.

WEDNES: @WednesCare | @WednesCare | @WednesCare | @WednesCare | @WednesCare | @WednesCare

WednesCare **BFI FINANCE**

BIJAK KELOLA SAMPAH
SukSES Kita Mengenal Sampah Anda sendiri!

PILAH SAMPAH

- ABORGANIK** (Sampah Tidak Organik)
 - DIGUNAKAN KEMBALI
 - DAUR ULANG
- ORGANIK** (Sampah Organik)
 - KOMPOSTER
 - BUDIDAYA
 - PILUK DAUR / POKOK TANDU

AKIBAT SAMPAH TIDAK DIKELOLA

21 Februari adalah Hari Peduli Sampah Nasional.
Yuk, sayang bumi kita dengan memilah & mengelola sampah sendiri!

WEDNES: @WednesCare | @WednesCare | @WednesCare | @WednesCare | @WednesCare

WednesCare **BFI FINANCE**

WASPADA VIRUS

Daftar Pemukiman Virus

- Tempat
- Tempat Publik
- Tempat
- Tempat
- Tempat

Demam, batuk, bersin, pilek, sakit tenggorokan, muntah, diare, demam, ruam, kemerahan, nyeri otot, sakit kepala, kelelahan, dan gejala lainnya yang dapat menyebabkan virus.

6 KEBIASAAN SEHARI-HARI YANG BAIK MEMBANTU PENCEGAHAN INFESDI DARI VIRUS

- Mencuci tangan dengan sabun dan air mengalir.
- Menggunakan masker.
- Menghindari kontak langsung dengan orang sakit.
- Menghindari kontak langsung dengan hewan peliharaan.
- Menghindari kontak langsung dengan permukaan benda yang sering disentuh.
- Menghindari kontak langsung dengan orang yang sakit.

WEDNES: @WednesCare | @WednesCare | @WednesCare | @WednesCare | @WednesCare



The Company remains committed to supporting sustainable development in infrastructure and the environment, as made manifest in:

- Construction and renovation of clean water sanitation facilities in villages; and
- Construction and renovation of “New Normal” learning facilities in schools, such as toilets equipped with sinks, school grounds, laboratory rooms, libraries, and classrooms.

Product and Consumer Responsibility

The Company continues to improve the quality of its services by requiring its employees to uphold a high service standard. This is how the Company ensures customer satisfaction in its financing products.

To increase customer satisfaction, the Company combines its service program with social community programs. The objective is to give appreciation to customers as well as to contribute to the society as part of the Company’s concern for social betterment.

The programs conducted under the collaboration between the Service Excellence Unit and the CSR Unit are detailed in the Business Supporting Units chapter, pages 120-123.

Contribution to Development



BFI Finance's contribution to its stakeholders is not only made manifest in the financing products and services provided to its customers, business partners, and the surrounding community. The Company also contributes to the progress of Indonesia's sustainable development, through the distribution of its economic value among various external parties.

In economic terms, BFI Finance contributes to the stakeholders through tax payments to the state, dividends to shareholders, and indirectly supporting the economy by providing employment with proper remuneration scheme to its employees.

TABLE 140 — DISTRIBUTION OF ECONOMIC VALUE

Economic Performance (Rp million)	2018	2019	2020
Economic Value Generated			
- Revenue	5,017,721	5,240,729	4,569,778
Economic Value Distributed			
- Operating Expenses	2,101,325	2,929,808	2,572,710
- Employee Expenses	1,074,939	1,216,813	1,122,266
- Payments to the Government (Corporate Income Tax)	372,305	380,571	168,404
- Social Investment (CSR Expenditures)	1,358	1,855	4,806
Retained Earnings (= Economic Value Generated – Economic Value Distributed)	1,467,794	711,682	701,592
Dividend	733,255	*	179,573

*No interim cash dividend for 2019

Throughout its business operations, BFI Finance has never extended any financial support or any other form of support to any political party or political candidate, and has never accepted financial assistance in any form from the government.



09_

Corporate Supporting Data

299



Addresses of Outlets

300



Addresses of Outlets



Head Office

BFI Tower

Sunburst CBD Lot 1.2
Jl. Kapt. Soebijanto Djojohadikusumo
BSD City, Tangerang Selatan 15322
Indonesia
Phone: (62-21) 2965 0300, 2965 0500
Fax: (62-21) 2966 0757, 2966 0758
Website: www.bfi.co.id

Branch

Java, Bali & Nusa Tenggara		
Jakarta Capital Region		
Branch	Address	City / Regency
Jakarta – Sunter	Rukan Puri Mutiara Blok A No. 80 Jl. Utama Griya, Sunter	Jakarta Utara
Jakarta Utara	Rukan Grand Orchard Square Blok C/20 Jl. Terusan Kelapa Hybrida, Sukapura	Jakarta Utara
Jakarta Utara 2	Rukan Bandengan Indah Blok B-3 Jl. Bandengan Utara No. 80 Kel. Penjaringan, Kec. Penjaringan	Jakarta Utara
Jakarta - Meruya	Jl. Lapangan Bola No. 1-1A Meruya, Kebon Jeruk	Jakarta Barat
Jakarta - Cengkareng	Sedayu Square Blok C-02 Jl. Outer Ring Road Cengkareng Barat	Jakarta Barat
Jakarta Timur	Ruko Radin Inten Center No. 8D Jl. Radin Inten, Duren Sawit	Jakarta Timur
Jakarta - Cawang	Jl. Dewi Sartika No. 292F RT 004 / RW 005 Kel. Cawang, Kec. Kramat Jati	Jakarta Timur
Jakarta Selatan	Jl. Ciputat Raya No. 1C RT 003 / RW 010 Kel. Kebayoran Lama Selatan Kec. Kebayoran Lama	Jakarta Selatan
Jakarta Selatan 2	Jl. Raya Pasar Minggu KM 18.2 RT 12 / RW 01 Kel. Pejanten Timur, Kec. Pasar Minggu	Jakarta Selatan
Jakarta - Corporate Leasing	Rukan Graha Cempaka Mas Blok A No. 31 Jl. Let. Jend. Suprpto Kel. Sumur Batu, Kec. Kemayoran	Jakarta Pusat



Banten		
Branch	Address	City / Regency
Tangerang	Jl. Imam Bonjol No. 279-281 RT 01 / RW 04, Kel. Bojong Jaya, Kel. Karawaci	Tangerang
Tangerang 2	Kompleks Balaraja Ultimate For Business Retail Ruko C No. 3A, Jl. Raya Serang Km. 24, RT 001 / RW 001 Desa Telagasari, Kec. Balaraja	Tangerang
Tangerang 3	Ruko Prabu Kian Santang No. 2 Jl. Prabu Kian Santang, RT 01 / RW 04 Kel. Sangiang Jaya, Kec. Periuk	Tangerang
Tangerang 6	Komp Green Village Ruko Ginza Blok A No 01 Jl. KH Hasyim Ashari, RT 002 RW 002, Kel. Nerotog, Kec. Pinang	Tangerang
Bintaro	Ruko Emerald Avenue I Blok EA – A36 CBD Emerald Jl. Boulevard Bintaro Jaya Sektor 9 Kel. Parigi Lama, Kec. Pondok Aren	Tangerang
Cikupa	Citra Raya Grand Boulevard Blok E1 No. 286-288 RT 03 / RW 03, Desa Ciakar, Kec. Panongan	Tangerang
Pamulang	South City Square Jl. Raya South City Barat No. B1-03 Kel. Pondok Cabe Udik, Kec. Pamulang	Tangerang
Cilegon	Jl. Ahmad Yani No. 135C RT 004 / RW 002 Kel. Sukmajaya, Kec. Jombang	Cilegon
Serang	Ruko Titan Arum Blok F Jl. Raya Cilegon Km 3 Legok RT 01 / RW 13 Desa Drangong, Kec. Taktakan	Serang
Serpong - Tangerang Selatan	BFI Tower Sunburst CBD Lot 1.2 Jl. Kapt. Soebijanto Djojohadikusumo, BSD City	Tangerang Selatan

West Java		
Branch	Address	City / Regency
Bandung	Jl. Soekarno Hatta No. 472 Kel. Batu Nunggal, Kec. Bandung Kidul	Bandung
Bandung - Lengkong	Jl. Lengkong Kecil No. 12B	Bandung
Bandung 3	Ruko Soreang Square Blok B No. 10 Jl. Raya Soreang Kel. Cingcin, Kec. Soreang	Bandung
Bandung 4	Kompleks Tritan Point Bandung Blok B5 No. 10, Jl. Jend. A.H. Nasution Kel. Cipadung Wetan, Kec. Panyileukan	Bandung
Bandung 5	Komplek Ruko Sentra Duta Blok D RT 005 / RW 006, Kel. Sarijadi, Kec. Sukasari	Bandung



Bandung 6	Istana Sudirman Square No. 12 Jl. Cijerah Raya, RT 01 / RW 05 Kel. Cibuntu, Kec. Bandung Kulon	Bandung
Bekasi	Kompleks Ruko Suncity Square Blok A No. 46-47, Jl. Mayor Hasibuan, Margajaya	Bekasi
Bekasi 2	Ruko Mega Boulevard Blok RV 2 No. 3A Jl. Harapan Indah Boulevard RT 10 / RW 08, Kel. Medan Satria, Kec. Medan Satria	Bekasi
Bekasi 3	Ruko Grand Galaxy City Blok RGK Boulevard Raya Jl. Pulo Sirih Utama No.628 RT 02 RW 19, Kel. Jaka Setia, Kec. Bekasi Selatan	Bekasi
Bekasi 4	Jl. Sultan Hasanudin No. 233 Desa Tambun, Kec. Tambun Selatan	Bekasi
Bekasi 5	Ruko Mall Ciputra Blok R.2 No. 18 Jl. Alternative, Kel. Jati Karya, Kec. Jati Sempurna	Bekasi
Bogor	Jl. Raya Tajur No. 118 E-F RT 001 / RW 006, Kel. Pakuan, Kec. Bogor Selatan	Bogor
Bogor 2	Ruko Taman Yasmin Sektor 6 Jl. Abdullah Bin Nuh No. 218, (Ring Road Bogor Utara) Kel. Curugmekar, Kec. Bogor Barat	Bogor
Cibinong	Cibinong City Centre A-30 Jl. Tegar Beriman I, RT 05 / RW 12, Kel. Pakansari, Kec. Cibinong	Bogor
Cikampek	Ruko Sudirman Center Blok A No. 6 Jl. Jenderal Sudirman No. 100, Desa Pucung, Kec. Kotabaru	Karawang
Cikarang	Ruko Golden Boulevard Blok CC.5 No. 3A, Jl. Niaga Raya, Jababeka 2 Kel. Pasir Sari, Kec. Cikarang Selatan	Cikarang
Cimahi	Jl. Jend. Amirmachmud No. 572 RT 002 / RW 001, Kel. Padasuka, Kec. Cimahi Tengah	Cimahi
Cirebon	Jl. Tuparev No. 115A Ds. Kertawinangun, Kec. Kedawung	Cirebon
Cirebon 2	Jl. Prabu Kiansantang RT 001 / RW 08, Desa Sukadana, Kec. Pabuaran	Cirebon
Cirebon 3	Jl. Rd. Dewi Sartika, Blok Palsanga RT 005 / RW 006, Kel. Kenanga, Kec. Sumber	Cirebon
Depok	Ruko Margonda Residen No. 12A-14 Jl. Margonda Raya Kav. 461	Depok
Depok 2	Ruko Galeria Sawangan Blok A No. 10 Jl. Raya Sawangan, RT 03 / RW 05 Kel. Rangkapan Jasa, Kec. Pancoran Mas	Depok
Garut	Jl. Cikuray No. 72C RT 05 / RW 06, Kel. Regol, Kec. Garut Kota	Garut
Indramayu	Jl. Raya Sleman No. 3B RT 01 / RW 03, Desa Sleman Lor, Kec. Sliyeg	Indramayu



Karawang	Jl. Jend. Ahmad Yani No. 73 Bypass RT 04 / RW 12, Karangpawitan Karawang Barat	Karawang
Kuningan	Jl. RE Martadinata 53A Cijoho	Kuningan
Majalengka	Jl. K.H. Abdul Halim No. 104 Kel. Majalengka Kulon, Kec. Majalengka	Majalengka
Purwakarta	Jl. Veteran / Terusan Ibrahim Singadilaga Ruko No. 5-6, Kel. Nagrikaler	Purwakarta
Subang	Jl. Kapten Hanafiah Blok B No. 4 RT 98 / RW 97, Kel. Karanganyar, Kec. Subang	Subang
Sukabumi	Jl. Brawijaya No. 4 RT 02 / RW 12, Kel. Sriwidari, Kec. Gunung Puyuh	Sukabumi
Tasikmalaya	Kompleks Pertokoan Plaza Asia Blok B No. 12A, Jl. H.Z. Mustofa	Tasikmalaya

Central Java

Branch	Address	City / Regency
Semarang	Ruko Mataram Plaza Blok D No. 03 Jl. M.T Haryono	Semarang
Semarang 2	Jl. Taman Setiabudi Rukan A-8 RT 01 / RW 18, Kel. Sronol Wetan, Kec. Banyumanik	Semarang
Semarang 3	Jl. Raya Kudungmundu RT 01 / RW 25, Kel. Sedangmulyo, Kec. Tembalang	Semarang
Banjarnegara	Jl. S. Parman No. 28 RT 01 / RW 04, Kel. Parakancangah, Kec. Banjarnegara	Banjarnegara
Cilacap	Ruko Dualima Jaya No. 7 Jl. Suprpto, RT 02 / RW 02 Kel. Sidanegara, Kec. Cilacap Tengah	Cilacap
Grobogan	Ruko The Grand City Blok E Jl. Letjen R. Suprpto No. 61-63, Purwodadi	Grobogan
Jejara	Jl. Pemuda No. 1A RT 03 / RW 04, Kel. Potroyudan, Kec. Jejara	Jejara
Kebumen	Perum Graha Mahardika 2 Jl. Kutoarjo D3, Kel. Selang, Kec. Kebumen	Kebumen
Kendal	Jl. Raya Soekarno Hatta No.57 RT 025 RW 08, Kel. Ketapang, Kec. Kendal	Kendal
Klaten	Jl. Veteran No. 256A Kel. Bareng Lor, Kec. Klaten Utara	Klaten
Kudus	Ruko Bitingan Indah (Panjunan) Jl. Ahmad Yani, B 07 - B 08 Kel. Panjunan, Kec. Kota Kudus	Kudus
Magelang	Ruko Metro Square F6 Jl. Mayjen Bambang Soegeng, Mertoyudan	Magelang
Pati	Jl. Setia Budi No. 21E-21F RT 06/RW 01, Kel. Pati Wetan, Kec. Pati	Pati



Pekalongan	Jl. R.A Kartini No 8 RT 01 RW 04, Kel. Kauman, Kec. Pekalongan Timur	Pekalongan
Pemalang	Komplek Ruko Sapphire Residence Blok B No. 7 Jl. Perintis Kemerdekaan, Kel. Beji, Kec. Taman	Pemalang
Purwokerto - Banyumas	Jl. Gerliya Timur No. 35 Ruko No. 3 Kel. Teluk, Kec. Purwokerto Selatan	Purwokerto
Rembang	Jl. Pemuda No. 3B	Rembang
Salatiga	Ruko Wijaya Square Blok A3 Jl. Diponegoro, RT 02 / RW 05, Sidorejo Lor	Salatiga
Solo	Jl. R.M. Said No. 160C RT 2 / RW 3, Kel. Punggawan, Kec. Banjarsari	Surakarta
Solo 2	Jl. Raya Solo Permai HD 03 Solo Baru	Sukoharjo
Sragen	Ruko Harlin Sragen Blok B-1 Jl. Raya Sukowati, Kel. Sine, Kec. Sragen	Sragen
Tegal	Ruko Nirmala Estate No. 3-4 Jl. Yos Sudarso No. 20, Kel. Mintaragen, Kec. Tegal Timur	Tegal
Wonogiri	Jl. RM Said No. 19C Kel. Singodutan, Kec. Selogiri	Wonogiri

Yogyakarta Special Region

Branch	Address	City / Regency
Yogyakarta	Ruko Monjali Permai Kav. 2 Jl. Monjali Sinduadi Mlati, Sleman	Yogyakarta
Yogyakarta 2	Jl. Gedongkuning No. 110, RT 35 Kel. Rejowinangun, Kec. Kota Gede	Yogyakarta

East Java

Branch	Address	City / Regency
Surabaya	Jl. Ngagel Jaya 39	Surabaya
Surabaya 2	Jl. Patimura no 14 RT 06 RW 06, Kel. Sonokwijenan, Kec Sukomanunggal	Surabaya
Surabaya 3	Jl. Soka 21C RT 004 / RW 007, Kel. Tambaksari, Kec. Tambaksari	Surabaya
Surabaya 4	Jl. Dupak 63 – B6 Kel. Gundih, Kec. Bubutan	Surabaya
Banyuwangi	Jl. S. Parman No. 131D Kel. Kalirejo, Kec. Kabat	Banyuwangi
Blitar	Jl. Lawu RT 02 / RW 02 Kel. Kauman, Kec. Kepanjen Kidul	Blitar
Bojonegoro	Jl. M.H. Thamrin 103	Bojonegoro



Gresik	Ruko Green Garden Blok A-2 Jl. Dr. Wahidin No. 3-4, Desa Dahanrejo, Kec. Kebomas	Gresik
Gresik 2	Komplek Ruko Gading Mutiara Blok AA No. 7 Jl. Raya Kepatihan, Kel. Kepatihan, Kec. Menganti	Gresik
Jember	Jl. Diponegoro No. 32, Ruko 32B Kel. Jember Kidul, Kec. Kaliwates	Jember
Jombang	Jl. K.H. Wahid Hasyim No. 19 RT 001 / RW 001, Kel. Jombang, Kec. Jombang	Jombang
Kediri	Kompleks Pertokoan Hayam Wuruk Trade Center Blok C No. 7-8 Jl. Hayam Wuruk	Kediri
Lamongan	Jl. Basuki Rahmat No. 203 Kel. Sukomulyo, Kec. Lamongan	Lamongan
Madiun	Jl. Serayu Timur No. 144 RT 043 / RW 015, Kel. Pandean, Kec. Taman	Madiun
Malang	Jl. Tumenggung Suryo No. 27 RT 05 / RW 14, Kel. Purwantoro, Kec. Blimbing	Malang
Malang 2	Jl. Ahmad Yani No. 8 Ruko Kepanjen Business Center A11-A12 Kel. Ardirejo, Kec. Kepanjen	Malang
Malang 3	Jl. Panglima Sudirman No. 148 Kav. E-E1 RT 003 / RW 007, Kel. Pagentan, Kec. Singosari	Malang
Mojokerto	Ruko Kranggan Permai Blok A05-06 Jl. Pahlawan	Mojokerto
Nganjuk	Jl. Gatot Subroto No. 29 RT 03 / RW 04, Kel. Kauman, Kec. Nganjuk	Nganjuk
Pandaan	Ruko Pandaan Central Business Kav. A3-A5 Jl. Raya Bypass Pandaan RT 01 / RW 014, Desa Karangjati, Kec. Pandaan	Pasuruan
Pasuruan	Jl. Panglima Sudirman No. 40A Kel. Purworejo, Kec. Purworejo	Pasuruan
Ponorogo	Jl. Soekarno Hatta No. 238 Kel. Banyudono, Kec. Ponorogo	Ponorogo
Probolinggo	Jl. Panglima Sudirman No. 188 RT 04 / RW 06, Kel. Jati, Kec. Mayangan	Probolinggo
Sidoarjo	Kompleks Ruko Gateway No. C1 - C2 Jl. Raya Waru (Aloha), Desa Sawotratap, Kec. Gedangan	Sidoarjo
Sidoarjo 2	Jl. Mojopahit No. 32B - 32C Kel. Sidorake, Kec. Sidoarjo	Sidoarjo



Sidoarjo 3	Ruko La Diva Junction No. 369-370 Jl. Gubernur Sunandar No. 136-138 RT 01 / RW 01, Kel. Sidomulyo, Kec. Krian	Sidoarjo
Tuban	Jl. Letda Sucipto No. 5A, Perbon	Tuban
Tulungagung	Jl. W.R. Supratman No. 103 Kel. Kenayan, Kec. Tulungagung	Tulungagung

Bali

Branch	Address	City / Regency
Denpasar	Jl. Gatot Subroto No. 463, Desa Padangsabian Kaja Kec. Denpasar Barat	Denpasar
Denpasar - Sudirman	Kompleks Sudirman Agung Blok C No. 8 Jl. PB. Sudirman	Denpasar
Denpasar 3	Kompleks Imam Bonjol Square 555B Blok A 8-9 Jl. Imam Bonjol Desa Pemecutan Klod, Denpasar Barat	Denpasar
Buleleng	Jl. A. Yani No. 85C Kel. Kaliuntu, Kec. Buleleng	Buleleng
Gianyar	Jl. Ciung Wanara No. 17 Lingkungan Candi Baru, Kel. Gianyar, Kec. Gianyar	Gianyar
Tabanan	Jl. Ir. Soekarno Kel. Banjar Anyar, Kec. Kediri	Tabanan

West Nusa Tenggara

Branch	Address	City / Regency
Mataram	Jl. Brawijaya No. 22 - 24 RT. 02, Lingk.Karang Kelebut Kel. Cakranegara Selatan, Kec. Cakranegara	Mataram
Lombok Barat	Jl. Raya Dr. Sutomo No. 1A Ds. Bekele, Kec. Gerung	Lombok Barat
Manggarai	Jl. Wae Ces RT 004 / RW 02 Kel. Mbaumuku, Kec. Langke Rembong	Manggarai
Sumbawa	Jl. Diponegoro No. 63 RT 002 / RW 010, Kel. Bugis, Kec. Sumbawa	Sumbawa

East Nusa Tenggara

Branch	Address	City / Regency
Kupang	Jl. Frans Seda Blok G RT 042 / RW 013 Kel. Fatululi, Kec. Oebobo	Kupang



Sumatra		
North Sumatra		
Branch	Address	City / Regency
Medan	Jl. Ir. H. Juanda No. 26, Lingkungan IV Kel. Sukadamai, Kec. Medan Polonia	Medan
Medan 2	Jl. Bambu II No. 67 B-C Kel. Durian, Kec. Medan Timur	Medan
Asahan	Jl. Sisingamangaraja No. 73 Kel./Ds. Kisaran Timur, Kec. Kota Kisaran Timur	Asahan
Binjai	Kompleks Ruko Surya Permai Jl. T. Amir Hamzah No. 1L	Binjai
Deli Serdang	Jl. K.H. Ahmad Dahlan No. 79 Kel. Lubuk Pakam, Kec. Lubuk Pakam	Deli Serdang
Karo	Jl. Veteran No. 57A Kel. Kampung Dalam, Kec. Kabanjahe	Karo
Rantauprapat	Jl. Ahmad Yani No. 104 A-B Labuhan Batu	Rantauprapat
Padangsidempuan	Jl. Sudirman No. 8F Kel. Losung Batu, Kec. Padangsidempuan Utara	Padangsidempuan
Pematangsiantar	Kompleks Megaland Blok N No. 10 Jl. Sangnawaluh Kel. Siopat Hulu, Kec. Siantar Timur	Pematangsiantar
Riau		
Branch	Address	City / Regency
Pekanbaru	Jl. Soekarno Hatta No. 88 Kel. Delima, Kec. Tampan	Pekanbaru
Pekanbaru 3	Jl. Setiabudi No. 89-89A	Pekanbaru
Pekanbaru 5	Jl. H. Imam Munandar No. 341A RT 04 / RW 13, Kel. Tangkerang Utara, Kec. Bukit Raya	Pekanbaru
Air Molek - Indragiri Hulu	Jl. Jend. Sudirman RT 02 / RW 01, Kel. Kembang Harum, Kec. Pasir Penyu	Indragiri Hulu
Bagan Batu	Jl. Jendral Sudirman Kel. Bagan Batu, Kec. Bagan Sinembah	Rokan Hilir
Dumai	Jl. Sultan Hasanuddin RT 14 / RW 00, Kel. Rimba Sekampung, Kec. Dumai Kota	Dumai
Pelalawan	Jl. Maharaja Indah RT 001 / RW 009, Pangkalan Kerinci Kota, Pangkalan Kerinci	Pelalawan
Ujung Batu	Jl. Sudirman Desa Ujung Batu Timur, Kec. Ujung Batu	Rokan Hulu



Riau Islands		
Branch	Address	City / Regency
Tanjung Pinang	Jl. D.I. Panjaitan Km. 08 Kel. Air Raja, Kec. Tanjung Pinang Timur	Tanjung Pinang
Batam	Komplek King Business Center Blok B2 No. 9 &10 Jl. Raja Isa Batam Center, Kel. Belian, Kec. Batam Kota	Batam
Batam 2	Komplek Mahkota Raya Blok B No. 11 Kel. Teluk Tereng, Kec. Batam Kota	Batam
Karimun	Jl. Ahmad Yani, RT 005 / RW 001 Kel. Sungai Lakam, Kec. Karimun	Karimun

West Sumatra		
Branch	Address	City / Regency
Padang	Jl. Khatib Sulaiman No. 63 D-E Kel. Lolong Belanti, Kec. Padang Utara	Padang
Bukittinggi	Jl. Raya Kapas Panji No. 49B Jambu Air Nagari Taluak IV Suku, Kec. Banuhampu, Agam	Bukittinggi
Dharmasraya	Jl. Lintas Sumatera Jorong Pasar Koto Baru	Dharmasraya
Pasaman Barat	Jl. Lintas Simpang Empat Manggopo 2 KM Kompleks Gunung Tulas Lintang Selatan Jorong Simpang Empat Kenagarian Lingkuang Aua, Kec. Pasaman	Pasaman Barat

Jambi		
Branch	Address	City / Regency
Jambi	Jl. Prof. M. Yamin S.H. No. 65-66 RT 29, Kel. Lebak Bandung, Kec. Jelutung	Jambi
Muara Bungo	Jl. Sudirman No. 45-46 RT 003 / RW 001 Kel. Pasir Putih, Kec. Rimbo Tengah	Muara Bungo
Muaro Jambi	Jl. Lintas Timur, RT 16 / RW 02 Kel. Sengeti, Kec. Sekernan	Muaro Jambi
Rimbo Bujang	Jl. Pahlawan No. 3 Kel. Wirotho Agung, Kec. Rimbo Bujang, Tebo	Rimbo Bujang
Sarolangun	Jl. Lintas Sumatera Pasar Sarolangun No. 17 RT 06, Kel. Sukasari, Kec. Sarolangun	Sarolangun

**Bengkulu**

Branch	Address	City / Regency
Bengkulu	Jl. Danau No. 08 Kel. Dusun Besar, Kec. Singaran Pati	Bengkulu

South Sumatra

Branch	Address	City / Regency
Palembang	Kompleks Ruko Rajawali No. B3-B4, RT 016 / RW 012 Kel. 9 Ilir, Kec. Ilir Timur II	Palembang
Palembang 2	Jl. Sultan Mahmud Badaruddin II No. 5 RT 20 / RW 04, Kel. Alang-Alang Lebar, Kec. Alang-Alang Lebar	Palembang
Baturaja	Jl. Dr. Moh. Hatta, RT 04 / RW 04 Kel. Sukaraya, Kec. Baturaja Timur, Ogan Komering Ulu (OKU)	Baturaja
Lahat	Jl. Kolonel Burlian No. 95 RT 09 / RW 03, Kel. Bandar Agung, Kec. Lahat	Lahat
Lubuklinggau	Jl. Yos Sudarso No. 48, RT 003 Kel. Batu Urip Taba, Kec. Lubuklinggau Timur I	Lubuklinggau
Pangkalan Balai	Jl. Merdeka No. 2E RT 11 / RW 04, Kel. Pangkalan Balai, Kec. Banyuasin III	Banyuasin
Prabumulih	Jl. Jend. Sudirman No. 10 Kel. Muara Dua, Kec. Prabumulih Timur	Prabumulih

Bangka Belitung Islands

Branch	Address	City / Regency
Pangkal Pinang	Kompleks Bangka Square (Ruko No. 2) Jl. Raya Koba Km. 5 No. 17, Kec. Pangkalan Baru	Bangka Tengah
Belitung	Jl. Jend. Sudirman No. 32B RT 09 / RW 04, Kel. Pangkal Lalang, Kec. Tanjung Pandan	Belitung

Lampung

Branch	Address	City / Regency
Bandar Lampung	Jl. Gajah Mada No. 55 Kota Baru, Tanjung Karang Timur	Bandar Lampung
Bandar Jaya	Jl. Proklamator Raya No. 28-29 Kec. Terbanggi Besar, Bandar Jaya	Lampung Tengah
Metro	Jl. Jend. Sudirman No. 282 Kel. Imopuro, Kec. Metro Pusat	Metro
Pringsewu	Jl. A. Yani, RT 012 / RW 01 Kel. Pringsewu Utara, Kec. Pringsewu	Pringsewu
Tulang Bawang	Jl. Lintas Timur Sumatera Kel. Dwi Warga Tunggal Jaya, Kec. Banjar Agung	Tulang Bawang



Kalimantan

West Kalimantan

Branch	Address	City / Regency
Pontianak	Jl. M. Sohor No. 45 Blok E-F RT 05 / RW 02, Kel. Akcaya, Kec. Pontianak Selatan	Pontianak
Ketapang	Jl. D.I. Panjaitan No. B16 Kel. Sukaharja, Kec. Delta Pawan	Ketapang
Sanggau	Jl. Jenderal Sudirman No. 23 RT 22 / RW 08, Kel. Beringin, Kec. Kapuas	Sanggau
Sintang	Komplek Pertokoan Golden Square Jl. Lintas Melawi No. E6 RT 003 / RW 001, Kel. Ladang, Kec. Sintang	Sintang

Central Kalimantan

Branch	Address	City / Regency
Palangkaraya	Jl. RTA Milono Km. 3,5 No. 6-7 Kel. Menteng, Kec. Jekan Raya	Palangkaraya
Pangkalan Bun	Jl. Pasanah (Kawitan 1), RT 23 Sidorejo	Pangkalan Bun
Sampit	Jl. Jendral Sudirman Km. 1,5 No. 19 RT 43 / RW 08 Kel. Mentawa Baru Hulu, Kec. Mentawa Baru Ketapang Kotawaringin Timur	Sampit

South Kalimantan

Branch	Address	City / Regency
Banjarmasin	Jl. A. Yani Km. 7,8 No. 30 Kertak Hanyar, Kab. Banjar	Banjarmasin
Banjarbaru	Jl. Ahmad Yani Km. 34,500 RT 003 / RW 002, Kel. Komet, Kec. Banjarbaru Utara	Banjarbaru
Barito Kuala	Jl. Trans Kalimantan No. 70 RT 022 / RW 002, Kel. Berangas Timur, Kec. Alalak	Barito Kuala
Hulu Sungai Tengah	Jl. Bridgen H. Hasan Basry RT 001 / RW 00, Kel. Barabai Barat, Kec. Barabai	Hulu Sungai Tengah
Tanah Bumbu	Jl. Raya Batulicin, RT 3 / RW 1 Desa Sejahtera, Kampung Baru - Simpang Empat	Tanah Bumbu
Tanjung	Jl. Ahmad Yani RT II Mabu'un Murung Puduk, Tabalong	Tanjung

**East Kalimantan**

Branch	Address	City / Regency
Samarinda	Jl. D.I. Panjaitan, Ruko No. 5-6	Samarinda
Samarinda 2 Seberang	Jl. Bung Tomo, RT 09 Kel. Sungai Keledang, Kec. Samarinda Seberang	Samarinda
Balikpapan	Jl. Jend. Sudirman No. 14/295, RT 06 Kel. Damai, Kec. Balikpapan Selatan	Balikpapan
Balikpapan 2	Jl. Soekarno Hatta Km. 25 No. 35D RT 082 / RW 000, Kel. Batu Ampar, Kec. Balikpapan Utara	Balikpapan
Berau	Jl. Pemuda, RT 09 Kel. Tanjung Redep, Kec. Tanjung Redep	Berau
Bontang	Ruko Primagama Jl. Bhayangkara Km. 6 No. 16F	Bontang
Paser	Jl. Modang Rt 007 RW 02 Kel. Tanah Grogot, Kec. Tanah Grogot	Paser
Penajam Paser Utara	Jl. Propinsi, RT 007, Km.18 Kel. Petung, Kec. Penajam	Penajam Paser Utara
Sengata	Jl. A.W. Syahrani, RT 04 / RW 01 Kel. Teluk Lingga, Kec. Sengata Utara	Kutai Timur
Tenggarong	Jl. Patin No. 99B, Tenggarong	Kutai Kartanegara

North Kalimantan

Branch	Address	City / Regency
Bulungan	Jl. Durian No. 87, RT 41 / RW 05 Kel. Tanjung Selor Ilir, Kec. Tanjung Selor	Bulungan
Tarakan	Jl. Gajah Mada No. 75 Kel. Karang Anyar Pantai	Tarakan

Sulawesi**North Sulawesi**

Branch	Address	City / Regency
Manado	Jl. Bethesda No. 18 Kel. Ranotana, Kec. Sario	Manado
Bitung	Jl. Wolter Monginsidi No. 45 Kel. Girian Bawah, Kec. Girian	Bitung
Bolaang Mongondow Utara	Jl. Trans Sulawesi Desa Bolang Itang Induk No. 26, Kec. Bolang Itang Barat	Bolaang Mongondow Utara
Kotamobagu	Jl. Brigjen Katamso, Kel. Kotobangun	Kotamobagu
Minahasa Selatan	Lingkungan IV Kel. Uwuran I, Kec. Amurang	Minahasa Selatan
Tahuna - Kepulauan Sangihe	Jl. Raramenusu Kel. Sawang Bendar, Lingkungan III	Tahuna
Tomohon	Jl. Samratulangi Lingkungan VI Kel. Manata 3, Kec. Tomohon Tengah	Tomohon



Gorontalo		
Branch	Address	City / Regency
Gorontalo	Jl. Agus Salim No. 290 Kel. Wumialo, Kec. Kota Tengah	Gorontalo
Marisa	Graha Arwana, Jl. Trans Sulawesi Kel. Buntulia Selatan, Kec. Duhiada	Pohuwato

West Sulawesi		
Branch	Address	City / Regency
Mamuju	Jl. Diponegoro Ruko No. 2 Kel. Karema, Kec. Mamuju	Mamuju
Mamuju Utara	Jl. Ir. Soekarno Kel. Pasangkayu, Kec. Pasangkayu	Mamuju Utara
Polewali Mandar	Jl. H. Andi Depu, Ruko Taman Asri No. 1 Kel. Takkatidung, Kec. Polewali	Polewali Mandar

Central Sulawesi		
Branch	Address	City / Regency
Palu	Ruko Moh. Hatta Center Jl. Dr. Moh. Hatta No. 21 D-E RT 11 / RW 03 Kel. Besusu Tengah, Kec. Palu Timur	Palu
Kotaraya	Jl. I Gusti Ngurah Rai Desa Kotaraya, Kec. Mepanga	Parigi Moutong
Luwuk	Jl. Yos Sudarso No. 15 Kel. Karaton, Kec. Luwuk	Banggai
Parigi Moutong	Jl. Trans Sulawesi Kel. Bantaya, Kec. Parigi	Parigi Moutong
Poso	Jl. Pulau Sumba No. 7 Kel. Gebangrejo, Kec. Poso Kota	Poso
Tolitoli	Jl. Magamu No. 63 Kel. Baru, Kec. Baolan	Tolitoli

**South Sulawesi**

Branch	Address	City / Regency
Makassar	Jl. Hertasning Baru (Aeropala) No. 98 Kel. Karunrung, Kec. Rappocini	Makassar
Makassar 2	Jl. Kima Raya 2 No. A20 Kel. Daya, Kec. Biringkanaya	
Makassar 3	Jl. Cendrawasih No. 69C RT 02 / RW 03 Kel. Mario, Kec. Mariso	Makassar
Bone	Jl. Ahmad Yani Kel. Jeppee, Kec. Tanete Riattang Barat	Bone
Bulukumba	Jl. Samratulangi, Dusun Lajae Desa Polewali, Kec. Gantarang	Bulukumba
Gowa	Kompleks Yasmin Square No. YS 8 Jl. Tumanurung Raya Kel. Pandang-Pandang, Kec. Somba Opu	Gowa
Luwu Timur	Jl. Trans Sulawesi Desa Beringin Jaya, Kec. Tomoni	Luwu Timur
Luwu Utara	Jl. Ahmad Yani No. 76, RT 1 / RW 1 Kel. Kappuna, Kec. Masamba	Luwu Utara
Palopo	Jl. Kelapa, Kel. Dangerakko Kec. Wara	Palopo
Parepare	Ruko Pelangi No. 1 Jl. Sultan Hasanuddin Kel. Ujung Sabbang, Kec. Ujung	Parepare
Toraja	Jl. Poros Makale - Rantepao No. 474A Kel. Tambunan, Kec. Makale Utara	Tana Toraja

Southeast Sulawesi

Branch	Address	City / Regency
Kendari	Jl. Brigjend. Moh. Yunus Bypass	Kendari
Bau-Bau	Jl. Bataraguru No. 39 Kel. Wajo, Kec. Murhum	Bau-Bau
Kolaka	Jl. Dr. Sutomo No. 51 Kel. Lamokato, Kec. Kolaka	Kolaka
Konawe	Jl. Sapati No. 15D Kel. Tumpas, Kec. Unaha	Konawe



Maluku & Papua

Maluku		
Branch	Address	City / Regency
Ambon	Perumahan Citraland The Arkade, Blok 06-07 Jl. Wolter Monginsidi, Kel. Lateri, Kec. Bagualan	Ambon
Maluku Tengah	Jl. Abdullah Soulissa No. 20, RT 02 / RW 03 Kel. Namaelo, Kec. Kota Masohi	Maluku Tengah

North Maluku		
Branch	Address	City / Regency
Ternate	Jl. Stadion No. 36, RT 01 / RW 01 Kel. Kampung Pisang, Kec. Kota Ternate Tengah	Ternate
Tobelo	Jl. Kemakmuran Desa Rawajaya, Kec. Tobelo	Halmahera Utara

West Papua		
Branch	Address	City / Regency
Manokwari	Jl. Trikora Wosi, Ruko No. 3 RT 003 / RW 007 Kel. Wosi, Kec. Manokwari Barat	Manokwari
Sorong	Jl. Basuki Rahmat Km. 9,5 Kel. Remu Selatan	Sorong

Papua		
Branch	Address	City / Regency
Jayapura	Komplek Ruko No. 11 & 12 Jl. Amphibi Hamadi Kel. Argapura, Kec. Jayapura Selatan	Jayapura
Biak Numfor	Jl. Selat Sunda No. 07, Fandoi, Biak	Biak Numfor
Merauke	Ruko Parako No. 03 Jl. Parakomando, RT 001 / RW 001 Kel. Mandala, Kec. Merauke	Merauke
Nabire	Jl. Merdeka No. 69 Kel. Karang Mulia, Kec. Nabire	Nabire



Kiosk

Java, Bali & Nusa Tenggara		
Jakarta Special Region		
Kiosk	Address	City / Regency
Cakung	Jl. Raya Penggilingan, RT 03 / RW 07 Kel. Penggilingan, Kec. Cakung	Jakarta Timur
Matraman	Galur Sari Raya No. 26A Blok R RT 02 / RW 01 Kel. Utan Kayu Selatan, Kec. Matraman	Jakarta Timur
Pademangan	Jl. Pademangan III Gg. 18 No. 249B RT 07 / RW 07 Kel. Pademangan Timur, Kec. Pademangan	Jakarta Utara
Tebet	Gedung Regatama Blok A No. 106 Jl. Pariaman Kel. Manggarai, Kec. Tebet	Jakarta Selatan
Banten		
Kiosk	Address	City / Regency
Batuceper	Jl. Raya Poris Indah RT 02 / RW 03 Kel. Poris Indah, Kec. Batuceper	Tangerang
Jatiuwung	Jl. Raya Gatot Subroto Kp. Jatake, RT 006 / RW 002 Kel. Jatake, Kec. Jatiuwung	Tangerang
Karawaci	Jl. Mendut Raya Blok CC No. 19 Taman Borobudur 2 Perumnas II	Tangerang
Sepatan	Ruko Tangerang Golden City Blok R2 No. 9 Jl. Raya Mauk Km. 10 Kel. Sepatan, Kec. Sepatan	Tangerang
Ciputat Timur	Jl. W.R. Supratman No. 3 RT 01 / RW 08 Kel. Cempaka Putih, Kec. Ciputat Timur	Tangerang Selatan
Serpong 2	Jl. Raya Ciater, RT 002 / RW 009 Kel. Rawa Mekar Jaya, Kec. Serpong	Tangerang Selatan
Serpong Utara	Jl. Jelumpang Raya RT 003 / RW 002, Kp. Buaran Kel. Lengkong Karya, Kec. Serpong Utara	Tangerang Selatan
West Java		
Kiosk	Address	City / Regency
Cicendo	Jl. Sukaraja II No. 190 RT 01 / RW 06 Kel. Sukaraja, Kec. Cicendo	Bandung



Ciparay	Jl. Raya Laswi Kp. Sukapura, RT 005 / RW 014 Desa Bumiwangi, Kec. Ciparay	Bandung
Ciwidey	Kp. Sukasari, RT 02 / RW 20 Desa Ciwidey, Kec. Ciwidey	Bandung
Katapang	Jl. Terusan Kopo No. 10 Ds. Cilampeni, Kec. Katapang	Bandung
Kiaracondong	Jl. Babakan Sari I No. 147 RT 10 / RW 11 Kel. Babakan Sari, Kec. Kiaracondong	Bandung
Padalarang	Jl. Raya Ciburuy, RT 03 / RW 17 Kel. Padalarang, Kec. Padalarang	Bandung Barat
Bantar Gebang	Ruko Persada Blok B19 Jl. Raya Narogong Km. 10 RT 03 / RW 09 Kel. Bantar Gebang, Kec. Bantar Gebang	Bekasi
Bekasi Barat	Jl. Panjang, RT 04 / RW 06B Kel. Jakasampurna, Kec. Bekasi Barat	Bekasi
Bekasi Timur	Jl. Pahlawan, RT 001 / RW 02 Kel. Aren Jaya, Kec. Bekasi Timur	Bekasi
Jatiasih	Jl. Raya Jatiasih No. 36A Kp. Kebantenan, RT 005 / RW 010 Kel. Jatiasih, Kec. Jatiasih	Bekasi
Karang Bahagia	Kp. Sukamantri RT 06 / RW 01 Desa Sukaraya, Kec. Karang Bahagia	Bekasi
Pondok Gede	Jl. Cempaka 2 No. 19 RT 06 / RW 01, Kel. Jatibening, Kec. Pondok Gede	Bekasi
Serang Baru	Jl. Raya Serang Cibusah Kp. Pasirandu, RT 07 / RW 04 Desa Sukasari, Kec. Serang Baru	Bekasi
Jatisampurna	Jl. Kranggan Raya No. 48 RT 001 / RW 010, Kp. Kranggan Kulon Kel. Jatiraden, Kec. Jati Sampurna	Bekasi
Setu	Dusun Pasirangin, RT 001 / RW 003 Kel. Pasir Angin, Kec. Cileungsi	Bogor
Bogor Utara	Jl. Mandala Simpang Pomad No. 1 RT 005 / RW 002, Kel. Ciparigi, Kec. Bogor Utara	Bogor
Bojong Gede	Gelongsong Tengah RT 04 / RW 07 Kel. Kedungwaringin, Kec. Bojonggede	Bogor
Gunung Putri	Jl. Pertigaan Mercedes Kp. Poncol, RT 003 / RW 002 Kel. Tlajung Udik, Kec. Gunung Putri	Bogor



Parung	Jl. Raya Parung No. 667 Kel. Parung, Kec. Parung	Bogor
Cimanggis	Jl. Pekapuran, RT 01 / RW 05 Kel. Curug, Kec. Cimanggis	Depok
Limo	Jl. Limo Raya Blok Kramat, RT 03 / RW 05 Kel. Limo, Kec. Limo	Depok
Karangmalang	Jl. Pasar Baru Blok G No. 18 Jangkar Mas Residence, RT 17 / RW 02 Kel. Karangmalang, Kec. Indramayu	Indramayu
Rengasdengklok	Jl. Proklamasi, RT 02 / RW 06 Kel. Amansari, Kec. Rengasdengklok	Karawang
Klari	Perumahan Puri Kosambi Blok B No. 4 Ds. Duren, Kec. Klari	Karawang
Talaga	Jl. Banjar Layungan RT 08 / RW 02, Kel. Talaga Wetan, Kec. Talaga	Majalengka

Central Java

Kiosk	Address	City / Regency
Ngaliyan	Jl. Untung Suropati Kav. 1219 Blok A5 RT 09 / RW 04, Kel. Kalipancur, Kec. Ngaliyan	Semarang
Ungaran	Jl. Sutoyo No. 57 Kel. Sidomulyo, Kec. Ungaran Timur	Semarang
Blora	Jl. Pemuda No. 71 RT 002 / RW 001, Kel. Kedung Jenar, Kec. Blora	Blora
Boyolali	Jl. Pandanaran No. 127 Kp. Koplak, RT 03 / RW 06 Kel. Siswodipuran, Kec. Boyolali	Boyolali
Mayong	Kompleks Ruko Atthoyibah No. 2 Jl. Kudus, RT 3 / RW 2, Pelemkerep, Kec. Mayong	Jepara
Tasikmadu	Jl. Lawu No. 196 RT 07 / RW 10, Kel. Papahan, Kec. Tasikmadu	Karanganyar
Kartasura	Jl. Adi Sumarmo No. 73 RT 01 / RW 03, Ngabeyan, Kartasura	Sukoharjo
Sukoharjo	Jl. Slamet Riyadi No. 22, RT 22 Gayam	Sukoharjo

Yogyakarta Special Region

Kiosk	Address	City / Regency
Triharjo	Jl. Dr. Rajimin Dusun Paten, RT 01 / RW 04 Kel. Tridadi, Kec. Sleman	Sleman
Kalasan	Jl. Keniten, RT 05 / RW 02 Kel. Taman Martani, Kec. Kalasan	Sleman



East Java		
Kiosk	Address	City / Regency
Gunung Anyar	Jl. Kyai Abdul Karim No. 67 RT 01 / RW 04 Kel. Rungkut Menanggal, Kec. Gunung Anyar	Surabaya
Tenggiling Mejoyo	Jl. Kutisari Selatan No. 110 RT 04 / RW 03 Kel. Kutisari, Kec. Tenggiling Mejoyo	Surabaya
Wiyung	Jl. Menganti Wiyung 121 RT 01 / RW 04 Kel. Wiyung, Kec. Wiyung	Surabaya
Wonokromo	Jl. Ciliwung No. 34-A Kel. Darmo, Kec. Wonokromo	Surabaya
Palang	Jl. Raya Tuban Gresik Dusun Sidorejo, RT 02 / RW 03 Desa Glodog, Kec. Palang	Tuban
Rogojampi	Jl. Jember - Banyuwangi Dusun Karangsari RT 01, RW 01 Ds. Kedaleman, Kec. Rogojampi	Banyuwangi
Wlingi	Jl. Gajah Mada No. 39 RT 02 / RW 04 Kel. Wlingi, Kec. Wlingi	Blitar
Srengat	Jl. Mastrip No. 22F Kel. Srengat, Kec. Srengat	Blitar
Driyorejo	Jl. Raya Driyorejo No. 127 Kel. Driyorejo	Gresik
Kedamean	Jl. Raya Kedamean Dusun Watupasang, RT 12 / RW 05 Desa Kedamean, Kec. Kedamean	Gresik
Menganti	Jl. Raya Bringkang, RT 003 / RW 002 Kec. Menganti	Gresik
Ploso	Jl. Raya Ploso – Babat No. 09 Dusun Bawangan, RT 01 / RW 02 Desa Bawangan	Jombang
Ringinrejo	Jl. Raya Kediri Blitar No. 139 RT 02 / RW 01 Kel. Ringinrejo, Kec. Ringinrejo	Kediri
Gurah	Jl. Pemuda, RT 01 / RW 02 Kel. Gempolan, Kec. Gurah	Kediri
Beji	Ds. Sidowayah, RT 03 / RW 03 Kel. Sidowayah, Kec. Beji	Pasuruan
Porong	Jl. Bhayangkari, RT 12 / RW 04 Kel. Juwetkenongo, Kec. Porong	Sidoarjo



Taman	Jl. Raya Kletek No. 115A RT 012 / RW 006 Desa Kletek, Kec. Taman	Sidoarjo
Prambon	Jl. Raya, RT 09 / RW 02 Kel. Kedungwonokerto, Kec. Prambon	Sidoarjo
Babat	Jl. Raya Plaosan Nomor 22 Ds Plaosan, Kec. Babat	Lamongan

Bali

Kiosk	Address	City / Regency
Denpasar Timur	Jl. Padma, Br. Kelod Kangin Desa Penatih, Kec. Denpasar Timur	Denpasar
Kuta	Jl. Uluwatu Kelan Lingkungan Kelan Desa Kel. Tuban, Kec. Kuta	Badung
Ubud	Jl. Raya Andong No. 26 Desa Peliatan, Kec. Ubud	Gianyar

West Nusa Tenggara

Kiosk	Address	City / Regency
Narmada	Jl. Raya Ahmad Yani No. 68, RT 002 Desa Narmada, Kec. Narmada	Lombok Barat

Sumatra**North Sumatra**

Kiosk	Address	City / Regency
Medan Marelan	Jl. Marelan Raya No. 149, Link 12 Kel. Rengas Pulau, Kec. Medan Marelan	Medan
Medan Tuntungan	Jl. Flamboyan No. 27B Kel. Tanjung Selamat, Kec. Medan Tuntungan	Medan
Percut Sei Tuan	Jl. Besar Tembung No. 26 Dusun IX, RT 010 / RW 005 Kel. Bandar Klippa, Percut Sei Tuan	Deli Serdang
Tanjung Morawa	Jl. Perintis Kemerdekaan No. 488/8C Desa Tanjung Morawa B Kec. Tanjung Morawa	Deli Serdang
Stabat	Jl. Jend. Sudirman No. 46 Kel. Perdamaian, Kec. Stabat	Langkat
Pematang Bandar	Jl. Sangnawaluh Kel. Kerasaan I, Kec. Pematang Bandar	Simalungun



Riau		
Kiosk	Address	City / Regency
Marpoyan Damai	Jl. Kaharuddin Nasution No. 242A RT 001 / RW 008 Kel. Maharatu, Kec. Marpoyan Damai	Pekanbaru
Rumbai	Jl. Sembilang No. 9 RT 03 / RW 03 Kel. Lembah Sari	Pekanbaru
Tampan	Jl. Garuda Sakti Km. 15 Kel. Simpang Baru, Kec. Tampan	Pekanbaru
Tenayan Raya	Jl. Lintas Timur Km. 12 RT 003 / RW 001 Kel. Kulim, Kec. Tenayan Raya	Pekanbaru

Riau Islands		
Kiosk	Address	City / Regency
Bintan Timur	Jl. Perikanan No. 42 Kp. Kuala Lupur, Kel. Kijang Kota	Tanjung Pinang (Pulau Bintan / Bintan Island)
Sagulung	Kompleks Winner Bugis Junction Blok A1 No. 12 Jl. Brijen Katamso RT 008, RW 001 Kel. Sagulung	Batam (Pulau Batam / Batam Island)

Jambi		
Kiosk	Address	City / Regency
Alam Barajo	Jl. DR. Purwadi, RT 17 / RW 00 Kel. Kenali Besar, Kec. Alam Barajo	Jambi

South Sumatra		
Kiosk	Address	City / Regency
Plaju	Jl. D.I. Panjaitan Nomor 47 RT 025, RW 007 Kel. Plaju Ilir, Kec. Plaju	Palembang

Kalimantan		
East Kalimantan		
Kiosk	Address	City / Regency
Loa Janan	Jl. Cipto Mangunkusumo RT 09 / RW 00 Kel. Simpang Tiga, Kec. Loa Janan Ilir	Samarinda



Sambutan	Jl. Sultan Sulaiman RT 09 / RW 01 Kel. Sambutan, Kec. Sambutan	Samarinda
Balikpapan Selatan	Jl. Mulawarman No. 52, RT 52 Kel. Sepinggan, Kec. Balikpapan Selatan	Balikpapan
Balikpapan Selatan 2	Jl. M.T. Haryono Dalam No. 96 Kel. Gunung Bahagia Kec. Balikpapan Selatan	Balikpapan
Loa Kulu	Ruko No. AG 11 Jl. A. Yani, RT 05 Ds. Sepakat, Kec. Loa Kulu	Kutai Kertanegara
Babulu	Desa Babulu Darat RT 003 / RW 005 Kel. Babulu Darat, Kec. Babulu	Penajam Paser Utara
Kuaro	Jl. Jendral Ahmad Yani, RT 18 Kel. Kuaro, Kec. Kuaro	Paser
Teluk Bayur	Jl. Asam Labanan Jaya Kios Kampung No. 7 Kampung Labanan Jaya, Kec. Teluk Bayur	Berau

West Kalimantan

Kiosk	Address	City / Regency
Pontianak Timur	Jl. Tanjung Raya 2 No. 99 RT 004 / RW 002 Kel. Saigon, Kec. Pontianak Timur	Pontianak
Sungai Raya	Jl. K.H. Abdurrahman Wahid No. 26 RT 03 / RW 01 Kel. Kuala Dua, Kec. Sungai Raya	Kubu Raya

South Kalimantan

Kiosk	Address	City / Regency
Banjarmasin Selatan	Jl. Laksana Intan, RT 015 / RW 002 Kel. Kelayan Selatan, Kec. Banjarmasin Selatan	Banjarmasin
Sungai Tabuk	Jl. Martapura Lama Km. 6,2, RT 4 Kel. Sungai Luhut, Kec. Sungai Tabuk	Banjar
Astambul	Pingaran Ilir, RT 01 Kel. Pingaran Ilir, Kec. Astambul	Banjar
Landasan Ulin	Jl. Hercules No. 3 RT 001 / RW 002 Kel. Landasan Ulin Timur, Kec. Landasan Ulin	Banjarbaru

North Kalimantan

Kiosk	Address	City / Regency
Tarakan Utara	Jl. P. Aji Iskandar, RT 12 Kel. Juata Laut, Kec. Tarakan Utara	Tarakan



Sulawesi

North Sulawesi

Kiosk	Address	City / Regency
Tuminting	Jl. Pogidon Raya No. 103 Kel. Tumumpa Satu Lingk I, Kec. Tuminting	Manado
Mapanget	Jl. A.A. Maramis Kel. Paniki Bawah Ling. III, Kec. Mapanget	Manado
Bolaang / Inobonto	Jl. AKD Trans Sulawesi Kel. Inobonto, Kec. Bolaang	Bolaang Mongondow
Tondano Timur	Jl. Walanda Maramis Kel. Katinggolan, Kec. Tondano Timur	Minahasa
Kawangkoan	Kompleks Tugu Kacang Jl. Raya Kawangkoan Kel. Talikuran Barat Lingkungan I Kec. Kawangkoan Utara	Tomohon
Kotamobagu Selatan	Jl. Labot Dugian Kel. Kopandakan I, Kec. Kotamobagu Selatan	Kotamobagu

Gorontalo

Kiosk	Address	City / Regency
Kabila	Jl. Prof. DR. BJ Habibie No. 03 RT 01/ RW 02 Kel. Tumbihe, Kec. Kabila	Gorontalo
Limboto	Jl. K.H. Wahid Hasyim, RT 008 / RW 03 Desa Kayubulan, Kec. Limboto	Gorontalo

Central Sulawesi

Kiosk	Address	City / Regency
Palu Barat	Jl. Diponegoro No. 104 RT 004 / RW 005 Kel. Lere, Kec. Palu Barat	Palu
Tawaeli	Jl. Bulangisi, RT 001 / RW 001 Kel. Lambara, Kec. Tawaeli	Palu

**South Sulawesi**

Kiosk	Address	City / Regency
Turikale	Jl. Jend. Sudirman No. 207 RT 003 / RW 005 Kel. Pettuadae, Kec. Turikale	Maros
Walenrang Utara	Dusun Batusitanduk Utara, RT 001, RW 002 Kel. Balong, Kec. Walenrang Utara	Luwu
Ponrang	Jl. Poros Palopo – Makassar Kel. Padang Subur, Kec. Ponrang	Luwu
Tallunglipu	Jl. Poros Palopo – Bolu No. 53 Kel. Tallunglipu Mataallo, Kec. Tallunglipu	Toraja Utara

Southeast Sulawesi

Kiosk	Address	City / Regency
Abeli	Jl. Setiabudi Kel. Lapulu, Kec. Abeli	Kendari
Pomalaa	Jl. Poros Pomala Kolaka Kel. Pelambua, Kec. Pomalaa	Kolaka
Ranomeeto	Jl. Wolter Monginsidi RT 001 RW 001 Ds. Laikaaha, Kec. Ranomeeto	Konawe Selatan

Maluku & Papua**Maluku**

Kiosk	Address	City / Regency
Nusaniwe	Jl. NN Saar Sopacua No. 63 RT 005 / RW 004 Kel. Kudamati, Kec. Nusaniwe	Ambon

West Papua

Kiosk	Address	City / Regency
Sorong Barat	Jl. Arfak No. 41 RT 003 / RW 003 Kel. Kampung Baru, Kec. Sorong Kota	Sorong

Papua

Kiosk	Address	City / Regency
Tanah Miring	Jl. Ampera Kuprik RT 003 / RW 001 Kel. Kuprik, Kec. Semangga	Merauke



Sharia Representative Branch

Java, Bali & Nusa Tenggara		
Branch	Address	City / Regency
Jakarta Meruya Syariah	Jl. Lapangan Bola No. 1-1A Kel. Kebon Jeruk, Kec. Kebon Jeruk	Jakarta Barat
Jakarta Sunter Syariah	Rukan Puri Mutiara Blok A No. 80 Jl. Utama Griya, Sunter	Jakarta Utara
Jakarta Utara Syariah	Rukan Grand Orchard Square Blok C/20 Jl. Terusan Kelapa Hybrida Kel. Sukapura, Kec. Cilincing	Jakarta Utara
Jakarta Timur Syariah	Jl. Dewi Sartika No. 292F RT 004 / RW 005 Kel. Cawang, Kec. Kramat Jati	Jakarta Timur
Jakarta Selatan Syariah	Jl. Ciputat Raya No. 1C RT 003 / RW 010 Kel. Kebayoran Lama Selatan, Kec. Kebayoran Lama	Jakarta Selatan
Tangerang Syariah	Jl. Imam Bonjol No. 279-281 RT 01 / RW 04 Kel. Bojong Jaya, Kec. Karawaci	Tangerang
Serpong - Tangerang Selatan Syariah	BFI Tower, Sunburst CBD Lot.1.2 Jl. Kapt. Soebijanto Djojohadikusumo BSD City	Tangerang Selatan
Bekasi Syariah	Kompleks Ruko Suncity Square Blok A No. 46-47 Jl. Mayor Hasibuan, Margajaya	Bekasi
Bogor Syariah	Jl. Raya Tajur No. 118 E-F RT 001 / RW 006 Kel. Pakuan, Kec. Bogor Selatan	Bogor
Cirebon Syariah	Jl. Tuparev No. 115A Ds. Kertawinangun Kec. Kedawung	Cirebon
Depok Syariah	Ruko Margonda Residen No. 12A-14 Jl. Margonda Raya Kav. 461	Depok
Bandung Syariah	Jl. SoekarNo. Hatta No. 472 Kel. Batu Nunggal, Kec. Bandung Kidul	Bandung
Sukabumi Syariah	Jl. Brawijaya No. 4 RT 02 / RW 12 Kel. Sriwidari, Kec. Gunung Puyuh	Sukabumi



Tasikmalaya Syariah	Kompleks Pertokoan Plaza Asia Blok B No. 12A Jl. H.Z. Mustofa Kel. Tugujaya, Kec. Cihideung	Tasikmalaya
Karawang Syariah	Jl. Jendral Ahmad Yani - Bypass Karawang RT 05 / RW 12 Kel. Karangpawitan, Kec. Karawang Barat	Karawang
Purwokerto Syariah	Jl. Gerilya Timur No. 35 Ruko No. 3 Kel. Teluk, Kec. Purwokerto Selatan	Purwokerto
Semarang Syariah	Jl. Raya Kedungmundu RT 01, RW 25 Kel. Sendangmulyo, Kec. Tembalang	Semarang
Kudus Syariah	Jl. Ahmad Yani Ruko Bitingan Indah B-07 & B-08 Kel. Panjunan, Kec. Kota Kudus	Kudus
Solo Syariah	Jl. R.M. Said No. 160 C RT 002 / RW 003 Kel. Punggawan, Kec. Banjarsari	Surakarta
Yogyakarta Syariah	Ruko Monjali Permai Kav. 2 Jl. Monjali RT 011 / RW 034 Desa Sinduadi, Kec. Mlati	Yogyakarta
Surabaya Syariah	Jl. Ngagel Jaya No. 39 Kel. Pucang Sewu, Kec. Gubeng	Surabaya
Gresik Syariah	Ruko Green Garden Regency A2-03 & A2-04 Ds. Dahanrejo, Kec. Kebomas	Gresik
Kediri Syariah	Kompleks Pertokoan Hayam Wuruk Trade Center Blok C No. 7-8 Jl. Hayam Wuruk	Kediri
Malang Syariah	Jl. Tumenggung Suryo No. 27 RT 05 / RW 14 Kel. Purwantoro, Kec. Blimbing	Malang
Mojokerto Syariah	Ruko Kranggan Permai Blok A 05-06 Jl. Pahlawan Kel. Kranggan, Kec. Prajurit Kulon	Mojokerto
Sidoarjo Syariah	Ruko Gateway Blok C-1 & C-2 Jl. Raya Waru (Aloha) Ds. Sawotratap, Kec. Gedangan	Sidoarjo
Mataram Syariah	Jl. Brawijaya No. 22-24 RT 02, Lingk. Karang Kelebut Kel. Cakranegara Selatan, Kec. Cakranegara	Mataram



Sumatra		
Branch	Address	City / Regency
Medan Syariah	Jl. Ir. H. Djuanda No. 26 Lingkungan IV Kel. Sukadamai, Kec. Medan Polonia	Medan
Padang Syariah	Jl. Khatib Sulaiman No. 63 D-E Kel. Belanti Timur, Kec. Padang Utara	Padang
Batam Syariah	Ruko King Business Center Blok B2 No. 9-10 Jl. Raja Isa Kel. Belian, Kec. Batam Kota	Batam
Bukittinggi Syariah	Jl. Raya Kapas Panji No. 49B Kel. Jambu Air, Kec. Banuhampu	Agam
Pekanbaru Syariah	Jl. SoekarNo. Hatta No. 88 Kel. Delima, Kec. Tampan	Pekanbaru
Jambi Syariah	Jl. Prof. M. Yamin S.H. No. 65-66 RT 29, Kel. Lebak Bandung, Kec. Jelutung	Jambi
Palembang Syariah	Kompleks Ruko Rajawali No. B3-B4 RT 016, RW 012 Kel. 9 Ilir, Kec. Ilir Timur II	Palembang
Lampung Syariah	Jl. Gajah Mada No. 55 Kel. Kota Baru, Kec. Tanjung Karang Timur	Bandar Lampung

Kalimantan		
Branch	Address	City / Regency
Pontianak Syariah	Jl. M. Sohor No. 45 RT 05 / RW 02 Kel. Akcaya, Kec. Pontianak Selatan	Pontianak
Palangkaraya Syariah	Jl. RTA Milono Km. 3,5 No. 6-7 Kel. Menteng, Kec. Jekan Raya	Palangkaraya
Banjarmasin Syariah	Jl. A. Yani Km. 8,1 No. 01 Kel. Kertak Hanyar, Kec. Banjar	Banjarmasin
Samarinda Syariah	Jl. D.I. Panjaitan, Ruko No. 5-6 Kel. Sungai Pinang Dalam, Kec. Samarinda Utara	Samarinda
Balikpapan Syariah	Jl. Soekarno Hatta, KM 2.5 Nomor 35 D Kel. Batu Ampar, Kec. Balikpapan Utara	Balikpapan



Sulawesi		
Branch	Address	City / Regency
Gorontalo Syariah	Jl. Agus Salim No. 290 Kel. Wumialo, Kec. Kota Tengah	Gorontalo
Makassar Syariah	Jl. Hertasning Baru (Aeropala) Kel. Karunrung, Kec. Rappocini	Makassar
Kendari Syariah	Jl. Brigjend. Moh. Yunus Kel. Bende, Kec. Baruga	Kendari

Maluku & Papua		
Branch	Address	City / Regency
Ternate Syariah	Jl. Stadion No. 36 RT 01 / RW 01 Kel. Kampung Pisang, Kec. Kota Ternate Tengah	Ternate
Sorong Syariah	Jl. Basuki Rahmat Km. 9,5 Kel. Remu Selatan, Kec. Sorong Timur	Sorong



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Consolidated Financial Statements
for the Year Ended 31 December 2020
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PT BFI FINANCE INDONESIA Tbk
DAN ENTITAS ANAKNYA/ AND ITS SUBSIDIARY

**LAPORAN KEUANGAN KONSOLIDASIAN/
CONSOLIDATED FINANCIAL STATEMENTS**

**UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2020/
FOR THE YEARS ENDED 31 DECEMBER 2020**

DAN/AND

**LAPORAN AUDITOR INDEPENDEN/
INDEPENDENT AUDITORS' REPORT**

**PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2020**

**PT BFI FINANCE INDONESIA Tbk AND ITS SUBSIDIARY
CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

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**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PADA TANGGAL DAN UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2020
PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA**

**DIRECTORS' STATEMENT REGARDING
THE RESPONSIBILITY FOR
THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF AND FOR THE YEAR ENDED
31 DECEMBER 2020
PT BFI FINANCE INDONESIA Tbk AND ITS SUBSIDIARY**

Kami yang bertanda tangan di bawah ini:

1. Nama : Francis Lay Sioe Ho
Alamat Kantor : BFI Tower - Sunburst CBD Lot 1.2
Jl. Kapt. Soebijanto Djojohadikusumo
BSD City, Tangerang Selatan, 15322
Alamat Rumah : Jl. Duta Indah II No 6, RT 001
RW 014 Pondok Pinang Kebayoran
Lama, Jakarta Selatan
Nomor Telepon : 021 - 2965 0300, 2965 0500
Jabatan : Presiden Direktur
2. Nama : Sudjono
Alamat Kantor : BFI Tower - Sunburst CBD Lot 1.2
Jl. Kapt. Soebijanto Djojohadikusumo
BSD City, Tangerang Selatan, 15322
Alamat Rumah : Taman Provence, Blok 3 A9 No. 36
RT 002 RW 025, Kelurahan Lengkong
Wetan, Kecamatan Serpong,
Tangerang Selatan
Nomor Telepon : 021 - 2965 0300, 2965 0500
Jabatan : Direktur Keuangan

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT BFI Finance Indonesia Tbk dan Entitas Anaknya;
2. Laporan keuangan konsolidasian PT BFI Finance Indonesia Tbk dan Entitas Anaknya telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
- 3.a. Semua informasi dalam laporan keuangan konsolidasian PT BFI Finance Indonesia Tbk dan Entitas Anaknya telah dimuat secara lengkap dan benar;
- b. Laporan keuangan konsolidasian PT BFI Finance Indonesia Tbk dan Entitas Anaknya 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 BFI Finance Indonesia Tbk dan Entitas Anaknya.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned :

1. Name : Francis Lay Sioe Ho
Office Address : BFI Tower - Sunburst CBD Lot 1.2
Jl. Kapt. Soebijanto Djojohadikusumo,
BSD City, Tangerang Selatan, 15322
Residential Address : Jl. Duta Indah II No 6, RT 001
RW 014, Pondok Pinang Kebayoran
Lama, Jakarta Selatan
Telephone Title : 021 - 2965 0300, 2965 0500
President Director
2. Name : Sudjono
Office Address : BFI Tower - Sunburst CBD Lot 1.2
Jl. Kapt. Soebijanto Djojohadikusumo,
BSD City, Tangerang Selatan, 15322
Residential Address : Taman Provence, Blok 3 A9 No. 36 RT
002 RW 025, Kelurahan Lengkong
Wetan, Kecamatan Serpong,
Tangerang Selatan
Telephone Title : 021 - 2965 0300, 2965 0500
Finance Director

declare that :

1. We are responsible for the preparation and presentation of PT BFI Finance Indonesia Tbk and its Subsidiary's consolidated financial statements;
2. PT BFI Finance Indonesia Tbk and its Subsidiary's consolidated financial statements have been prepared and presented in accordance with the Indonesian Financial Accounting Standards;
- 3.a. All information contained in PT BFI Finance Indonesia Tbk and its Subsidiary's consolidated financial statements have been disclosed in a complete and truthful manner;
- b. PT BFI Finance Indonesia Tbk and its Subsidiary's consolidated financial statements do not contain misleading material information or facts, and do not omit material information and facts;
4. We are responsible for PT BFI Finance Indonesia Tbk and its Subsidiary's internal control system.

We certify the accuracy of this statement.

Atas nama dan mewakili Direksi / For and on behalf of the Board of Directors

Tangerang Selatan, 12 Maret 2021 / South Tangerang, 12 March 2021



Francis Lay Sioe Ho
Presiden Direktur/President Director

Sudjono
Direktur/Director

These Consolidated Financial Statements are Originally Issued
in Indonesian Language

Ekshibit A

Exhibit A

PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
PER 31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BFI FINANCE INDONESIA Tbk AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF 31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	31 Desember/December		
		2020	2019	
ASET				ASSETS
KAS DAN SETARA KAS	2d,e,4	1.414.691	660.032	CASH AND CASH EQUIVALENTS
PIUTANG PEMBIAYAAN				FINANCING RECEIVABLES
- setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp 986.405 dan Rp 354.682 pada tanggal 31 Desember 2020 dan 2019	2d,f,g,h 5	12.678.444	17.395.920	- net of allowance for impairment losses of Rp 986,405 and Rp 354,682 as of 31 December 2020 and 2019
PIUTANG IJARAH - bersih	2d,i	586	2.105	IJARAH RECEIVABLES - net
PIUTANG LAIN-LAIN - bersih	2d,j,6	154.904	153.494	OTHER RECEIVABLES - net
BEBAN DIBAYAR DIMUKA DAN UANG MUKA	2l,8	24.412	73.133	PREPAID EXPENSES AND ADVANCES
ASET IJARAH				IJARAH ASSETS
- setelah dikurangi akumulasi penyusutan sebesar Rp 29.900 dan Rp 13.265 pada tanggal 31 Desember 2020 dan 2019	2m,9	21.349	40.591	- net of accumulated depreciation of Rp 29,900 and Rp 13,265 as of 31 December 2020 and 2019
ASET TETAP				FIXED ASSETS
- setelah dikurangi akumulasi penyusutan sebesar Rp 460.149 dan Rp 400.062 pada tanggal 31 Desember 2020 dan 2019	2n,10	606.304	541.056	- net of accumulated depreciation of Rp 460,149 and Rp 400,062 as of 31 December 2020 and 2019
ASET HAK-GUNA				RIGHT-OF-USE ASSETS
- setelah dikurangi akumulasi penyusutan sebesar Rp 23.022 pada tanggal 31 Desember 2020	2o,11	42.514	-	- net of accumulated depreciation of Rp 23,022 as of 31 December 2020
ASET TAK BERWUJUD				INTANGIBLE ASSETS
- setelah dikurangi akumulasi amortisasi sebesar Rp 85.224 dan Rp 73.945 pada tanggal 31 Desember 2020 dan 2019	2p,12	43.009	30.165	- net of accumulated amortization of Rp 85,223 and Rp 73,945 as of 31 December 2020 and 2019
ASET PAJAK TANGGUHAN	2q,15c	205.024	110.362	DEFERRED TAX ASSETS
ASET LAIN-LAIN	2d,13	9.294	82.775	OTHER ASSETS
JUMLAH ASET		<u>15.200.531</u>	<u>19.089.633</u>	TOTAL ASSETS

Lihat Catatan atas Laporan Keuangan Konsolidasian pada Ekshibit E terlampir yang merupakan bagian yang tidak terpisahkan dari Laporan Keuangan Konsolidasian secara keseluruhan

See accompanying Notes to Consolidated Financial Statements on Exhibit E which are an integral part of the Consolidated Financial Statements taken as a whole

Ekshibit A/2

Exhibit A/2

PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
PER 31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BFI FINANCE INDONESIA Tbk AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF 31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	31 Desember/December		
		2020	2019	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS				LIABILITIES
Pinjaman yang diterima - Pihak ketiga	2d,r,w,14	4.794.844	7.730.021	Fund borrowings - Third parties
Utang pajak	2q,15a	101.719	73.271	Taxes payable
Surat berharga yang diterbitkan - setelah dikurangi biaya emisi surat berharga yang belum diamortisasi sebesar Rp 4.369 dan Rp 5.717 pada tanggal 31 Desember 2020 dan 2019	2d,s,16	2.978.631	3.758.283	Securities issued - net of unamortized securities issuance cost of Rp 4,369 and Rp 5,717 as of 31 December 2020 and 2019
Beban yang masih harus dibayar	2d,w,17	194.038	796.709	Accrued expenses
Utang dividen	2bb,19	1.318	2.261	Dividend payables
Utang lain-lain - Pihak ketiga	2d,20	237.020	260.542	Other payables - Third parties
Liabilitas imbalan pasca-kerja	2t,18	154.211	258.337	Post-employment benefit liabilities
Liabilitas derivatif	2d,k,v,7	132.596	130.029	Derivative liabilities
JUMLAH LIABILITAS		8.594.377	13.009.453	TOTAL LIABILITIES
EKUITAS				EQUITY
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				Equity attributable to owners of the parent
Modal saham - nilai nominal Rp 25 (nilai penuh) per saham Modal dasar - 20.000.000.000 saham Modal ditempatkan dan disetor penuh - 15.967.115.620 saham	21	399.178	399.178	Share capital - par value of Rp 25 (full amount) per share Authorized capital - 20,000,000,000 shares Issued and fully paid capital - 15,967,115,620 shares
Tambahan modal disetor - bersih	22	553.286	553.286	Additional paid-in capital - net
Saham treasuri	2y,21	(252.160)	(252.160)	Treasury stock
Penghasilan komprehensif lain Kerugian kumulatif atas instrumen derivatif untuk lindung nilai arus kas - bersih	2k,7,34	(87.630)	(87.938)	Other comprehensive income Cumulative loss on derivative instrument for cash flows hedges - net
Keuntungan (kerugian) pengukuran kembali program aktuarial manfaat pasti	2t,18,34	69.903	(54.353)	Gain (loss) on remeasurement of defined benefit actuarial program
Saldo laba Telah ditentukan penggunaannya		105.000	100.000	Retained earnings Appropriated
Belum ditentukan penggunaannya		5.818.573	5.422.160	Unappropriated
		6.606.150	6.080.173	
Kepentingan non-pengendali		4	7	Non-controlling interests
JUMLAH EKUITAS		6.606.154	6.080.180	TOTAL EQUITY
JUMLAH LIABILITAS DAN EKUITAS		15.200.531	19.089.633	TOTAL LIABILITIES AND EQUITY

Tangerang Selatan, 12 Maret 2021/ 12 March 2021


Sudiono
Direktur/ Director

Lihat Catatan atas Laporan Keuangan Konsolidasian pada
Ekshibit E terlampir yang merupakan bagian yang tidak terpisahkan
dari Laporan Keuangan Konsolidasian secara keseluruhan

See accompanying Notes to Consolidated Financial Statements on
Exhibit E which are an integral part of
the Consolidated Financial Statements taken as a whole

Ekshibit B

Exhibit B

PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BFI FINANCE INDONESIA Tbk AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED
31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	31 Desember/December		
		2020	2019	
PENDAPATAN				INCOME
Piutang pembiayaan Keuangan	2d,f,g,u,23 2d,u	4.289.094 55.684	4.995.718 52.676	Financing receivables Finance
Syariah	2d,h,i,u,24	12.694	4.200	Sharia
Lain-lain	2d,n,u,25	212.306	188.135	Others
Jumlah Pendapatan		4.569.778	5.240.729	Total Income
BEBAN				EXPENSES
Gaji dan tunjangan	2t,u,26,30	(1.122.266)	(1.216.813)	Salaries and benefits
Bunga dan keuangan	2d,r,s,u,27	(870.476)	(1.008.160)	Interest and financing charges
Umum dan administrasi	2l,n,o,p,u,28	(536.151)	(704.883)	General and administrative
Cadangan kerugian penurunan nilai				Provision for impairment losses
Piutang pembiayaan	2d,u,5	(1.053.286)	(425.747)	Financing receivables
Piutang ijarah	2d,u	(4.866)	(549)	Ijarah receivables
Lain-lain	2d,u,29,38	(112.737)	(792.324)	Others
Jumlah Beban		(3.699.782)	(4.148.476)	Total Expenses
LABA SEBELUM PAJAK		869.996	1.092.253	PROFIT BEFORE TAX
Beban Pajak Penghasilan	2q,15b	(168.404)	(380.571)	Income Tax Expenses
LABA TAHUN BERJALAN		701.592	711.682	PROFIT FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME
Pos-pos yang akan direklasifikasi ke laba rugi				Items that will be reclassified to profit or loss
Bagian efektif atas perubahan nilai wajar instrumen derivatif - lindung nilai arus kas	2k,7,34	1.737	(112.028)	Effective portion of the fair value change of the cash flow hedge
Pajak penghasilan terkait	15c,34	(330)	22.406	Related income tax
		<u>1.407</u>	<u>(89.622)</u>	
Pos-pos yang tidak akan direklasifikasi ke laba rugi				Items that will not be reclassified to profit or loss
Laba (rugi) pengukuran kembali program aktuarial manfaat pasti	2t,18,34	154.068	(15.483)	Gain (loss) on remeasurement of defined benefit actuarial program
Pajak penghasilan terkait	15c,34	(29.135)	3.056	Related income tax
		<u>124.933</u>	<u>(12.427)</u>	
PENGHASILAN (RUGI) KOMPREHENSIF LAIN TAHUN BERJALAN - Setelah Pajak		126.340	(102.049)	OTHER COMPREHENSIVE INCOME (LOSS) FOR THE YEAR - Net of Tax
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN		827.932	609.633	TOTAL COMPREHENSIVE INCOME FOR THE YEAR

Lihat Catatan atas Laporan Keuangan Konsolidasian pada Ekshibit E terlampir yang merupakan bagian yang tidak terpisahkan dari Laporan Keuangan Konsolidasian secara keseluruhan

See accompanying Notes to Consolidated Financial Statements on Exhibit E which are an integral part of the Consolidated Financial Statements taken as a whole

These Consolidated Financial Statements are Originally Issued
in Indonesian Language

Ekshibit B/2

Exhibit B/2

PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BFI FINANCE INDONESIA Tbk AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED
31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	31 Desember/December		
		2020	2019	
LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				PROFIT FOR THE YEAR ATTRIBUTTABLE TO:
Pemilik entitas induk		701.595	711.685	Owners of the parent
Kepentingan non-pengendali		(3)	(3)	Non-controlling interests
		<u>701.592</u>	<u>711.682</u>	
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTTABLE TO:
Pemilik entitas induk		827.935	609.636	Owners of the parent
Kepentingan non-pengendali		(3)	(3)	Non-controlling interests
		<u>827.932</u>	<u>609.633</u>	
LABA PER SAHAM DASAR (nilai penuh)	2aa,33	<u>47</u>	<u>48</u>	BASIC EARNINGS PER SHARE (full amount)

Tangerang Selatan, 12 Maret 2021/ 12 March 2021


Sudiono
Direktur/ Director

Lihat Catatan atas Laporan Keuangan Konsolidasian pada
Ekshibit E terlampir yang merupakan bagian yang tidak terpisahkan
dari Laporan Keuangan Konsolidasian secara keseluruhan

See accompanying Notes to Consolidated Financial Statements on
Exhibit E which are an integral part of
the Consolidated Financial Statements taken as a whole

Ekshibit C

PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

Ekshibit C

PT BFI FINANCE INDONESIA TBK AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

		Ekuitas yang dapat diatribusikan kepada pemilik entitas induk/Equity attributable to owners of the parent											
Catatan/ Notes	Modal saham/ Share capital	Tambahan modal disor - bersih/ Additional paid-in capital - net	Saham treasury/ Treasury stock	Keuntungan kumulatif atas instrumen derivatif untuk arus kas bersih/ Cumulative gain (loss) on derivative instrument for cash flows	Keuntungan (kerugian) kumulatif atas program akuntansi manfaat pensiun/ Gain (loss) on remeasurement of defined benefit actuarial program	Saldo laba/Retained earnings	Telah ditentukan pengunaannya/ Appropriated	Belum ditentukan pengunaannya/ Unappropriated	Jumlah sebelumnya non-kepentingan Total before non-controlling interests	Keuntungan non-pengendali/ Non-controlling interests	Jumlah ekuitas/ Total equity		
Saldo per 31 Desember 2019	399,178	553,286	(252,160)	(87,938)	(54,353)	100,000	5,422,160	6,080,180	7	6,080,180	Balance as of 31 December 2019		
Dampak penerapan PSAK 71	-	-	-	-	-	-	(122,385)	(122,385)	-	-	(122,385)	Impact on adoption of SFAS 71	
Saldo per 1 Januari 2020	399,178	553,286	(252,160)	(87,938)	(54,353)	100,000	5,299,775	5,957,788	7	5,957,795	Balance as of 1 January 2020		
Jumlah penghasilan komprehensif tahun berjalan	-	-	-	-	-	-	701,595	701,595	(3)	(3)	701,592	Total comprehensive income for the year Profit for the year	
Laba tahun berjalan	-	-	-	-	-	-	-	-	-	-	-		
Penghasilan komprehensif lain, setelah pajak:	-	-	-	-	-	-	-	-	-	-	-		
Bagian yang efektif dari lindung nilai arus kas	-	-	-	308	-	-	1,099	1,407	-	-	1,407	Other comprehensive income, net of tax: Effective portion of cash flows hedges	
Keuntungan pengukuran kembali program aktuarial manfaat pensiun	-	-	-	-	124,256	-	677	124,933	-	-	124,933	Gain on remeasurement of defined benefit actuarial program	
Penyisihan saldo laba untuk cadangan umum	-	-	-	308	124,256	-	(5,000)	(5,000)	-	-	(5,000)	Appropriation for general reserve	
Dividen tunai tahun 2019	-	-	-	-	-	-	(179,573)	(179,573)	-	-	(179,573)	Cash dividend of 2019	
Saldo per 31 Desember 2020	399,178	553,286	(252,160)	(87,630)	69,903	105,000	5,818,573	6,606,154	4	6,606,154	Balance as of 31 December 2020		

Lihat Catatan atas Laporan Keuangan Konsolidasian pada Ekshibit E terlampir yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

See accompanying Notes to Consolidated Financial Statements on Exhibit E which are an integral part of the Consolidated Financial Statements taken as a whole

PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BFI FINANCE INDONESIA TBK AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

		Ekuitas yang dapat diatribusikan kepada pemilik entitas induk/Equity attributable to owners of the parent										
		Keuntungan										
		(kerugian)										
		kumulatif atas										
		instrumen										
		derivatif untuk										
		lindung nilai										
		program										
		aktuarial										
		manfaat pasti/										
		Loss on										
		remeasurement										
		of defined										
		benefit										
		program										
		actuarial										
		program										
		Saldo laba/Retained earnings										
		Telah										
		ditentukan										
		penggunaannya/										
		Unappropriated										
		Jumlah sebelum										
		Kepentingan										
		non-										
		pengendali/										
		Total before										
		non-controlling										
		interests										
		Kepentingan										
		non-										
		pengendali/										
		Total										
		Total										
		Total										
		equity										
		equity										
	Saldo per 1 Januari 2019	399.178	553.286	(252.160)	1.684	(41.926)	86.307	5.457.423	6.203.792	4	6.203.796	Balance as of 1 January 2019
	Jumlah penghasilan											Total comprehensive
	komprehensif tahun											income for the year
	berjalan											Profit for the year
	Laba tahun berjalan											
	Penghasilan											Other comprehensive
	Komprehensif lain,											Income, net of tax:
	setelah pajak:											Effective portion
	Bagian yang efektif											of cash flows
	dari lindung nilai											hedges
	arus kas											Loss on remeasurement
	Keuntungan pengukuran											of defined benefit
	kembali program											actuarial program
	aktuarial manfaat											Issuance of subsidiary's
	pasti											share to non-
												controlling interests
												Appropriation for
												general reserve
												Cash dividends of 2018
2k,7		-	-	-	(89.622)	-	-	-	(89.622)	-	(89.622)	Balance as of 31 December 2019
2t,18		-	-	-	(89.622)	(12.427)	-	711.685	609.636	(3)	(12.427)	
	Penerimaan saham entitas											
	anak kepada kepentingan											
	non-pengendali											
1c		-	-	-	-	(12.427)	-	711.685	609.636	(3)	609.633	
	Penyisihan saldo laba											
	untuk cadangan umum											
19		-	-	-	-	-	13.693	(13.693)	-	-	6	
	Dividen tunai tahun 2018											
2bb,19		-	-	-	-	-	(733.255)	(733.255)	(733.255)	-	(733.255)	
	Saldo per 31 Desember 2019	399.178	553.286	(252.160)	(87.938)	(54.353)	100.000	5.422.160	6.080.173	7	6.080.180	

Lihat Catatan atas Laporan Keuangan Konsolidasian pada
 Ekshibit E terlampir yang merupakan bagian yang tidak terpisahkan dari
 dari Laporan Keuangan Konsolidasian secara keseluruhan

See accompanying Notes to Consolidated Financial Statements
 on Exhibit E which are an integral part of
 the Consolidated Financial Statements taken as a whole

Ekshibit D

Exhibit D

PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BFI FINANCE INDONESIA Tbk AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	31 Desember/December		
		2020	2019	
ARUS KAS DARI AKTIVITAS OPERASI				CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan kas dari:				Cash received from:
Transaksi pembiayaan		15.917.286	20.435.526	Financing transactions
Pembiayaan bersama	32a	-	602.299	Joint financing
Penghasilan bunga bank dan deposito berjangka		50.081	52.906	Interest income from banks and time deposits
Lain-lain		245.586	193.443	Others
Pengeluaran kas untuk:				Cash disbursement for:
Transaksi pembiayaan baru		(7.606.145)	(15.896.368)	New financing transactions
Beban umum dan administrasi		(1.640.023)	(1.728.866)	General and administrative
Pembiayaan bersama	32a	(468.964)	(561.507)	Joint financing
Beban bunga dan keuangan		(945.887)	(1.079.123)	Interest and financing charges
Pajak penghasilan dan pajak lainnya		(233.809)	(394.488)	Income taxes and other taxes
Lain-lain		(571.827)	(423.878)	Others
Arus kas bersih dari aktivitas operasi		4.746.298	1.199.944	Net cash flows from in operating activities
ARUS KAS DARI AKTIVITAS INVESTASI				CASH FLOWS FROM INVESTING ACTIVITIES
Hasil penjualan aset tetap	10	20.044	22.507	Proceeds from sale of fixed assets
Perolehan aset tetap	10	(83.622)	(104.877)	Acquisition of fixed assets
Perolehan aset takberwujud	12	(20.719)	(6.313)	Acquisition of intangible assets
Arus kas bersih untuk aktivitas investasi		(84.297)	(88.683)	Net cash flows for investing activities
ARUS KAS DARI AKTIVITAS PENDANAAN				CASH FLOWS FROM FINANCING ACTIVITIES
Penerimaan kas dari:				Cash received from:
Pinjaman yang diterima	14,35	3.581.355	5.925.675	Fund borrowings
Surat berharga yang diterbitkan	16,35	832.000	1.000.000	Securities issued
Penerimaan setoran modal dari kepentingan non-pengendali		-	6	Receipt of paid-in capital from non-controlling interests
Pengeluaran kas untuk:				Cash disbursement for:
Pinjaman yang diterima	14,35	(6.528.124)	(4.956.902)	Fund borrowings
Pelunasan pokok surat berharga yang diterbitkan	16,35	(1.613.000)	(2.442.000)	Repayment of securities issued principal
Dividen tunai	19	(179.573)	(733.255)	Cash dividend
Arus kas bersih untuk aktivitas pendanaan		(3.907.342)	(1.206.476)	Net cash flows for financing activities
KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS (Saldo dipindahkan)		754.659	(95.215)	NET INCREASE (DECREASE) IN CASH CASH EQUIVALENTS (Balance broughtforward)

Lihat Catatan atas Laporan Keuangan Konsolidasian pada Ekshibit E terlampir yang merupakan bagian yang tidak terpisahkan dari Laporan Keuangan Konsolidasian secara keseluruhan

See accompanying Notes to Consolidated Financial Statements on Exhibit E which are an integral part of the Consolidated Financial Statements taken as a whole

PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BFI FINANCE INDONESIA Tbk AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	31 Desember/December		
		2020	2019	
KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS (Saldo pindahan)		754.659	(95.215)	NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (Balance carryforward)
KAS DAN SETARA KAS PADA AWAL TAHUN		660.032	755.247	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
KAS DAN SETARA KAS PADA AKHIR TAHUN		1.414.691	660.032	CASH AND CASH EQUIVALENTS AT END OF YEAR
KAS DAN SETARA KAS TERDIRI DARI:				CASH AND CASH EQUIVALENTS CONSIST OF:
Kas dan bank	4	127.611	387.220	Cash on hand and in banks
Deposito berjangka	4	1.287.080	272.812	Time deposits
		1.414.691	660.032	

Lihat Catatan atas Laporan Keuangan Konsolidasian pada Ekshibit E terlampir yang merupakan bagian yang tidak terpisahkan dari Laporan Keuangan Konsolidasian secara keseluruhan

See accompanying Notes to Consolidated Financial Statements on Exhibit E which are an integral part of the Consolidated Financial Statements taken as a whole

PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
TAHUN YANG BERAKHIR 31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BFI FINANCE INDONESIA Tbk AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
THE YEAR ENDED 31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

1. UMUM

a. Pendirian dan Informasi Umum Perusahaan

PT BFI Finance Indonesia Tbk (“Perusahaan”) didirikan dengan nama PT Manufacturers Hanover Leasing Indonesia pada tanggal 7 April 1982 berdasarkan Akta No. 57 yang dibuat di hadapan Kartini Muljadi, S.H., Notaris di Jakarta. Akta pendirian tersebut telah memperoleh persetujuan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. C2-2091-HT01.01.TH82 tanggal 28 Oktober 1982 dan telah diumumkan dalam Lembaran Berita Negara No. 102 tanggal 21 Desember 1982, Tambahan No. 1390. Berdasarkan Akta No. 54 yang dibuat di hadapan Inge Hendarmin, S.H., pengganti dari Kartini Muljadi, S.H., Notaris di Jakarta tanggal 17 September 1986, nama Perusahaan diubah dari PT Manufacturers Hanover Leasing Indonesia menjadi PT Bunas Intitama Leasing Indonesia, perubahan tersebut telah memperoleh persetujuan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. C2-6977-HT.01.04.TH.86 tanggal 7 Oktober 1986 dan telah diumumkan dalam Lembaran Berita Negara No. 94 tanggal 25 November 1986, Tambahan No. 1451. Berdasarkan Akta No. 80 tanggal 22 November 1989 jo Akta No. 27 tanggal 8 Maret 1990 keduanya dibuat di hadapan Kartini Muljadi S.H., nama Perusahaan diubah dari PT Bunas Intitama Leasing Indonesia menjadi PT Bunas Finance Indonesia, perubahan tersebut telah memperoleh persetujuan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. C2-1441-HT.01.04.TH.90 tanggal 13 Maret 1990 dan telah diumumkan dalam Lembaran Berita Negara No. 34 tanggal 28 April 1990, Tambahan No. 1537. Berdasarkan Akta No. 37 yang dibuat di hadapan Achmad Abid, S.H., pengganti dari Sutjipto, S.H., Notaris di Jakarta tanggal 8 Agustus 1996, nama Perusahaan diubah dari PT Bunas Finance Indonesia menjadi PT Bunas Finance Indonesia Tbk, perubahan tersebut telah memperoleh persetujuan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. C2-9625-HT.01.04.TH.96 tanggal 21 Oktober 1996 dan telah diumumkan dalam Lembaran Berita Negara No. 11 tanggal 7 Februari 1997, Tambahan No. 552. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, salah satunya berdasarkan Akta No. 116 tanggal 27 Juni 2001 yang dibuat di hadapan Aulia Taufani, S.H., pengganti dari Sutjipto, S.H., Notaris di Jakarta, sehubungan dengan perubahan nama Perusahaan dari PT Bunas Finance Indonesia Tbk menjadi PT BFI Finance Indonesia Tbk. Perubahan tersebut telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. C-03668-HT.01.04.TH.2001 tanggal 24 Juli 2001 dan telah diumumkan dalam Lembaran Berita Negara No. 35 tanggal 30 April 2002, Tambahan No. 4195.

1. GENERAL

a. Establishment and General Information of the Company

PT BFI Finance Indonesia Tbk (“the Company”) was established as PT Manufacturers Hanover Leasing Indonesia on 7 April 1982 based on Notarial Deed No. 57 of Kartini Muljadi, S.H., Notary in Jakarta. The deed of establishment was approved by the Minister of Justice of the Republic of Indonesia in its decision letter No. C2-2091-HT01.01.TH82 dated 28 October 1982 and was published in the State Gazette No. 102, dated 21 December 1982, Supplement No. 1390. Based on Notarial Deed No. 54 of Inge Hendarmin, S.H., a substitute of Kartini Muljadi S.H., Notary in Jakarta dated 17 September 1986, the Company’s name changed from PT Manufacturers Hanover Leasing Indonesia to PT Bunas Intitama Leasing Indonesia, this amendment was approved by the Minister of Justice of the Republic of Indonesia in its decision letter No. C2-6977-HT.01.04.TH.86 dated 7 October 1986 and was published in the State Gazette No. 94 dated 25 November 1986, Supplement No. 1451. Based on Notarial Deed No. 80 dated 22 November 1989, Deed No. 27 dated 8 March 1990, both of which were made before Kartini Muljadi S.H. the Company’s name changed from PT Bunas Intitama Leasing Indonesia to PT Bunas Finance Indonesia, this amendment was approved by the Minister of Justice of the Republic of Indonesia in its decision letter No. C2-1441-HT.01.04.TH.90 dated 13 March 1990 and was published in the State Gazette No. 34 dated 28 April 1990, Supplement No. 1537. Based on Deed No. 37 which were made before Achmad Abid, S.H, a substitute of Sutjipto, S.H., Notary in Jakarta dated 8 August 1996, the name of the Company was changed from PT Bunas Finance Indonesia to PT Bunas Finance Indonesia Tbk, a change which has been approved by the Minister of Justice of the Republic of Indonesia through Decision Letter No. C2-9625-HT.01.04.TH.96 dated 21 October 1996 and was published in the State Gazette No. 11 dated 7 February 1997, Supplement No. 552. The Company’s Articles of Association has been amended several times, which one of the amendments was based on Notarial Deed No. 116 dated 27 June 2001 of Aulia Taufani, S.H., a substitute of Sutjipto, S.H., Notary in Jakarta, in connection with the change of name of the Company from PT Bunas Finance Indonesia Tbk to PT BFI Finance Indonesia Tbk. This amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its decision letter No. C-03668-HT.01.04.TH.2001 dated 24 July 2001 and was published in the State Gazette No. 35 dated 30 April 2002, Supplement No. 4195.

Ekshibit E/2

Exhibit E/2

**PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
TAHUN YANG BERAKHIR 31 DESEMBER 2020**
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**PT BFI FINANCE INDONESIA Tbk AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
THE YEAR 31 DECEMBER 2020**
(Expressed in millions of Rupiah, unless otherwise stated)

1. UMUM (Lanjutan)

a. Pendirian dan Informasi Umum Perusahaan (Lanjutan)

Perubahan terakhir berdasarkan Akta No. 9 tanggal 29 Juni 2020 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn., Notaris di Kabupaten Tangerang, mengenai persetujuan perubahan Pasal 9, Pasal 10, Pasal 11 dan Pasal 22 Anggaran Dasar Perusahaan, yang telah diterima dan dicatat dalam database Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan Nomor AHU-AH.01.03-0302995 tanggal 23 Juli 2020. Sampai dengan tanggal laporan keuangan konsolidasian, perubahan ini masih dalam proses diumumkan dalam Lembaran Berita Negara.

Perusahaan memperoleh izin usaha dalam bidang usaha lembaga Pembiayaan dari Menteri Keuangan Republik Indonesia berdasarkan Surat Keputusan No. KEP-038/KM.11/1982 tanggal 12 Agustus 1982, yang telah diperbaharui berdasarkan Surat Keputusan No. 493/KMK.013/1990 tanggal 23 April 1990.

Pada tanggal 20 Februari 2006, Menteri Keuangan Republik Indonesia telah mengamandemen izin usaha Perusahaan melalui Keputusan Menteri Keuangan Republik Indonesia No. KEP-038/KM.5/2006.

Melalui amandemen ini, izin usaha yang sebelumnya diberikan kepada PT Bunas Finance Indonesia Tbk berlaku surut sejak adanya persetujuan perubahan nama Perusahaan dari PT Bunas Finance Indonesia Tbk menjadi PT BFI Finance Indonesia Tbk dari instansi yang berwenang melalui Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. C-03668. HT.01.04.TH.2001 tanggal 24 Juli 2001.

Berdasarkan Pasal 3 Anggaran Dasar, Perusahaan dapat melaksanakan kegiatan usaha utama sebagai berikut:

- I. Usaha Pembiayaan:
 - a. Pembiayaan investasi
 - b. Pembiayaan modal kerja
 - c. Pembiayaan multiguna
 - d. Kegiatan usaha pembiayaan lain berdasarkan persetujuan Otoritas Jasa Keuangan.
- II. Usaha Pembiayaan Syariah:
 - a. Pembiayaan jual beli
 - b. Pembiayaan investasi
 - c. Pembiayaan jasa.

1. GENERAL (Continued)

a. Establishment and General Information of the Company (Continued)

The latest amendment based on Deed No. 9 dated 29 June 2020 made before Shanti Indah Lestari, S.H., M.Kn., Notary in Tangerang District, regarding approval for amendment to Article 9, Article 10, Article 11 and Article 22 of the Company's articles of association, which has been accepted and recorded in Legal Entity Administration System Minister of Law and Human Rights of the Republic of Indonesia through Decree Number AHU-AH.01.03.0302995 dated 23 July 2020. Until the date of the consolidated financial statements, this changes is still in the process to be announced in the State Gazette.

The Company obtained its license to operate as a financing company from the Minister of Finance by virtue of his decree No. KEP-038/KM.11/1982 dated 12 August 1982 as amended by Decree No. 493/KMK.013/1990 dated 23 April 1990.

On 20 February 2006, the Minister of Finance of the Republic of Indonesia amended the Company's license in its decision letter No. KEP-038/KM.5/2006.

Through this amendment, the previous license granted to PT Bunas Finance Indonesia Tbk was applied for retroactively since the approval of the change in the name of the Company from PT Bunas Finance Indonesia Tbk to PT BFI Finance Indonesia Tbk from the regulatory authority in its decision letter of Minister of Law and Human Rights of the Republic of Indonesia No. C-03668.HT.01.04.TH.2001 dated 24 July 2001.

Based on Article 3 of the Company's Articles of Association, the Company may carry out the following main business activities:

- I. Financing:
 - a. Investment financing
 - b. Working capital financing
 - c. Multipurpose financing
 - d. Other financing activities under the approval of the Financial Service Authority.
- II. Sharia Financing:
 - a. Financing sale and purchase
 - b. Investment financing
 - c. Financing services.

**PT BFI FINANCE INDONESIA Tbk DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
TAHUN YANG BERAKHIR 31 DESEMBER 2020**
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**PT BFI FINANCE INDONESIA Tbk AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
THE YEAR 31 DECEMBER 2020**
(Expressed in millions of Rupiah, unless otherwise stated)

1. **UMUM (Lanjutan)**

a. **Pendirian dan Informasi Umum Perusahaan (Lanjutan)**

Untuk menjalankan usaha pembiayaan syariah, Perusahaan telah menerima Salinan Keputusan Dewan Komisiner Otoritas Jasa Keuangan Nomor Kep-27/NB.223/2018 tentang Pemberian Izin Pembukaan Unit Usaha Syariah Perusahaan Pembiayaan kepada Perusahaan dan keputusan tersebut mulai berlaku pada tanggal ditetapkan, yaitu 8 Februari 2018.

Perusahaan memulai kegiatan komersialnya pada tahun 1982. Kantor pusat Perusahaan terletak di BFI Tower, Sunburst CBD Lot 1.2, Jalan Kapten Soebijanto Djojohadikusumo, BSD City, Tangerang Selatan.

Perusahaan dan entitas anaknya (secara bersama-sama selanjutnya disebut sebagai grup) mempunyai masing-masing 228 kantor cabang, 118 gerai dan 45 kantor cabang syariah pada tanggal 31 Desember 2020, dan 232 kantor cabang, 191 gerai dan 45 kantor cabang syariah pada tanggal 31 Desember 2019 yang tersebar di seluruh wilayah Indonesia.

b. **Penawaran Umum Saham Perusahaan**

Pada tahun 1990, Perusahaan melakukan penawaran umum perdana atas 2.125.000 sahamnya dengan nilai nominal Rp 1.000 (nilai penuh) per saham melalui bursa efek di Indonesia dengan harga penawaran sejumlah Rp 5.750 (nilai penuh) per saham. Pada tahun 1993, Perusahaan melakukan penawaran tambahan sebanyak 8.500.000 saham dengan nilai nominal per saham yang sama melalui bursa efek di Indonesia.

Pada tanggal 8 April 1993, para pemegang saham Perusahaan menyetujui untuk membagikan dividen saham dengan dasar 1 (satu) saham baru untuk 10 (sepuluh) saham yang dimiliki, sebanyak 1.062.500 saham dengan nilai nominal Rp 1.000 (nilai penuh) per saham. Pada tanggal yang sama, para pemegang saham Perusahaan juga menyetujui untuk menerbitkan saham bonus dengan dasar 17 (tujuh belas) saham baru untuk setiap 20 (dua puluh) saham yang dimiliki, sebanyak 9.934.668 saham dengan nilai nominal yang sama. Pada tanggal 22 Januari 1994, para pemegang saham Perusahaan menyetujui untuk membagikan dividen saham dengan dasar 1 (satu) saham baru untuk 3 (tiga) saham yang dimiliki, sebanyak 7.207.390 saham dengan nilai nominal Rp 1.000 (nilai penuh) per saham.

1. **GENERAL (Continued)**

a. **Establishment and General Information of the Company (Continued)**

To undertake a sharia financing business, the Company has received a copy of the Decree of the Board of Commissioners of the Financial Service Authority Number Kep-27/NB.223/2018 concerning the License to Open Sharia Business Unit to the Company and the Decree effective on 8 February 2018.

The Company started its commercial operations in 1982. The Company's registered office is located at BFI Tower, Sunburst CBD Lot 1.2, Jalan Kapten Soebijanto Djojohadikusumo, BSD City, South Tangerang.

The Company and its subsidiary (hereinafter collectively referred to as the group) have 228 branches, 118 kiosks and 45 sharia branch as of 31 December 2020, and 232 branches, 191 kiosks and 45 sharia branch as of 31 December 2019, throughout Indonesia.

b. **Public Offering of the Company's Shares**

In 1990, the Company conducted an initial public offering of its 2,125,000 shares with a par value of Rp 1,000 (full amount) per share through the stock exchanges in Indonesia at an offering price of Rp 5,750 (full amount) per share. In 1993, the Company offered an additional of 8,500,000 shares at the same par value per share through a stock exchange in Indonesia.

On 8 April 1993, the shareholders of the Company approved to distribute share dividends on the basis of 1 (one) new share for every 10 (ten) shares held totaling 1,062,500 shares with a par value of Rp 1,000 (full amount) per share. On the same date, the shareholders of the Company also approved to issue bonus shares on the basis of 17 (seventeen) new shares for every 20 (twenty) shares held totaling 9,934,668 shares at the same par value. On 22 January 1994, the shareholders of the Company approved to distribute share dividends on the basis of 1 (one) new share for every 3 (three) shares held totaling 7,207,390 shares at a par value of Rp 1,000 (full amount) per share.

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1. UMUM (Lanjutan)

1. GENERAL (Continued)

b. Penawaran Umum Saham Perusahaan (Lanjutan)

b. Public Offering of the Company's Shares (Continued)

Pada tanggal 18 April 1994, Perusahaan memperoleh surat pernyataan efektif dari Badan Pengawas Pasar Modal (kemudian berubah menjadi Badan Pengawas Pasar Modal dan Lembaga Keuangan/BAPEPAM-LK dan terakhir dikenal sebagai Otoritas Jasa Keuangan/OJK) (BAPEPAM) melalui surat No. S-639/PM/1994 dalam rangka penawaran umum terbatas pertama (I) Perusahaan sebanyak 28.829.558 saham dengan harga penawaran sejumlah Rp 1.500 (nilai penuh) per saham dimana setiap 1 (satu) saham yang dimiliki berhak atas 1 (satu) saham baru. Selanjutnya, pada tanggal 17 Januari 1997, Perusahaan memperoleh surat pernyataan efektif dari BAPEPAM-LK melalui surat No. S-71/PM/1997 dalam rangka penawaran umum terbatas kedua Perusahaan sebanyak 115.318.232 saham dengan harga penawaran Rp 1.000 (nilai penuh) per saham dimana setiap 1 (satu) saham yang dimiliki berhak atas 2 (dua) saham baru.

On 18 April 1994, the Company received effective statement from the Capital Market Supervisory Board (was then changed to Capital Market and Financial Institutions Supervisory Agency/BAPEPAM-LK and recently known as the Financial Services Authority/OJK) (BAPEPAM) through letter No. S-639/PM/1994 to conduct the first rights issue of the Company's shares on a 1 (one) for 1 (one) basis totaling 28,829,558 shares at an offering price of Rp 1,500 (full amount) per share. Moreover, on 17 January 1997, the Company received effective statement from the BAPEPAM-LK through letter No. S-71/PM/1997 to conduct the second rights issue of the Company's shares on the basis of 2 (two) new shares for every 1 (one) shares held totaling 115,318,232 shares at an offering price of Rp 1,000 (full amount) per share.

Pada tanggal 17 Juni 1997, para pemegang saham Perusahaan menyetujui pemecahan nilai nominal saham dari Rp 1.000 (nilai penuh) per saham menjadi Rp 500 (nilai penuh) per saham, sehingga mengakibatkan peningkatan jumlah saham beredar Perusahaan dari sebanyak 172.977.348 saham menjadi sebanyak 345.954.696 saham.

On 17 June 1997, the shareholders of the Company approved a stock split, resulting in a change in par value per share from Rp 1,000 (full amount) to Rp 500 (full amount), thus resulting in the increase in number of the Company's subscribed shares from 172,977,348 shares to 345,954,696 shares.

Dalam rangka restrukturisasi utang, para pemegang saham Perusahaan dalam Rapat Umum Pemegang Saham Luar Biasa Para Pemegang Saham tanggal 27 Januari 2000 menyetujui penerbitan *Mandatory Convertible Bonds* atau *Obligasi Wajib Konversi (MCB)* yang wajib dikonversikan menjadi sebanyak 414.384.585 saham Perusahaan.

In respect with the debt restructuring, the Company's shareholders through Extraordinary General Meeting of Shareholders convened on 27 January 2000 approved to issue the *Mandatory Convertible Bonds (MCB)* which should be converted into 414,384,585 shares of the Company.

Pada bulan Mei 2006, seluruh MCB telah dikonversi menjadi sebanyak 414.384.585 saham biasa sehingga jumlah saham beredar Perusahaan menjadi sebanyak 760.339.281 saham pada tanggal 31 Desember 2006.

In May 2006, all of the MCB had been converted into common shares totaling 414,384,585 shares, thus resulting in a total outstanding number of the Company's shares of 760,339,281 shares as of 31 December 2006.

Berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Perusahaan yang diaktakan dengan Akta notaris No. 65 tanggal 21 Juni 2012 yang dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, para pemegang saham menyetujui perubahan Pasal 4 ayat 1 dan 2 Anggaran Dasar Perusahaan mengenai perubahan nilai nominal saham Perusahaan (pemecahan saham) dari sebesar Rp 500 (nilai penuh) per saham menjadi sebesar Rp 250 (nilai penuh) per saham, sehingga mengakibatkan peningkatan jumlah saham beredar Perusahaan dari semula sebanyak 760.339.281 saham menjadi sebanyak 1.520.678.562 saham, dan menyetujui untuk mengubah Pasal 15 ayat 3b mengenai Tugas dan Wewenang Direksi.

Based on the resolution of the Extraordinary General Meeting of Shareholders (EGM) of the Company as covered by Notarial Deed No. 65 dated 21 June 2012 of Fathiah Helmi, S.H., Notary in Jakarta, the shareholders approved the amendment to Paragraphs 1 and 2 of Article 4 of the Articles of Association concerning the changes in par value of the Company's share (stock split) from Rp 500 (full amount) to Rp 250 (full amount) per share, thus, resulting in the increase in number of the Company's shares outstanding from 760,339,281 shares to 1,520,678,562 shares, and Paragraph 3b of Article 15, concerning the Duties and Authorities of the Directors.

Pemecahan saham tersebut telah memperoleh persetujuan dari BEI melalui surat No. S-05439/BEI.PPJ/07-2012 tertanggal 31 Juli 2012.

The stock split was approved by the BEI through letter No. S-05439/BEI.PPJ/07-2012 dated 31 July 2012.

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1. UMUM (Lanjutan)

1. GENERAL (Continued)

b. Penawaran Umum Saham Perusahaan (Lanjutan)

b. Public Offering of the Company's Shares (Continued)

RUPSLB tersebut juga telah menyetujui penerbitan saham untuk pelaksanaan program *Management & Employee Stock Option Program (MESOP)* untuk Tahap I di BEI sebanyak 60.826.400 saham dengan nilai nominal sebesar Rp 250 (nilai penuh) per saham untuk periode sampai dengan tanggal 20 Juni 2014. BEI melalui suratnya No. S-04847/BEI.PPJ/07-2012 tertanggal 6 Juli 2012 telah menyetujui pencatatan saham Perusahaan hasil pelaksanaan Program MESOP untuk tahap I tersebut secara pra-pencatatan di BEI.

The EGM had also approved the issuance of shares for the implementation of the Phase 1 of the Management & Employee Stock Option Program (MESOP) on the Indonesia Stock Exchange, totaling 60,826,400 shares with par value of Rp 250 (full amount) per shares, up to 20 June 2014. BEI through its letter No. S-04847/ BEI.PPJ/07-2012 dated 6 July 2012 had approved the Company's pre-listing of its MESOP on the Indonesia Stock Exchange for the implementation of phase I.

Pada tanggal 31 Mei 2013, 30 Mei 2014, 29 Mei 2015, dan 31 Mei 2016, Perusahaan telah menerbitkan saham baru masing-masing sebanyak 5.936.000, 23.320.000, 16.025.000 dan 30.752.000 saham sebagai pelaksanaan Management & Employee Stock Option Program (MESOP) untuk Tahap I - *Grant Date* 1 dan 2, dan Tahap II - *Grant Date* 1 dan 2, yang telah dieksekusi sehingga jumlah saham beredar Perusahaan menjadi 1.596.711.562 saham pada tanggal 31 Desember 2016.

On 31 May 2013, 30 May 2014, 29 May 2015, and 31 May 2016, the Company has issued the additional 5,936,000, 23,320,000, 16,025,000 and 30,752,000 shares, respectively, for the implementation of the MESOP for Phase I - Grant Date 1 and 2, and Phase II - Grant Date 1 and 2, for options that has been exercised, thus resulting in a total outstanding number of the Company's shares of 1,596,711,562 shares as of 31 December 2016.

Berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Perusahaan, yang telah diaktakan dengan Akta Notaris No. 18 pada tanggal 6 Mei 2014 yang dibuat di hadapan Aryanti Artisari, S.H., Notaris di Jakarta, telah disetujui penerbitan saham hasil pelaksanaan MESOP untuk tahap II untuk periode sampai dengan tanggal 30 Juni 2016 dengan harga pelaksanaan yang mengacu kepada sebagaimana diatur dalam butir V.1 Peraturan Pencatatan No. I-A Lampiran II Keputusan Direksi PT Bursa Efek Indonesia No. Kep-00001/BEI/01-2014 tanggal 20 Januari 2014.

Based on the resolution of the Extraordinary General Meeting of Shareholders (EGM) of the Company as covered by Notarial Deed No. 18 dated 6 May 2014 of Aryanti Artisari, S.H., Notary in Jakarta, had approved the issuance of new shares the results of the implementations of the MESOP program phase II up to 30 June 2016 with exercised price which referred to point V.I Listing Regulation No. I-A as included in the Appendix of the Decision Decree of virtue of the Directors of PT Bursa Efek Indonesia No. Kep-00001/BEI/01-2014 dated on 20 January 2014.

BEI melalui suratnya No. S-02280/BEI.PGI/06-2014 tertanggal 6 Juni 2014 telah menyetujui pencatatan saham Perusahaan hasil pelaksanaan Program MESOP untuk tahap II secara pra-pencatatan di BEI sebanyak-banyaknya 46.777.000 saham dengan harga pelaksanaan sebesar Rp 2.205 (nilai penuh) per saham.

BEI through its letter No. S-02280/BEI.PGI/06-2014 dated 6 June 2014 approved the registration of the Company's pre-listing of its MESOP on the Stock Exchange for the implementation of phase II maximum 46,777,000 shares with exercised price Rp 2,205 (full amount) per share.

Berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Perusahaan yang diaktakan dengan Akta No. 25 tanggal 18 April 2017 yang dibuat di hadapan Aryanti Artisari, S.H., M.Kn., Notaris di Jakarta, para pemegang saham menyetujui pemecahan nilai nominal saham Perusahaan (*stock split*) dari sebesar Rp 250 (nilai penuh) per saham menjadi Rp 25 (nilai penuh) per saham. Pemecahan nilai saham ini telah mendapat persetujuan dari BEI melalui surat No.S-02820/BEI.PP1/05-2017 tertanggal 23 Mei 2017. Dengan demikian, sejak 31 Desember 2017 jumlah saham ditempatkan dan disetor penuh menjadi 15.967.115.620 saham.

Based on the resolution of the Extraordinary General Meeting of Shareholders (EGM) of the Company as covered by Notarial Deed No. 25 dated 18 April 2017 of Aryanti Artisari, S.H., M.Kn., Notary in Jakarta, the Company's shareholders approved the par value split of the Company's share from Rp 250 (full amount) per share to Rp 25 (full amount) per share (stock split). The stock split was approved by the BEI through its letter No.S-02820/BEI.PP1/05-2017 dated 23 May 2017. Therefore, since 31 December 2017 total issued and fully paid capital was 15,967,115,620 shares.

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1. UMUM (Lanjutan)

1. GENERAL (Continued)

c. Entitas Anak

c. Subsidiary

Entitas anak/ Subsidiary	Domisili/ Domicile	Tahun beroperasi Komersial/ Year of commercial operations	Persentase kepemilikan / Percentage of ownership		Jumlah aset sebelum eliminasi/ Total assets before elimination	
			2020/ 2020	2019/ 2019	31 Desember/December 2020	2019
Kepemilikan langsung/ Direct ownership PT Finansial Integrasi Teknologi	Tangerang Selatan	2018	99,96%	99,96%	13.017	18.620

Perusahaan mendirikan entitas anak dengan nama PT Finansial Integrasi Teknologi (FIT), berdasarkan akta notaris Herna Gunawan, S.H., M.Kn. No. 4 tanggal 15 September 2017, yang telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan surat No. AHU-0043022.AH.01.01.Tahun 2017 tanggal 29 September 2017. FIT bergerak dalam bidang layanan pinjam meminjam uang berbasis teknologi informasi. Perusahaan merupakan salah satu pemegang saham pendiri FIT dengan persentase kepemilikan 99,96% dari modal yang ditempatkan dan modal disetor FIT.

The Company established a subsidiary under the name of PT Finansial Integrasi Teknologi (FIT), based on Notarial Deed No. 4 of Herna Gunawan, S.H., M.Kn on 15 September 2017. The deed of establishment was approved the Ministry of Law and Human Rights of the Republic of Indonesia in its decision letter No. AHU-0043022.AH.01.01 Tahun 2017 dated 29 September 2017. FIT is engaged in lending and borrowing services based on information technology. The Company is one of the founding shareholders of FIT with a percentage of ownership of 99.96% of the issued and fully paid capital of FIT.

OJK telah menyetujui permohonan FIT atas platform <http://www.pinjammodal.id> sebagai penyelenggara Layanan Pinjam Meminjam Uang Berbasis Teknologi Informasi untuk terdaftar dan diawasi oleh OJK, melalui surat No.S-588/NB.213/2018 tertanggal 31 Juli 2018. Selanjutnya, sesuai dengan ketentuan yang berlaku, FIT telah mengajukan permohonan izin usaha sebagai penyelenggara Layanan Pinjam Meminjam Uang Berbasis Teknologi Informasi, dan melalui surat No. Kep-20/D.05/2020 tanggal 19 Mei 2020, OJK telah memberikan izin usaha Perusahaan Penyelenggara Layanan Pinjam Meminjam Uang Berbasis Teknologi Informasi kepada FIT dengan Sistem Elektronik Pinjam Modal, laman web [pinjammodal.id](http://www.pinjammodal.id), nama dan merek Aplikasi Pinjam Modal pada sistem operasi Android, iOS dan Website, dan model bisnis konvensional.

OJK has granted approval for FIT on the platform <http://www.pinjammodal.id> as the operator of Information Technology-Based Lending and Borrowing Services to be registered and supervised by the authority based on Decision Letter No.S-588/NB.213/2018 dated 31 July 2018. Furthermore, in accordance with applicable regulations, FIT has applied for a business license as an Information Technology-Based Money-Borrowing Service provider, and through letter No. Kep-20/D.05/2020 dated 19 May 2020, OJK has granted a business license for Information Technology-Based Money-Borrowing Service Provider to FIT with the Capital Loan Electronic System, the [pinjammodal.id](http://www.pinjammodal.id) webpage, the name and brand of the Capital Loan Application on the Android, iOS and Website operating systems, and conventional business models.

d. Pembelian Kembali (Buy-Back) Saham Perusahaan

d. Treasury Shares

Pada tanggal 15 April 2015, Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) menyetujui pembelian kembali saham yang beredar Perusahaan sampai jumlah maksimum sebanyak 10% dari seluruh jumlah saham yang ditempatkan dan disetor penuh Perusahaan atau sebanyak-banyaknya sebesar 154.993.456 saham. Dana yang dicadangkan untuk pembelian kembali saham untuk periode paling lama 18 (delapan belas) bulan sejak RUPSLB adalah tidak lebih dari Rp 341.000.

On 15 April 2015, the Extraordinary General Meeting of Shareholders (EGM) approved the buy-back of outstanding shares of the Company up to a maximum of 10% of the total shares issued and fully paid-up capital of the Company or amounted of 154,993,456 shares. The funds reserved to repurchase shares for a maximum period of 18 (eighteen) months from the EGM should not more than Rp 341,000.

Per tanggal 15 Oktober 2016, program buyback shares ini dinyatakan berakhir.

As of 15 October 2016, the shares buyback program was officially ended.

Pada tanggal 31 Desember 2020, jumlah saham yang telah dibeli kembali oleh Perusahaan adalah sebanyak 1.002.732.000 saham (setelah pemecahan saham) dengan nilai pembelian sebesar Rp 252.160.

As of 31 December 2020, total shares bought back by the Company was totaling 1,002,732,000 shares (after stock split) for a total purchase price of Rp 252,160.

Pelaksanaan pembelian kembali saham merupakan salah satu bentuk usaha Perusahaan untuk meningkatkan manajemen permodalan Perusahaan dimana pelaksanaannya diharapkan akan meningkatkan nilai laba bersih per saham (Earnings per Share/EPS).

This repurchase transaction was intended to increase the Company's capital management where the implementation expected to increase the value of Earnings per Share (EPS).

Ekshibit E/7

Exhibit E/7

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1. UMUM (Lanjutan)

e. Surat Berharga yang Diterbitkan

Surat berharga yang diterbitkan selama 5 (lima) tahun terakhir adalah sebagai berikut:

1. GENERAL (Continued)

e. Securities Issued

Securities issued for the last 5 (five) years are as follows:

Surat berharga/ <i>Securities</i>	Tanggal pencatatan di Bursa Efek Indonesia/ <i>Listing date</i>	Tanggal efektif/ Effective <i>date</i>	Total emisi/ Amount <i>issued</i>	Jumlah per seri obligasi/ Amount per series	Tanggal jatuh tempo/ Due date	Status pembayaran/ Payment <i>status</i>
Obligasi Berkelanjutan II BFI Finance Indonesia Total limit : (Rp 2.500.000)		28 Februari/ February 2014 (No. S-121/D.04/2014)				
Tahap I Tahun 2014 Seri/Series A:	10 Maret/ March 2014		500.000	225.000	17 Maret/ March 2015	Lunas/Paid
Seri/Series B:				55.000	7 Maret/ March 2016	Lunas/Paid
Seri/Series C:				220.000	7 Maret/ March 2017	Lunas/Paid
Tahap II Tahun 2015	20 Maret/ March 2015		1.000.000			
Seri/Series A:				345.000	29 Maret/ March 2016	Lunas/Paid
Seri/Series B:				105.000	19 Maret/ March 2017	Lunas/Paid
Seri/Series C:				550.000	19 Maret/ March 2018	Lunas/Paid
Tahap III Tahun 2016	26 Februari/ February 2016		1.000.000			
Seri/Series A:				200.000	5 Maret/ March 2017	Lunas/Paid
Seri/Series B:				142.000	25 Februari/ February 2018	Lunas/Paid
Seri/Series C:				658.000	25 Februari/ February 2019	Lunas/Paid
Obligasi Berkelanjutan III BFI Finance Indonesia Total limit : (Rp 5.000.000)		17 Oktober/ October 2016 (No.S588/D.04/2016)				
Tahap I Tahun 2016 Seri/Series A:	26 Oktober/ October 2016		1.000.000	317.000	5 November 2017	Lunas/Paid
Seri/Series B:				550.000	25 Oktober/ October 2019	Lunas/Paid
Seri/Series C:				133.000	25 Oktober/ October 2021	Belum jatuh tempo/ Not yet due
Tahap II Tahun 2017 Seri/Series A:	3 Maret/ March 2017		1.000.000	540.000	12 Maret/ March 2018	Lunas/Paid
Seri/Series B:				460.000	2 Maret/ March 2020	Lunas/Paid
Tahap III Tahun 2017 Seri/Series A:	10 November 2017		835.000	335.000	19 November 2018	Lunas/Paid
Seri/Series B:				100.000	9 November 2019	Lunas/Paid
Seri/Series C:				400.000	9 November 2020	Lunas/Paid

Ekshibit E/8

Exhibit E/8

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1. UMUM (Lanjutan)

e. Surat Berharga yang Diterbitkan (Lanjutan)

Surat berharga yang diterbitkan selama 5 (lima) tahun terakhir adalah sebagai berikut: (Lanjutan)

1. GENERAL (Continued)

e. Securities Issued (Continued)

Securities issued for the last 5 (five) years are as follows: (Continued)

Surat berharga/ Securities	Tanggal pencatatan di Bursa Efek Indonesia/ Listing date	Tanggal efektif/ Effective date	Total emisi/ Amount issued	Jumlah per seri Obligasi/ Amount per series	Tanggal jatuh tempo/ Due date	Status pembayaran/ Payment status
Tahap IV Tahun 2018 Seri/Series A:	7 Maret / March 2018		2.165.000	946.000	16 Maret / March 2019	Lunas/Paid
Seri/Series B:				253.000	6 Maret / March 2020	Lunas/Paid
Seri/Series C:				966.000	6 Maret / March 2021	Belum jatuh tempo/ Not yet due
Obligasi Berkelanjutan IV BFI Finance Indonesia Total limit : (Rp 8.000.000)		7 Juni/ June 2018 (No.S-67/D.04/2018)				
Tahap I Tahun 2018 Seri/Series A:	27 Juni / June 2018		740.000	188.000	6 Juli/ July 2019	Lunas/Paid
Seri/Series B:				552.000	26 Juni/ June 2021	Belum jatuh tempo/ Not yet due
Tahap II Tahun 2019 Seri/Series A:	25 Februari / February 2019		1.000.000	500.000	2 Maret/ March 2020	Lunas/Paid
Seri/Series B:				500.000	22 Februari/ February 2022	Belum jatuh tempo/ Not yet due
Tahap III Tahun 2020 Seri/Series A:	8 September 2020		832.000	437.000	18 September 2021	Belum jatuh tempo/ Not yet due
Seri/Series B:				395.000	8 September 2023	Belum jatuh tempo/ Not yet due
Medium Term Notes BFI Finance Indonesia III Tahun 2015	Tidak dicatatkan di Bursa Efek/ Not listed on Stock Exchange		100.000			
Seri/Series A:		13 April 2015		50.000	13 April 2017	Lunas/Paid
Seri/Series B:		13 Mei/ May 2015		50.000	13 Mei/ May 2018	Lunas/Paid
Medium Term Notes BFI Finance Indonesia IV Tahun 2015	Tidak dicatatkan di Bursa Efek/ Not listed on Stock Exchange		155.000	155.000	15 Agustus/ August 2016	Lunas/Paid

Ekshibit E/9

Exhibit E/9

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1. UMUM (Lanjutan)

1. GENERAL (Continued)

f. Dewan Komisaris, Dewan Direksi, Dewan Pengawas Syariah, Komite Audit, Internal Audit, Sekretaris Perusahaan dan Karyawan

f. Boards of Commissioners, Board of Directors, Sharia Supervisory Board, Audit Committee, Internal Audit, Corporate Secretary and Employees

Berdasarkan akta Pernyataan Keputusan Rapat No. 8 tanggal 29 Juni 2020 yang dibuat di hadapan Shanti Indah Lestari, S.H., M.Kn, Notaris di Kabupaten Tangerang, yang telah diterima dan dicatat pada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat No. AHU-AH.01.03-0302949 tanggal 23 Juli 2020, susunan Dewan Komisaris, Direksi dan Dewan Pengawas Syariah Perusahaan pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Based on Deed of Meeting Decision Letter No. 8 dated 29 June 2020 made before Shanti Indah Lestari, S.H., M.Kn, Notary in Tangerang District, which has been accepted and recorded by the Ministry of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.03-0302949 dated 23 July 2020, the composition of the Company's Board of Commissioners, Directors and Sharia Supervisory Board of as of 31 December 2020 and 2019 are as follows:

Dewan Komisaris

Presiden Komisaris
Komisaris (Independen)
Komisaris (Independen)
Komisaris (Independen)
Komisaris
Komisaris
Komisaris

Kusmayanto Kadiman
Johanes Sutrisno
Alfonso Napitupulu
Emmy Yuhassarie*
Dominic John Picone
Sunata Tjiterosampurno
Cornellius Henry Kho

Board of Commissioners
President Commissioner
Commissioner (Independent)
Commissioner (Independent)
Commissioner (Independent)
Commissioner
Commissioner
Commissioner

Dewan Direksi

Presiden Direktur
Direktur Keuangan
Direktur Bisnis
Direktur Operasional dan Sumber Daya Manusia
Direktur Risiko Perusahaan (Independen)

Francis Lay Sioe Ho
Sudjono
Sutadi
Andrew Adiwijanto
Sigit Hendra Gunawan

Board of Directors
President Director
Finance Director
Business Director
Operations and Human Capital Director
Enterprise Risk Director
(Independent)

Dewan Pengawas Syariah

Ketua
Anggota

Asrori S. Karni
Helda Rahmi Sina

Sharia Supervisory Board
Chairman
Member

Susunan Komite Audit Perusahaan dan entitas anaknya pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

The composition of the Audit Committee of the Company and its subsidiary as of 31 December 2020 and 2019, are as follows:

Komite Audit

Ketua : Emmy Yuhassarie*
Anggota : Edy Sugito
Anggota : Friso Palilingan

Audit Committee
Chairman
Member
Member

*) Telah meninggal dunia pada tanggal 11 Desember 2020

*) Passed away on 11 December 2020

Internal Audit

Berdasarkan Surat Keputusan Direksi Perusahaan No. SK/BOD/VII/14-009 tanggal 16 Juli 2014, Kepala Unit Internal Audit Perusahaan pada tanggal 31 Desember 2020 dan 2019 adalah Fledy Rizmara.

Internal Audit

Based on the Virtue of the Board of Directors of the Company No. SK/BOD/VII/14-009 dated 16 July 2014, Head of Internal Audit Unit of the Company as of 31 December 2020 and 2019 is Fledy Rizmara.

Sekretaris Perusahaan

Berdasarkan Surat Keputusan Direksi Perusahaan No. BOD-BOC/VI/2014-0011 tanggal 24 Juni 2014, Sekretaris Perusahaan pada tanggal 31 Desember 2020 dan 2019 adalah Sudjono.

Corporate Secretary

Based on the Virtue of the Board of Directors of the Company No. BOD-BOC/VI/2014-0011 dated 24 June 2014, Corporate Secretary as of 31 December 2020 and 2019 is Sudjono.

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1. UMUM (Lanjutan)

- f. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit, Internal Audit, Sekretaris Perusahaan dan Karyawan (Lanjutan)

Karyawan

Jumlah karyawan Perusahaan dan entitas anaknya pada tanggal 31 Desember 2020 dan 2019 (tidak diaudit) adalah sebagai berikut:

	31 December/ December	
	2020	2019
Karyawan tetap	6.213	6.851
Karyawan tidak tetap	2.782	5.276
Jumlah	8.995	12.127

Personil manajemen kunci Perusahaan mencakup anggota Dewan Komisaris dan Direksi.

1. GENERAL (Continued)

- f. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee, Internal Audit, Corporate Secretary and Employees (Continued)

Employees

The total number of the Company and its subsidiary's employees as of 31 December 2020 and 2019 (unaudited) was as follows:

	2020	2019	
Karyawan tetap	6.213	6.851	Permanent employees
Karyawan tidak tetap	2.782	5.276	Non-permanent employees
Jumlah	8.995	12.127	Total

Key management personnel of the Company consist of members of Boards of Commissioners and Directors.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING

Kebijakan-kebijakan akuntansi di bawah ini telah diterapkan secara konsisten pada seluruh periode yang disajikan dalam laporan keuangan konsolidasian ini.

Laporan keuangan konsolidasian Perusahaan dan entitas anaknya disetujui untuk diterbitkan oleh Direksi pada tanggal 12 Maret 2021.

a. Pernyataan Kepatuhan

Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia ("PSAK"), termasuk Interpretasi Standar Akuntansi Keuangan, yang diterbitkan oleh Ikatan Akuntan Indonesia (IAI) dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan ("Bapepam-LK", yang fungsinya dialihkan kepada Otoritas Jasa Keuangan ("OJK") sejak tanggal 1 Januari 2013) No. VIII.G.7 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik" yang terdapat dalam Lampiran Keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 tanggal 25 Juni 2012.

b. Dasar Penyusunan Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian, kecuali laporan arus kas konsolidasian, disusun atas dasar akrual dan berdasarkan konsep nilai historis, kecuali untuk instrumen keuangan derivatif yang diukur pada nilai wajar dan utang atas kewajiban imbalan pasca-kerja yang diakui sebesar nilai kini kewajiban imbalan pasti dikurangi dengan nilai wajar aset program.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies set out below have been applied consistently to all periods presented in these consolidated financial statements.

The consolidated financial statements of the Company and its subsidiary were authorized for issuance by Directors on 12 March 2021.

a. Statement of Compliance

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards ("IFAS"), which includes the Interpretations of Financial Accounting Standards, issued by the Indonesian Institute of Accountants and the Capital Market and Financial Institution Supervisory Agency ("Bapepam-LK", which the function has been transferred to Financial Service Authority ("OJK") since 1 January 2013) Regulation No. VIII.G.7 regarding "Emiten or Public Company's Financial Statements Presentation and Disclosure Guidelines" as included in the Appendix of the Decision Decree of the Chairman of Bapepam-LK No. KEP-347/BL/2012 dated 25 June 2012.

b. Basis of Preparation of the Consolidated Financial Statements

The consolidated financial statements, except the consolidated statement of cash flows, were prepared on the accrual basis and under the historical cost concepts, excepts for derivative financial instruments which are measured at fair value and the liability for post-employment benefit obligations which is recognized at the present value of defined benefit obligations less the fair value of plan asset.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

b. Dasar Penyusunan Laporan Keuangan Konsolidasian
(Lanjutan)

b. Basis of Preparation of the Consolidated Financial
Statements (Continued)

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas ke dalam aktivitas operasi, investasi dan pendanaan.

The consolidated statement of cash flows are prepared based on the direct method by classifying cash flows on the basis of operating, investing and financing activities.

Seluruh angka dalam laporan keuangan konsolidasian ini dibulatkan menjadi dan disajikan dalam jutaan Rupiah yang terdekat, kecuali dinyatakan lain.

Figures in the consolidated financial statements are rounded to and expressed in millions of Rupiah, unless otherwise stated.

Transaksi-transaksi yang termasuk dalam laporan keuangan konsolidasian pada tiap entitas diukur dengan mata uang lingkungan ekonomi utama di mana entitas beroperasi (mata uang fungsional). Laporan keuangan konsolidasian disajikan dalam Rupiah, yang merupakan mata uang fungsional dan penyajian Perusahaan dan entitas anaknya.

Items included in the consolidated financial statements of each entities are measured using the currency of primary economic environment in which the entity operates (the functional currency). The consolidated financial statements are presented in Rupiah, which is the Company and its subsidiaries' functional and presentation currency.

Kebijakan-kebijakan akuntansi di bawah ini telah ditetapkan secara konsisten pada seluruh periode yang disajikan dalam laporan keuangan ini.

The significant accounting policies set out below have been applied consistently to all periods presented in these financial statements.

c. Perubahan Kebijakan Akuntansi

c. Change in Accounting Policies

Perubahan atas Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK")

Changes to Statement of Financial Accounting Standards ("SFAS") and Interpretations of Financial Accounting Standards ("IFAS")

Amandemen standar dan interpretasi berikut efektif untuk periode yang dimulai pada atau setelah 1 Januari 2020 yang relevan bagi Perusahaan dan entitas anaknya namun tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Perusahaan dan entitas anaknya, sebagai berikut:

Amendments of the following standards and interpretations which effective for periods beginning on or after 1 January 2020 and relevant for Company and its subsidiary but did not result in substantial changes to the Company and its subsidiary's accounting policies are as follows:

- Amandemen PSAK 15 "Investasi pada Entitas Asosiasi dan Ventura Bersama"
- Amandemen PSAK 1 "Penyajian Laporan Keuangan" dan PSAK 25 "Kebijakan akuntansi, perubahan estimasi akuntansi, dan kesalahan"
- Penyesuaian Tahunan PSAK 1 "Penyajian Laporan Keuangan"
- ISAK 35 "Penyajian laporan keuangan entitas berorientasi nirlaba"

- Amendment to SFAS 15 "Investment in Associates and Joint Venture"
- Amendment to SFAS 1 "Presentation of Financial Statements" and SFAS 25 "Accounting policies, changes in accounting estimates and errors"
- Annual Improvement to SFAS 1 "Presentation of Financial Statements"
- ISAK 35 "Presentation of non-profit oriented entities financial statements"

Perusahaan dan entitas anaknya telah mengadopsi dan melakukan penerapan atas PSAK 71, 72 dan 73 pada laporan keuangan sejak tanggal 1 Januari 2020.

The Company and its subsidiary had adopted and applied on SFAS 71, 72 and 73 in the financial year started 1 January 2020.

PSAK 71 "Instrumen Keuangan"

SFAS 71 "Financial Instruments"

Perusahaan dan entitas anaknya menerapkan model kerugian kredit ekspektasian saat menghitung kerugian penurunan nilai piutang dan aset keuangan. Hal ini mengakibatkan peningkatan penyisihan penurunan nilai dan pertimbangan yang lebih luas karena kebutuhan untuk memperhitungkan informasi yang bersifat perkiraan masa depan ketika memperkirakan jumlah penyisihan yang sesuai dalam penerapan PSAK 71. Perusahaan dan entitas anaknya mempertimbangkan probabilitas terjadinya gagal bayar selama umur kontrak pada saldo piutang usaha dan aset kontrak pada pengakuan awal aset tersebut.

The Company and its subsidiary apply an expected credit loss model when calculating impairment losses on its receivables and other financial assets. This will result in increased impairment provisions and greater judgement due to the need to factor in forward looking information when estimating the appropriate amount of provisions. In applying SFAS 71, the Company and its subsidiary must consider the probability of a default occurring over the contractual life of its financing receivables and contracts asset balances on initial recognition of those assets.

Ekshibit E/12

Exhibit E/12

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

c. Perubahan Kebijakan Akuntansi (Lanjutan)

c. Change in Accounting Policies (Continued)

PSAK 71 “Instrumen Keuangan” (Lanjutan)

SFAS 71 “Financial Instruments” (Continued)

Dampak terhadap laporan keuangan

Impact on financial statements

Pengaruh penerapan PSAK 71 terhadap laporan keuangan konsolidasian disajikan sebagai berikut:

The impact on adoption of SFAS 71 on the consolidated financial statements are summarized below:

	Jumlah/ Amount	
Cadangan kerugian penurunan nilai piutang pada 31 Desember 2019		Allowance for impairment losses on receivables as of 31 December 2019
Piutang pembiayaan	354.682	Financing receivables
Ijarah	550	Ijarah
	355.232	
Dampak penerapan PSAK 71		Impact on adoption of SFAS 71
Piutang pembiayaan	152.436	Financing receivables
Ijarah	545	Ijarah
	152.981	
Jumlah cadangan kerugian penurunan nilai piutang pada 1 Januari 2020	508.213	Total allowance for impairment losses on receivables as of 1 January 2020

Klasifikasi atas instrumen keuangan

Classification of Financial Instruments

PSAK 71 yang diterapkan oleh Perusahaan dan entitas anaknya pada tanggal 1 Januari 2020, jika diterapkan pada tanggal 31 Desember 2019, klasifikasi aset keuangan adalah sebagai berikut:

SFAS 71 was adopted by the Company and its subsidiary as of 1 January 2020, if it has been adopted as of 31 December 2019, the classifications would have been as follows:

	Aset/ Assets			Liabilitas/ Liabilities		
	Diukur pada nilai wajar melalui laporan laba rugi/ Fair value through profit and loss	Diukur pada nilai wajar melalui penghasilan komprehensif lain/ Fair value through other comprehensive income	Biaya perolehan diamortisasi/ Amortized cost	Diukur pada nilai wajar melalui laporan laba rugi/ Fair value through profit and loss	Biaya perolehan diamortisasi/ Amortized cost	
31 Desember 2019						31 December 2019
Aset keuangan						Financial assets
Kas dan setara kas	-	-	660.032	-	-	Cash and cash equivalents
Piutang pembiayaan - bersih	-	-	17.243.484	-	-	Financing receivables - net
Piutang ijarah - bersih	-	-	1.959	-	-	Ijarah receivables - net
Piutang karyawan	-	-	20.279	-	-	Employee receivables
Jumlah	-	-	17.925.754	-	-	Total
Liabilitas keuangan						Financial liabilities
Pinjaman yang diterima	-	-	-	-	7.730.021	Fund borrowings
Liabilitas derivatif	-	-	-	130.029	-	Derivative liabilities
Beban yang masih harus dibayar	-	-	-	-	796.709	Accrued expenses
Surat berharga yang diterbitkan	-	-	-	-	3.758.283	Securities issued
Utang lain-lain	-	-	-	-	260.542	Other payables
Jumlah	-	-	-	130.029	12.545.555	Total

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

c. Perubahan Kebijakan Akuntansi (Lanjutan)

c. Change in Accounting Policies (Continued)

PSAK 72 “Pendapatan dari kontrak dengan pelanggan”

SFAS 72 “Revenues from contracts with Customers”

Perusahaan dan entitas anaknya telah mengadopsi PSAK 72 yang memperkenalkan kerangka baru berupa lima-tahapan model untuk menentukan bagaimana, berapa dan kapan pendapatan diakui. PSAK 72 telah diterapkan secara restrospektif dan tidak memiliki dampak pada laporan keuangan konsolidasian.

The Company and its subsidiary have adopted SFAS 72, which introduces a new five-step model framework for determining whether, how much and when the revenue is recognized. SFAS 72 has been applied restrospectively and has had no material impact on the consolidated financial statements.

Perusahaan dan entitas anaknya memperoleh sebagian besar pendapatannya dari kontrak pembiayaan. Pendapatan pembiayaan Perusahaan disajikan bersih setelah dikurangi dengan bagian pendapatan milik bank atau pihak lain sehubungan dengan transaksi-transaksi penerusan pinjaman dan pembiayaan bersama.

The Company and its subsidiary earn the majority of its revenues from financing income. The Company's financing income is presented net of with financing income belongs to the bank in relation with channeling transactions and joint financing cooperations.

PSAK 73 “Sewa”

SFAS 73 “Leases”

Penerapan PSAK 73 mengakibatkan Perusahaan dan entitas anaknya mengakui aset-hak-guna dan liabilitas sewa untuk semua kontrak yang merupakan, atau mengandung sewa. Untuk sewa yang saat ini diklasifikasikan sebagai sewa operasi, berdasarkan persyaratan akuntansi saat ini, Perusahaan dan entitas anaknya tidak mengakui aset atau liabilitas terkait, dan sebaliknya menyebar pembayaran sewa berdasarkan garis lurus selama masa sewa, mengungkapkan dalam laporan keuangan tahunan komitmen total.

Adoption of SFAS 73 resulted in the Company and its subsidiary recognising right of use assets and lease liabilities for all contracts that are, or contain, a lease. For leases currently classified as operating leases, under current accounting requirements, the Company and its subsidiary do not recognise related assets or liabilities, and instead spreads the lease payments on a straight-line basis over the lease term, disclosing in its annual financial statements the total commitment.

Dampak terhadap laporan keuangan

Impact on financial statements

Pada saat penerapan PSAK 73, liabilitas sewa diukur pada nilai kini dari sisa pembayaran sewa, yang didiskontokan menggunakan suku bunga pinjaman incremental Perusahaan dan entitas anaknya pada tanggal 1 Januari 2020. Aset hak-guna diukur pada jumlah yang sama dengan liabilitas sewa, disesuaikan dengan jumlah pembayaran dimuka atau pembayaran sewa yang masih harus dibayar sehubungan dengan sewa yang diakui di laporan posisi keuangan pada tanggal 31 Desember 2019. Dengan menerapkan standar ini, pada tanggal 1 Januari 2020, aset hak-guna Perusahaan dan entitas anaknya tercatat sebesar Rp 48.066 yang merupakan reklasifikasi dari biaya dibayar dimuka.

On the adoption of SFAS 73, these lease liabilities were measured at the present value of the remaining lease payments, discounted using the Company and its subsidiary's incremental borrowing rate as at 1 January 2020. Right-of-use assets were measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognized in the statement of financial position as at 31 December 2019. By applying this standard, as at 1 January 2020, the Company and its subsidiary's rights-of-use assets amounting to Rp 48,066 which comprised of reclassification of prepaid expense.

Pengaruh penerapan PSAK 73 terhadap laporan posisi keuangan pada tanggal 1 Januari 2020 adalah sebagai berikut:

The impact on adoption of SFAS 73 on the statement of financial position as at 1 January 2020 is as follows:

	Dampak penerapan PSAK 73/ Impact on adoption of SFAS 73	
Aset hak-guna	48.066	Right-of-use assets
Sewa dibayar dimuka	(48.066)	Prepaid rent
Liabilitas sewa	-	Lease liability

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

c. Perubahan Kebijakan Akuntansi (Lanjutan)

c. Change in Accounting Policies (Continued)

PSAK 73 "Sewa" (Lanjutan)

SFAS 73 "Leases" (Continued)

Dampak terhadap laporan keuangan (Lanjutan)

Impact on financial statements (Continued)

Dalam menerapkan PSAK 73 untuk pertama kalinya, Perusahaan dan entitas anaknya menerapkan cara praktis yang diizinkan oleh standar, antara lain sewa operasi yang masa sewanya berakhir dalam 12 bulan diperlakukan sebagai sewa jangka pendek, sewa untuk aset bernilai rendah dicatat sebagai biaya pada saat terjadi, dan menerapkan tingkat diskonto tunggal untuk portofolio sewa dengan karakteristik yang cukup serupa. Tidak terdapat liabilitas sewa yang diakui pada penerapan PSAK 73 karena semua sewa telah dibayar di muka seluruhnya.

In applying SFAS 73 for the first time, the Company and its subsidiary used practical expedients permitted by the standard, such as operating leases with a remaining lease term of less than 12 months are treated as short-term lease, leases of low-value assets continue to expense as incurred, and the use of a single discount rate to a portfolio of leases with reasonably similar characteristics. There is no recognition on lease liability on the adoption of SFAS 73 due to all liabilities has been fully paid in advance.

d. Aset dan Liabilitas Keuangan

d. Financial Assets and Liabilities

Perusahaan dan entitas anaknya telah melakukan penerapan atas PSAK 71 - "Instrumen Keuangan".

The Company and its subsidiary had applied on SFAS 71 - "Financial Instrument".

Aset keuangan diklasifikasikan ke dalam kategori (i) diukur pada nilai wajar melalui laporan laba rugi, (ii) biaya perolehan diamortisasi, dan (iii) aset keuangan yang diukur pada nilai wajar pendapatan komprehensif lain. Pada pengakuan awal, aset keuangan diukur pada nilai wajar, ditambah biaya transaksi yang dapat diatribusikan langsung untuk aset keuangan yang diukur pada biaya perolehan diamortisasi dan pendapatan komprehensif lain. Manajemen menentukan klasifikasi aset keuangan tersebut setelah pengakuan awal aset keuangan berdasarkan model bisnis entitas dalam mengelola aset keuangan atau karakteristik arus kas kontraktual hanya dari pembayaran pokok dan bunga saja.

Financial assets are classified in categories of (i) fair value through profit or loss, (ii) amortised cost, and (iii) fair value through other comprehensive income. At initial measurement, financial assets determined based on fair value, added with transactions cost attributable direct to financial assets. Management determines the classification of its financial assets prior initial recognition based on assessment of business model for managing the financial assets or contractual cashflows give rise to solely payments of principal and interest.

d.1. Klasifikasi

d.1. Classification

Perusahaan dan entitas anaknya mengklasifikasi aset keuangannya dalam kategori:

The Company and its subsidiary classifies its financial assets into the following category:

(i) Aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi

(i) Financial assets at fair value through profit or loss

Aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi adalah aset keuangan yang diperdagangkan. Entitas dapat menetapkan pilihan yang tidak dapat dibatalkan pada saat pengakuan awal atas investasi pada instrumen ekuitas tertentu yang pada umumnya diukur pada nilai wajar melalui laba rugi sehingga perubahan nilai wajarnya disajikan dalam penghasilan komprehensif lain.

Financial assets at fair value through profit or loss are financial assets classified as held for trading. Entity may determine at initial classification of an uncancelable chosen category of a financial asset on a certain equity instrument which commonly measured the fair value through profit and loss rise change in the fair value presented under fair value through other comprehensive income.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

d. Aset dan Liabilitas Keuangan (Lanjutan)

d. Financial Assets and Liabilities (Continued)

d.1. Klasifikasi (Lanjutan)

d.1. Classification (Continued)

Perusahaan dan entitas anaknya mengklasifikasi aset keuangannya dalam kategori: (Lanjutan)

The Company and its subsidiary classifies its financial assets into the following category: (Continued)

(ii) Biaya perolehan diamortisasi

(ii) Amortised cost

Aset keuangan diukur pada biaya perolehan diamortisasi jika memenuhi kriteria sebagai berikut:

Financial assets determined under amortised cost if met criteria as outlined below:

- a. aset keuangan dikelola dalam bisnis yang bertujuan untuk memiliki arus kas keuangan dalam rangka mendapatkan arus kas kontraktual; dan
- b. persyaratan kontraktual aset keuangan yang menimbulkan arus kas yang hanya dari pembayaran pokok dan bunga.

- a. financial assets held within a business whose objective is to hold financial assets in order to collect contractual cashflows; and
- b. determining contractual financial assets give rise to solely payments of principal and assets.

Pada saat pengakuan awal, aset keuangan diakui pada nilai wajarnya ditambah nilai transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif, dikurangi penyisihan penurunan nilai.

Financial assets are initially recognised at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method, less provision for impairment.

(iii) Aset keuangan yang diukur pada nilai wajar penghasilan komprehensif lain

(iii) A Fair value through other comprehensive income

Aset keuangan yang diukur pada nilai wajar pendapatan komprehensif lain adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan jatuh temponya telah ditetapkan, serta manajemen mempunyai intensi positif dan kemampuan untuk memiliki aset keuangan tersebut hingga jatuh tempo, kecuali:

Fair value through other comprehensive income are non-derivative financial assets with fixed or determined payments and fixed maturities that the management has positive intention and ability to hold to maturity, other than:

- a. Aset keuangan dikelola dalam model bisnis yang tujuannya akan terpenuhi dengan mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- b. Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang hanya dari pembayaran pokok dan bunga dari jumlah pokok terutang.

- a. financial assets managed under business model which its objective is to both collect the contractual cash flows and sell the financial assets; and
- b. Contractual cash flows characteristics test resulting rights on certain basic term of cashflows meets the solely payments of principal and interest.

Perusahaan dan entitas anaknya mengklasifikasi liabilitas keuangannya dalam kategori:

The Company and its subsidiary classifies its financial liabilities into the following category:

(i) Liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi

(i) Financial liabilities at fair value through profit or loss

Liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi adalah liabilitas keuangan yang diperdagangkan.

Financial liabilities at fair value through profit or loss are financial liabilities classified as held for trading.

Liabilitas keuangan diklasifikasikan sebagai liabilitas keuangan yang diperdagangkan jika perolehannya ditujukan untuk dijual atau dibeli kembali dalam waktu dekat dan terdapat adanya kecenderungan ambil untung.

A financial liability is classified as held for trading if it is acquired principally for the purpose of selling or repurchasing it in the short-term and there is evidence of a recent actual pattern of profit taking

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)**

d. Aset dan Liabilitas Keuangan (Lanjutan)

d. Financial Assets and Liabilities (Continued)

d.1. Klasifikasi (Lanjutan)

d.1. Classification (Continued)

Perusahaan dan entitas anaknya mengklasifikasi liabilitas keuangannya dalam kategori: (Lanjutan)

The Company and its subsidiary classifies its financial liabilities into the following category: (Continued)

(ii) Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi

(ii) Financial liabilities measured at amortized cost

Liabilitas keuangan yang tidak diklasifikasikan sebagai liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi diklasifikasikan dalam kategori ini dan diukur pada biaya perolehan diamortisasi.

Financial liabilities that are not classified as a fair value through profit and loss fall into this category and are measured at amortized cost.

Perusahaan dan entitas anaknya mengelompokkan seluruh liabilitas keuangannya sebagai liabilitas keuangan lainnya yang diukur pada biaya perolehan diamortisasi, kecuali untuk liabilitas derivatif yang diklasifikasikan sebagai instrumen keuangan yang diukur pada nilai wajar melalui laba rugi.

The Company and its subsidiary classify all of its financial liabilities as other financial liabilities measured at amortized cost, except for derivative liabilities which are classified as financial instruments measured at fair value through profit or loss ("FVTPL").

d.2. Pengakuan

d.2. Recognition

Perusahaan dan entitas anaknya pada awalnya mengakui aset dan liabilitas keuangan pada tanggal perolehan aset dan liabilitas keuangan tersebut.

The Company and its subsidiary initially recognize financial assets and liabilities on the date of their origination.

Pada saat pengakuan awal, aset atau liabilitas keuangan Perusahaan dan entitas anaknya diukur pada nilai wajar ditambah/dikurangi (untuk instrumen keuangan 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 klarifikasi aset dan liabilitas keuangan tersebut.

At initial recognition, the Company and its subsidiary's financial assets or liabilities are measured at fair value plus/minus (for financial instruments not subsequently measured at fair value through profit or loss) transaction costs that are directly attributable to the acquisition of financial assets or issue of financial liabilities. The subsequent measurement of financial assets and liabilities depends on their classifications.

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. Biaya transaksi tersebut diamortisasikan selama umur instrumen berdasarkan metode suku bunga efektif dan dicatat sebagai bagian dari pendapatan pembiayaan untuk biaya transaksi sehubungan dengan aset keuangan dan sebagai bagian dari beban bunga dan keuangan untuk biaya transaksi sehubungan dengan liabilitas keuangan.

Transaction costs include only those costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability and they 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. Such transaction costs are amortized over the terms of the instruments based on the effective interest method and are recorded as part of financing income for transaction costs related to financial assets and as part of interest and financing charges for transaction costs related to financial liabilities.

Setelah pengakuan awal, pinjaman yang diberikan dan piutang dicatat pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Subsequent to initial recognition, loans and receivables are measured at amortized cost using the effective interest method.

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d. Financial Assets and Liabilities (Continued)

d.2. Pengakuan (Lanjutan)

d.2. Recognition (Continued)

Setelah pengakuan awal, Perusahaan mengukur seluruh liabilitas keuangan dicatat pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Subsequent to initial recognition, the Company measures all financial liabilities at amortized cost using the effective interest method.

d.3. Penghentian pengakuan

d.3. Derecognition

Perusahaan dan entitas anaknya menghentikan pengakuan aset keuangan pada saat hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut kadaluarsa, atau pada saat Perusahaan dan entitas anaknya mentransfer seluruh hak untuk menerima arus kas kontraktual dari aset keuangan dalam transaksi di mana Perusahaan secara substansial telah mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan yang ditransfer. Setiap hak atau kewajiban atas aset keuangan yang ditransfer yang timbul atau yang masih dimiliki oleh Perusahaan diakui sebagai aset atau liabilitas secara terpisah.

The Company and its subsidiary derecognize a financial asset when the contractual rights to the cash flows from the asset expire, or when the Company and its subsidiary transfer 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 Company is recognized as a separate asset or liability.

Perusahaan dan entitas anaknya menghentikan pengakuan piutang pembiayaan pada saat dilakukannya penarikan jaminan kendaraan. Selain itu, Perusahaan menghentikan pengakuan liabilitas keuangan pada saat liabilitas yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadaluarsa.

The Company and its subsidiary derecognize financing receivables at the time when the vehicle collateral has been taken out. In addition, the Company derecognizes a financial liability when its contractual obligations are discharged or cancelled or expired.

Dalam transaksi di mana Perusahaan dan entitas anaknya secara substansial tidak memiliki atau tidak mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan, Perusahaan dan entitas anaknya menghentikan pengakuan aset tersebut jika Perusahaan 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 di mana pengendalian atas aset masih dimiliki, Perusahaan dan entitas anaknya tetap mengakui aset yang ditransfer tersebut sebesar keterlibatan berkelanjutan yang ditentukan oleh besarnya perubahan nilai aset yang ditransfer.

In transaction where the Company and its subsidiary neither retain nor transfer substantially all the risks and rewards of a financial asset, the Company and its subsidiary derecognize the asset if it does not retain control over the asset. The right and obligation retained in the transfer are recognized separately as assets and liabilities as appropriate. In transfers where control over the asset is retained, the Company and its subsidiary continue 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.

Perusahaan dan entitas anaknya menghapus bukukan saldo piutang pembiayaan, pada saat Perusahaan dan entitas anaknya menentukan bahwa aset tersebut tidak dapat ditagih lagi. Keputusan ini diambil setelah mempertimbangkan informasi seperti telah terjadinya perubahan signifikan pada kemampuan keuangan konsumen sehingga konsumen tidak lagi dapat melunasi liabilitasnya, atau konsumen atau unit yang dibiayai tidak dapat ditemukan atau dikuasai oleh pihak ketiga atau nilai realisasi bersih atas jaminan yang dikuasai kembali diperkirakan tidak akan cukup untuk melunasi seluruh ekposur piutang pembiayaan.

The Company and its subsidiary write off a financing receivables, when the Company and its subsidiary determine that the asset is uncollectible. This decision was taken after consideration of information such as the occurrence of significant changes to the financial ability of consumers so that consumers can no longer pay the loan, or consumer or units being financed cannot be found or is controlled by third party or the net realizable value of collateral is not expected to be sufficient to pay the entire exposure for the financing receivables.

Penerimaan atau pemulihan kembali aset keuangan yang telah dihapusbukukan dicatat sebagai pendapatan lain-lain.

Collection or recovery of financial assets which had been written-off is recorded as other income.

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d. Financial Assets and Liabilities (Continued)

d.4. Saling hapus

d.4. Offsetting

Aset dan liabilitas keuangan dapat saling hapus dan nilai bersihnya disajikan dalam laporan posisi keuangan jika, dan hanya jika, Perusahaan dan entitas anaknya memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara bersih atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara bersamaan.

Financial assets and liabilities are offset and the net amount is presented in the statement of financial position when and only when, the Company and its subsidiary have legally enforceable rights to offset the recognized amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

Pendapatan dan beban disajikan dalam jumlah bersih hanya jika diperkenankan oleh standar akuntansi.

Income and expenses are presented on a net basis only when permitted by accounting standards.

d.5. Pengukuran biaya perolehan diamortisasi

d.5. Amortized cost measurement

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, dikurangi penyisihan kerugian penurunan nilai.

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 any reduction for impairment.

d.6. Identifikasi dan pengukuran penurunan nilai aset keuangan

d.6. Identification and measurement of impairment for financial assets

Berbeda dengan PSAK 55 yang mengakui kerugian kredit pada saat terjadi (terdapat bukti obyektif bahwa telah terjadi penurunan nilai), PSAK 71 mensyaratkan pengakuan segera atas dampak perubahan kerugian kredit ekspektasian setelah pengakuan awal aset keuangan yang tidak diukur pada nilai wajar. Pada saat pengakuan awal, Perusahaan dan entitas anaknya mengukur penyisihan kerugian untuk aset keuangan tersebut sejumlah kerugian kredit ekspektasian 12 bulan (Tahap 1).

As opposed to SFAS 55 which recognized impairment as occurred (there is objective evidence of impairment), SFAS 71 required immediate recognition of expected credit losses at the initial recognition of financial assets that are not carried at fair value. At the initial recognition, the Company and its subsidiary measured allowance of impairment of financial assets using 12-months expected credit losses (Stage 1).

Pada setiap tanggal pelaporan, Perusahaan dan entitas anaknya mengukur penyisihan kerugian aset keuangan sejumlah kerugian kredit ekspektasian sepanjang umurnya, jika risiko kredit atas aset keuangan tersebut telah meningkat secara signifikan sejak pengakuan awal (Tahap 2) atau menjadi memburuk (Tahap 3). Jika tidak, Perusahaan dan entitas anaknya tetap mengukur penyisihan kerugian untuk aset keuangan tersebut sejumlah kerugian kredit ekspektasian 12 bulan (Tahap 1).

The Company and its subsidiary at each reporting date, measured allowance of impairment losses of financial assets using lifetime expected credit losses if there's significant increase in credit risk (Stage 2) or become credit impaired (Stage 3). Otherwise, the Company and its subsidiary continue to measure allowance of impairment losses of financial assets using 12-months expected credit losses (Stage 1).

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d. Financial Assets and Liabilities (Continued)

d.6. Identifikasi dan pengukuran penurunan nilai aset keuangan (Lanjutan)

d.6. Identification and measurement of impairment for financial assets (Continued)

Peningkatan risiko kredit yang signifikan dievaluasi dengan membandingkan risiko wanprestasi suatu aset keuangan pada saat tanggal pelaporan terhadap tanggal pengakuan awal. Penentuan adanya peningkatan risiko kredit yang signifikan atau tidak dievaluasi menggunakan beberapa kriteria, utamanya jika telah mengalami keterlambatan pembayaran 30 hari. Aset keuangan dianggap menjadi memburuk, utamanya jika telah mengalami keterlambatan pembayaran 90 hari.

Significant increase in credit risk is assessed by comparing the risk of default of financial assets at the reporting date to the origination date. Whether a change in the risk of default is significant or not is assessed using several criteria, primarily based on 30 days past due. Financial assets determined as credit impaired primarily after 90 days past due criteria.

Kerugian kredit ekspektasian diukur dalam suatu cara yang mencerminkan:

Expected credit losses measured in a way that reflects:

- Jumlah yang tidak bias dan rata-rata probabilitas tertimbang yang ditentukan dengan mengevaluasi serangkaian kemungkinan yang dapat terjadi;
- Nilai waktu uang; dan
- Informasi yang wajar dan didukung yang tersedia tanpa biaya atau upaya berlebihan pada tanggal pelaporan mengenai peristiwa masa lalu, kondisi kini dan perkiraan kondisi ekonomi masa depan.

- An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- The time value of money; and
- Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

Penilaian secara individual dilakukan atas aset keuangan yang nilainya signifikan. Aset keuangan yang tidak signifikan dan memiliki karakteristik risiko kredit yang sejenis dinilai secara kolektif.

Individual assessment is performed on the significant financial assets. The financial assets that are not individually significant and have similar credit characteristic are assessed collectively.

Dalam mengevaluasi penurunan nilai secara kolektif, Perusahaan dan entitas anaknya menggunakan model statistik dari tren historis atas probabilitas wanprestasi, waktu pemulihan kembali dan jumlah kerugian yang terjadi serta perkiraan kondisi ekonomi masa depan yang disesuaikan dengan pertimbangan manajemen mengenai apakah kondisi ekonomi dan kredit terkini sedemikian rupa sehingga dapat mengakibatkan kerugian aktual yang jumlahnya akan lebih besar atau lebih kecil daripada jumlah yang ditentukan oleh model historis. Tingkat wanprestasi, tingkat kerugian dan waktu yang diharapkan untuk pemulihan di masa datang akan diperbandingkan secara berkala terhadap hasil aktual untuk memastikan estimasi tersebut masih tepat.

In assessing collective impairment, the Company and its subsidiary use statistical modeling of historical trends of the probability of default, timing of recoveries and the amount of loss incurred as well as forecasts of future economic conditions adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical modeling. Default rates, loss rates and the expected timing of future recoveries are regularly benchmarked against actual outcomes to ensure that they remain appropriate.

Ketika peristiwa yang terjadi setelah penurunan nilai menyebabkan jumlah kerugian penurunan nilai berkurang, kerugian penurunan nilai yang sebelumnya diakui harus dipulihkan, dengan menyesuaikan akun cadangan. Jumlah pemulihan aset keuangan diakui pada laba rugi tahun berjalan.

When a subsequent event causes the amount of impairment loss to decrease, the previously recognized impairment loss is reversed by adjusting the allowance for impairment losses. The amount of the reversal is recognized in the current year profit or loss.

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d.7. Pengukuran nilai wajar

d.7. Fair value measurement

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur (*orderly transaction*) antara pelaku pasar (*market participants*) pada tanggal pengukuran di pasar utama atau, jika tidak terdapat pasar utama, di pasar yang paling menguntungkan dimana Perusahaan dan entitas anaknya memiliki akses pada tanggal tersebut. Nilai wajar liabilitas mencerminkan risiko wanprestasinya.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal market or, in its absence, the most advantageous market to which the Company and its subsidiary have access at that date. The fair value of a liability reflects its non-performance risk.

Jika tersedia, Perusahaan dan entitas anaknya mengukur nilai wajar instrumen keuangan dengan menggunakan harga kuotasi di pasar aktif untuk instrumen tersebut. Suatu pasar dianggap aktif jika harga kuotasi sewaktu-waktu dan secara berkala tersedia dan mencerminkan transaksi pasar yang aktual dan rutin dalam suatu transaksi yang wajar.

When available, the Company and its subsidiary measure the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly occurring market transactions on an arm's length basis.

Jika pasar untuk suatu instrumen keuangan tidak aktif, Perusahaan dan entitas anaknya menentukan nilai wajar dengan menggunakan teknik penilaian. Teknik penilaian mencakup penggunaan transaksi pasar terkini yang dilakukan secara wajar oleh pihak-pihak yang memahami, berkeinginan, dan jika tersedia, referensi atas nilai wajar terkini dari instrumen lain yang secara substansial sama, penggunaan analisa arus kas yang didiskonto dan penggunaan model penetapan harga opsi (*option pricing model*).

If a market for a financial instrument is not active, the Company and its subsidiary establish fair value using a valuation technique. Valuation techniques include using recent arm's length transactions between knowledgeable and willing parties, and if available, reference to the current fair value of other instruments that are substantially the same, discounted cash flows analysis and option pricing models.

Teknik penilaian yang dipilih memaksimalkan penggunaan input pasar, dan meminimalkan penggunaan taksiran yang bersifat spesifik dari Perusahaan dan entitas anaknya, memasukkan semua faktor yang akan dipertimbangkan oleh para pelaku pasar dalam menetapkan suatu harga dan konsisten dengan metodologi ekonomi yang diterima dalam penetapan harga instrumen keuangan. Input yang digunakan dalam teknik penilaian secara memadai mencerminkan ekspektasi pasar dan ukuran atas faktor risiko dan pengembalian (*risk-return*) yang melekat pada instrumen keuangan. Perusahaan dan entitas anaknya mengkalibrasi teknik penilaian dan menguji validitasnya dengan menggunakan harga-harga dari transaksi pasar terkini yang dapat diobservasi untuk instrumen yang sama atau atas dasar data pasar lainnya yang tersedia yang dapat diobservasi.

The chosen valuation technique makes maximum use of market inputs, relies as little as possible on estimates specific to the Company and its subsidiary, incorporate all factors that market participants would consider in setting a price, and is consistent with accepted economic methodologies for pricing financial instruments. Inputs to valuation techniques reasonably represent market expectations and measures of the risk-return factors inherent in the financial instrument. The Company and its subsidiary calibrate valuation techniques and tests them for validity using prices from observable current market transactions in the same instrument or based on other available observable market data.

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d.7. Pengukuran nilai wajar (Lanjutan)

d.7. Fair value measurement (Continued)

Bukti terbaik atas nilai wajar instrumen keuangan pada saat pengakuan awal adalah harga transaksi, yaitu nilai wajar dari pembayaran yang diberikan atau diterima, kecuali jika nilai wajar dari instrumen keuangan tersebut ditentukan dengan perbandingan dengan transaksi pasar terkini yang dapat diobservasi dari suatu instrumen yang sama (yaitu tanpa modifikasi atau pengemasan ulang), atau berdasarkan suatu teknik penilaian yang variabelnya hanya menggunakan data dari pasar yang dapat diobservasi. Jika harga transaksi memberikan bukti terbaik atas nilai wajar pada saat pengakuan awal, maka instrumen keuangan pada awalnya diukur pada harga transaksi dan selisih antara harga transaksi dan nilai yang sebelumnya diperoleh dari model penilaian diakui dalam laporan laba rugi setelah pengakuan awal tergantung pada masing-masing fakta dan keadaan dari transaksi tersebut namun tidak lebih lambat dari saat penilaian tersebut didukung sepenuhnya oleh data pasar yang dapat diobservasi atau saat transaksi ditutup.

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e., the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with the other observable current market transactions in the same instrument (i.e., without modification or repackaging), or based on a valuation technique whose variables include only data from observable markets. When transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognized in the statement of profit or loss depending on the individual facts and circumstances of the transaction but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

Nilai wajar mencerminkan risiko kredit atas instrumen keuangan dan termasuk penyesuaian yang dilakukan untuk memasukkan risiko kredit Perusahaan dan pihak lawan, mana yang lebih sesuai. Taksiran nilai wajar yang diperoleh dari model penilaian akan disesuaikan untuk mempertimbangkan faktor-faktor lainnya, seperti risiko likuiditas atau ketidakpastian model penilaian, sepanjang Perusahaan yakin bahwa keterlibatan suatu pasar pihak ketiga akan mempertimbangkan faktor-faktor tersebut dalam penetapan harga suatu transaksi.

Fair values reflect the credit risk of the financial instruments and include adjustments to take into account the credit risk of the Company and counterparty where appropriate. Fair value estimates obtained from models are adjusted for any other factors, such as liquidity risk or valuation model uncertainties, to the extent that the Company believes a third-party market participation would take them into account in pricing a transaction.

e. Kas dan Setara Kas

e. Cash and Cash Equivalents

Kas dan setara kas terdiri dari kas, kas di bank dan deposito berjangka yang akan jatuh tempo dalam waktu tiga bulan atau kurang sejak tanggal penempatan, sepanjang deposito berjangka tersebut tidak digunakan sebagai jaminan atas pinjaman yang diterima, serta tidak dibatasi penggunaannya. Kas dan setara kas diklasifikasikan sebagai biaya perolehan diamortisasi (Catatan 2d).

Cash and cash equivalents consist of cash on hand, cash in banks and time deposits with a maturity period of three months or less since the date of placement, as long as these time deposits are not pledged as collaterals for borrowings nor restricted. Cash and cash equivalents are classified as amortized costs (Note 2d).

f. Piutang Pembiayaan

f. Financing Receivables

Perusahaan dan entitas anaknya mengakui aset berupa piutang pembiayaan sebesar jumlah yang sama dengan piutang bersih. Penerimaan piutang dipertakukan sebagai pembayaran pokok dan pendapatan pembiayaan. Pengakuan pendapatan pembiayaan didasarkan pada suatu pola yang mencerminkan suatu tingkat pengembalian periodik yang konstan atas investasi Perusahaan.

The Company and its subsidiary recognizes assets as financing receivables and present them at an amount equal to the net financing receivables. Receivables payment is treated as repayment of principal and financing income. The recognition of financing income is based on a pattern reflecting a constant periodic rate of return on the Company's financing receivables.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

f. Piutang Pembiayaan (Lanjutan)

f. Financing Receivables (Continued)

Penyelesaian kontrak sebelum masa pembiayaan berakhir diperlakukan sebagai pembatalan kontrak pembiayaan dan pendapatan yang timbul terkait penyelesaian kontrak ini diakui dalam laba rugi tahun berjalan.

Early termination of a contract is treated as a cancellation of an existing contract and the resulting income related to this early termination of a contract is recognized in the current year profit or loss.

Piutang pembiayaan akan dihapusbukukan setelah menunggak lebih dari 210 hari (untuk produk mobil dan motor) dan lebih dari 270 hari (untuk properti). Penerimaan dari piutang yang telah dihapusbukukan diakui sebagai pendapatan lain-lain pada saat diterima.

Financing receivables will be written-off when they are overdue for more than 210 days (for cars and motorcycles) and more than 270 days (for property). Recoveries from written-off receivables are recognized as other income upon receipt.

f.1. Sewa Pembiayaan

f.1. Finance Lease

Sebelum 1 Januari 2020

Before 1 January 2020

Berdasarkan PSAK 30 (Revisi 2011), suatu sewa diklasifikasikan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset. Suatu sewa diklasifikasikan sebagai sewa operasi jika sewa tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset.

Based on PSAK 30 (2011 Revision), leases are classified as finance leases if such leases transfer substantially all the risks and rewards related to the ownership of the lease assets. Leases are classified as operating leases if the leases do not transfer substantially all the risks and rewards related to the ownership of the leased assets.

Pada saat pengakuan awal, nilai wajar piutang sewa pembiayaan merupakan jumlah piutang sewa pembiayaan ditambah nilai sisa yang akan diterima oleh perusahaan sewa pada akhir masa sewa pembiayaan dikurangi dengan pendapatan sewa pembiayaan yang ditangguhkan dan simpanan jaminan. Selisih antara nilai piutang bruto dan nilai kini piutang diakui sebagai pendapatan sewa pembiayaan yang belum diakui. Pendapatan sewa pembiayaan yang belum diakui dialokasikan sebagai pendapatan tahun berjalan menggunakan metode tingkat suku bunga efektif. Piutang sewa pembiayaan diklasifikasikan sebagai pinjaman yang diberikan dan piutang (Catatan 2d).

At initial recognition, the fair value of finance lease receivables represents finance lease receivables plus the residual value at the end of the lease period deducted by unearned lease income and security deposits. The difference between the gross lease receivables and the present value of the lease receivables is recognised as unearned lease income. Unearned lease income is allocated to the current year statement of income using the effective interest rate. Finance lease receivables are classified as loans and receivables (Note 2d).

Setelah 1 Januari 2020

Subsequent on 1 January 2020

Mulai tanggal 1 Januari 2020, Perusahaan menerapkan PSAK 73: Sewa yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai 'sewa operasi'. Kebijakan ini berlaku untuk kontrak yang disepakati atau diamandemen, pada atau setelah 1 Januari 2020.

From 1 January 2020, the Company has adopted SFAS 73: Leases which sets the requirement for recognition of lease liabilities in relation to leases which had previously been classified as 'operating leases'. This policy is applied to contracts entered into or amended, on or, after 1 January 2020.

Pada tanggal permulaan kontrak, Perusahaan menilai apakah kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

At the inception of a contract, the Company assesses whether the contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

f. Piutang Pembiayaan (Lanjutan)

f. Financing Receivables (Continued)

f.2. Pembiayaan Konsumen

f.2. Consumer Financing

Piutang pembiayaan konsumen merupakan jumlah piutang setelah ditambah (dikurangi) biaya (pendapatan) transaksi yang belum di amortisasi dan dikurangi dengan pendapatan pembiayaan konsumen yang belum diakui dan cadangan kerugian penurunan nilai piutang pembiayaan konsumen.

Consumer financing receivables are receivables plus (minus) unamortized transaction cost (fee) and minus unearned consumer financing income and allowance for impairment losses of consumer financing receivables.

Pendapatan pembiayaan konsumen yang belum diakui, yang merupakan selisih antara jumlah keseluruhan pembayaran angsuran yang akan diterima dari konsumen dan jumlah pokok pembiayaan, ditambah (dikurangi) biaya (pendapatan) transaksi yang belum diamortisasi, akan diakui sebagai pendapatan selama jangka waktu kontrak dengan menggunakan metode suku bunga efektif dari piutang pembiayaan konsumen. Piutang pembiayaan konsumen diklasifikasikan sebagai biaya perolehan diamortisasi (Catatan 2d).

Unearned consumer financing income, which represents the difference between total installments to be received from the consumer and the principal amount financed, plus or deducted with the unamortized transaction cost (income), will be recognized as income over the term of the contract using effective interest method of the related consumer financing receivable. Consumer financing receivables are classified as amortized costs (Note 2d).

Biaya (pendapatan) transaksi yang belum diamortisasi adalah pendapatan administrasi proses pembiayaan dan biaya transaksi yang timbul pertama kali yang terkait langsung dengan pembiayaan konsumen tersebut.

Unamortized transaction cost (income) are financing administration income and transaction costs which are incurred at the first time the financing agreement is signed and directly attributable to consumer financing.

g. Pembiayaan Bersama

g. Joint Financing

Seluruh kontrak pembiayaan bersama yang dilakukan oleh Perusahaan merupakan pembiayaan bersama konsumen tanpa tanggung renteng (*without recourse*) dimana hanya porsi jumlah angsuran piutang yang dibiayai Perusahaan yang dicatat sebagai piutang pembiayaan di laporan posisi keuangan (pendekatan neto). Pendapatan pembiayaan disajikan pada laporan laba rugi dan penghasilan komprehensif lain setelah dikurangi dengan bagian yang merupakan hak pihak-pihak lain yang berpartisipasi pada transaksi pembiayaan bersama tersebut.

All joint financing agreements entered by the Company are joint financing without recourse in which only the Company's financing portion of the total installments are recorded as financing receivables in the statement of financial position (net approach). Financing income is presented in the statement of profit or loss and other comprehensive income after deducting the portions belong to other parties participated to these joint financing transactions.

Dalam pembiayaan bersama *without recourse*, antara Perusahaan dan penyedia fasilitas pembiayaan bersama, Perusahaan berhak menentukan tingkat bunga yang lebih tinggi kepada konsumen dibandingkan tingkat bunga yang ditetapkan dalam perjanjian pembiayaan bersama dengan penyedia fasilitas pembiayaan bersama. Selisihnya merupakan pendapatan dan disajikan sebagai bagian dari "Pendapatan Pembiayaan".

In joint financing without recourse, arrangements between the Company and the joint financing facility provider, the Company has the right to set higher interest rates to consumer than the interest rates stated in the joint financing agreement with the joint financing facility provider. The difference is recognized as revenue and disclosed as "Financing Income".

h. Piutang Pembiayaan Murabahah

h. Murabahah Financing Receivables

Murabahah merupakan akad jual-beli barang dengan harga jual sebesar biaya perolehan ditambah keuntungan yang disepakati dan Perusahaan harus mengungkapkan biaya perolehan barang tersebut kepada konsumen. Pada saat akad murabahah, piutang pembiayaan murabahah diakui dengan metode pendapatan efektif. Keuntungan murabahah diakui selama periode akad berdasarkan pengakuan marjin dari piutang pembiayaan murabahah.

Murabahah is goods sell-buy contract with a sold price amounting to acquisition cost plus agreed margin and the Company must to disclose the acquisition cost to customer. When murabahah contract is signed, murabahah financing receivables are recognized at effective income method. Murabahah margin are recognized over the period of the contract based on margin of the murabahah financing receivables.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

h. Piutang Pembiayaan Murabahah (Lanjutan)

h. Murabahah Financing Receivables (Continued)

Akad murabahah secara substansi merupakan suatu pembiayaan, sehingga pengakuan marjin dilakukan berdasarkan standar yang mengatur pembiayaan, seperti yang disebutkan di kebijakan pembiayaan konsumen.

Substantially, murabahah contract is a financing, so that margin recognition is based on standards which regulate financing, as mentioned in consumer financing policy.

Pada setiap akhir periode laporan keuangan, piutang pembiayaan murabahah disajikan sebesar nilai neto yang dapat direalisasi, yaitu saldo piutang murabahah dikurangi marjin yang ditangguhkan dan cadangan kerugian penurunan nilai.

At the end of each period of financial statement, murabahah financing receivables are state at net realizable value, consist of outstanding murabahah receivables less unearned margin and allowance for impairment loss.

i. Piutang Ijarah

i. Ijarah Receivables

Piutang ijarah (porsi pokok sewa) merupakan akrual piutang sewa atas porsi pokok yang belum direalisasikan oleh nasabah dan piutang pendapatan ijarah merupakan akrual piutang sewa atas bagian keuntungan (ujroh) transaksi ijarah muntahiyah bittamlik dari angsuran nasabah pada bulan berikutnya yang diakui secara proporsional.

Ijarah receivables are based on unrealized accrual rent income from principal portion and ijarah receivable represents portion of accrual rent income from the following month's installment of ijarah muntahiyah bittamlik which is recognized proportionally.

Akad ijarah adalah akad penyediaan dana dalam rangka memindahkan hak guna atau manfaat dari suatu barang atau jasa berdasarkan transaksi sewa, tanpa diikuti dengan pemindahan kepemilikan barang tersebut kepada penyewa.

Akad ijarah is a contract for the provision of funds in the context of transferring the use rights or benefits of a good or service based on a lease transaction, without being followed by the transfer of ownership of such goods to the lessee.

Piutang pendapatan ijarah diakui pada saat jatuh tempo sebesar sewa porsi ujroh dan piutang ijarah sebesar sewa porsi pokok yang belum diterima dan disajikan sebesar nilai bersih yang dapat direalisasikan, yaitu sebesar saldo piutang.

Ijarah revenue receivables are recognized at maturity amounting to the rent of ujroh and ijarah receivables amounting to the portion of the principal outstanding which has not been received and presented at net realizable value, which is the outstanding amount of the receivables.

j. Piutang dalam Proses Penyelesaian

j. Receivables in the Settlement Process

Piutang dalam proses penyelesaian merupakan piutang atas jaminan yang dikuasai kembali dan dinyatakan berdasarkan nilai realisasi bersih yaitu nilai tercatat atau pokok piutang pembiayaan terkait dikurangi penyisihan penurunan nilai pasar atas jaminan yang dikuasai kembali. Piutang pembiayaan direklasifikasikan menjadi piutang dalam proses penyelesaian ketika jaminan ditarik karena konsumen tidak dapat memenuhi kewajibannya setelah melalui proses tahapan yang ditetapkan dalam perjanjian pembiayaan dengan konsumen.

Receivables in the settlement process represent receivables from collateral recovered and stated at net realizable value which is carrying amount or principal amount of related financing receivables, less allowance for decline in market value of the collateral retained. Financing receivables are reclassified to receivables in the settlement process when the collateral is withdrawn because the consumer is not able to meet its obligations after going through the stages stipulated in the financing agreement with the consumer.

Pelanggan memberi kuasa kepada Perusahaan untuk menjual objek yang dijaminkan atau melakukan tindakan lainnya dalam upaya penyelesaian piutang bila terjadi wanprestasi terhadap perjanjian pembiayaan. Kelebihan hasil penyelesaian dengan jumlah seluruh kewajiban konsumen merupakan hak dari konsumen, sedangkan kekurangan hasil penyelesaian akan dibebankan sebagai penghapusan piutang lain-lain pada laporan laba rugi dan penghasilan komprehensif lain.

Customer authorizes the Company to sell the pledged object or performing other actions in solving the debts in the event of default of the financing agreement. Excess result of a settlement with the total obligations of the consumer is the right of the customer, while the shortage of the settlement proceeds will be charged to written-off other receivables in the statement of profit or loss and other comprehensive income.

Piutang dalam proses penyelesaian diklasifikasikan sebagai aset keuangan dalam kelompok biaya perolehan diamortisasi.

Receivables in the settlement process are classified as financial assets classified as amortized costs.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)**

k. Instrumen Derivatif untuk Tujuan Manajemen Risiko

Seluruh instrumen derivatif yang dimiliki Perusahaan digunakan untuk tujuan manajemen risiko. Instrumen derivatif ini digunakan untuk lindung nilai eksposur risiko suku bunga dan risiko mata uang Perusahaan. Instrumen derivatif untuk tujuan manajemen risiko diukur pada nilai wajar dalam laporan posisi keuangan. Untuk memenuhi persyaratan akuntansi lindung nilai, beberapa kriteria tertentu harus dipenuhi, termasuk adanya dokumentasi formal pada awal lindung nilai.

Pada penetapan awal lindung nilai, Perusahaan mendokumentasikan secara formal hubungan antara instrumen lindung nilai dan unsur yang dilindung nilai, termasuk tujuan manajemen risiko dan strategi dalam melaksanakan transaksi lindung nilai, bersamaan dengan metode yang akan digunakan untuk menilai efektivitas hubungan lindung nilai. Perusahaan menilai, pada awal hubungan lindung nilai dan juga secara berkesinambungan, apakah instrumen lindung nilai diharapkan akan "sangat efektif" dalam rangka saling hapus atas perubahan nilai wajar atau perubahan arus kas dari unsur yang dilindung nilai sepanjang periode dimana lindung nilai tersebut ditetapkan.

Perubahan nilai wajar instrumen derivatif yang tidak memenuhi kriteria lindung nilai dicatat dalam laporan laba rugi tahun yang bersangkutan. Jika instrumen derivatif dirancang dan memenuhi syarat akuntansi lindung nilai, perubahan nilai wajar yang berkaitan dengan lindung nilai diakui sebagai penyesuaian terhadap unsur yang dilindungi nilainya dalam penghasilan komprehensif lainnya tahun berjalan atau disajikan dalam ekuitas, tergantung pada jenis transaksi dan efektivitas dari lindung nilai tersebut.

Perusahaan dan entitas anaknya menetapkan derivatif sebagai instrumen lindung nilai atas arus kas apabila instrumen tersebut melindungi nilai variabilitas arus kas yang dapat diatribusikan pada risiko tertentu yang terkait dengan aset atau liabilitas yang telah diakui atau prakiraan transaksi yang kemungkinan besar terjadi. Bagian efektif dari perubahan nilai wajar derivatif yang ditetapkan sebagai instrumen lindung nilai atas arus kas dalam hubungan lindung nilai yang memenuhi kualifikasi ditangguhkan pada keuntungan/(kerugian) kumulatif atas instrumen derivatif untuk lindung nilai arus kas, yang merupakan bagian dari ekuitas. Bagian yang tidak efektif diakui secara langsung pada laporan laba rugi. Jumlah yang ditangguhkan dalam ekuitas direklasifikasi ke dalam laporan laba rugi dalam tahun yang sama dimana arus kas yang dilindung nilai mempengaruhi laba atau rugi, dan pada unsur yang sama dalam laporan laba rugi.

k. Derivative Instrument for Risk Management Purposes

All derivative instruments held by the Company are for risk management purposes. These derivative instruments are used to hedge the Company's exposures to interest rate risk and currency risk. Derivative instruments held for risk management are measured at fair value in the statement of financial position. To qualify for hedge accounting, certain criteria are to be met, including formal documentation to be in place at the inception of the hedge.

On initial designation of the hedge, the Company formally documents the relationship between the hedging instruments and hedge items, including the risk management objective and strategy in undertaking the hedge transaction, together with the method that will be used to assess the effectiveness of the hedging relationship. The Company makes an assessment, both at the inception of the hedge relationship as well as on an ongoing basis, whether the hedging instruments are expected to be "highly effective" in offsetting the changes in the fair value or cash flows of the respective hedged item during the period for which the hedge is designated.

Changes in fair value of derivative instruments that do not qualify for hedge accounting are recognized in the current year statement of profit or loss. If derivative instruments are designated and qualify for hedge accounting, changes in fair value of derivative instruments are recorded as adjustments to the items being hedged in the current year other comprehensive income or in the equity, depending on the type of hedge transaction represented and the effectiveness of the hedge.

The Company and its subsidiary designate derivatives as the hedging instruments of cash flows hedges where the instrument hedges the variability in cash flows attributable to a particular risk associated with a recognized asset or liability, or a highly probable forecast transaction that could affect profit or loss. The effective portion of changes in the fair value of derivatives designated as hedging instruments of cash flows hedges in qualifying hedging relationships is deferred to the cumulative gains/(losses) on derivative instruments for cash flows hedges, which forms part of equity. Any ineffective portion is recognized immediately in the statement of profit or loss. Amounts deferred in equity are reclassified to the statement of income as a reclassification adjustment in the same year as the hedged cash flows affect profit or loss, and in the same line item in the statement of profit or loss.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)**

**k. Instrumen Derivatif untuk Tujuan Manajemen Risiko
(Lanjutan)**

Ketika instrumen lindung nilai kadaluarsa atau dijual, dihentikan, dilaksanakan, atau tidak lagi memenuhi kriteria akuntansi lindung nilai, keuntungan atau kerugian kumulatif yang ditangguhkan di ekuitas tetap diakui pada keuntungan/(kerugian) kumulatif atas instrumen derivatif untuk lindung nilai arus kas dan direklasifikasi ke laporan laba rugi ketika unsur yang dilindungi nilai diakui dalam laporan laba rugi.

Ketika suatu prakiraan transaksi akan dilindungi nilai tidak lagi diharapkan akan terjadi, jumlah yang ditangguhkan dalam ekuitas diakui segera dalam laporan laba rugi.

l. Beban Dibayar di Muka

Beban dibayar di muka diamortisasi dan dibebankan selama masa manfaat masing-masing beban dengan menggunakan metode garis lurus.

m. Aset Ijarah

Aset yang diperoleh untuk ijarah merupakan aset yang menjadi objek transaksi sewa (ijarah) dan dicatat di laporan posisi keuangan sebesar harga perolehan dikurangi akumulasi penyusutan. Aset dalam transaksi ijarah disusutkan sesuai dengan jangka waktu sewa.

Pendapatan ijarah diakui selama masa akad menggunakan metode flat (proporsional).

n. Aset Tetap

Aset tetap pada awalnya dinyatakan sebesar harga perolehan. Setelah pengukuran awal, aset tetap diukur dengan model biaya, dicatat pada harga perolehan dikurangi akumulasi penyusutan dan akumulasi penurunan nilai, jika ada.

Harga perolehan mencakup harga pembelian dan semua beban yang terkait secara langsung untuk membawa aset tersebut ke lokasi dan kondisi yang diperlukan untuk memungkinkan aset tersebut beroperasi sebagaimana ditentukan oleh manajemen.

Tanah dinyatakan sebesar harga perolehan dan tidak disusutkan.

**k. Derivative Instrument for Risk Management Purposes
(Continued)**

When the hedging instrument expires or sold, terminated, exercised, or no longer qualifies for hedge accounting, the cumulative amount deferred in equity remains in the cumulative gains/(losses) on derivative instruments for cash flows hedges, and is subsequently transferred to the statement of profit or loss when the hedged item is recognized in the statement of profit or loss.

When a forecast hedged transaction is no longer expected to occur, the amount deferred in equity is recognized immediately in the statement of profit or loss.

l. Prepaid Expenses

Prepaid expenses are amortized and charged as an expense over the periods of benefit using the straight-line method.

m. Ijarah Asset

Assets acquired for ijarah represent object of leased assets and are recorded in the statements of financial positions at the acquisition cost, net of accumulated depreciation. Assets in ijarah transaction are depreciated over the lease period.

Income from ijarah is recognised over the period of the contract with flat (proportional) method.

n. Fixed Assets

Fixed assets are initially recognized at acquisition cost. After initial measurement, fixed assets are measured using the cost model, carried at cost less any accumulated depreciation and accumulated impairment losses, if any.

Acquisition cost includes purchase price and any costs directly attributable to bring the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

Land is stated at cost and not depreciated.

Ekshibit E/27

Exhibit E/27

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

n. Aset Tetap (Lanjutan)

n. Fixed Assets (Continued)

Penyusutan aset tetap selain tanah dihitung dengan menggunakan metode garis lurus untuk mengalokasikan harga perolehan hingga mencapai nilai sisa sepanjang estimasi masa manfaatnya sebagai berikut:

Depreciation of fixed assets other than land are calculated on the straight-line method to allocate their cost to their residual values over their estimated useful lives as follows:

	<u>Masa manfaat/ Useful lives (Tahun/ Year)</u>	<u>Tarif/ Rates</u>	
Bangunan dan prasarana	20	5 %	Building and improvements
Peralatan kantor	5	20 %	Office equipment
Kendaraan	5	20 %	Vehicles
Perabot dan perlengkapan kantor	5	20 %	Furniture and fixtures

Beban perbaikan dan pemeliharaan dibebankan ke dalam laporan laba rugi periode dimana beban-beban tersebut terjadi. Pengeluaran yang memperpanjang masa manfaat aset atau yang memberikan tambahan manfaat ekonomis dikapitalisasi dan disusutkan.

Repairs and maintenance costs, are charged to the statement of profit or loss during the period in which they are incurred. Expenditures that extend the future life of assets or provide further economic benefits are capitalized and depreciated.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat pelepasan atau ketika tidak terdapat lagi manfaat ekonomi masa depan yang diekspektasikan dari penggunaan atau pelepasannya.

The carrying amount of fixed assets are derecognized upon disposal or when there is no longer a future economic benefit expected from its use or disposal.

Apabila aset tetap dihentikan pengakuannya (tidak digunakan lagi atau dijual), maka nilai tercatat dan akumulasi penyusutannya dikeluarkan dari laporan posisi keuangan, dan keuntungan atau kerugian yang terjadi diakui dalam laporan laba rugi.

When fixed assets are derecognized (retired or disposed of), their carrying values and the related accumulated depreciation are removed from the statement of financial position, and the resulting gains or losses are recognized in the statement of profit or loss.

Aset dalam penyelesaian untuk pengembangan dinyatakan sebesar biaya perolehan dan disajikan sebagai bagian dari aset tetap. Akumulasi biaya perolehan akan dipindahkan ke masing-masing akun aset tetap yang bersangkutan pada saat aset tersebut selesai dikerjakan dan siap digunakan.

Asset in progress under development are stated at cost and presented as part of the fixed assets. The accumulated cost will be reclassified to the appropriate fixed assets account when the installation is substantially completed and the asset is ready for its intended use.

Apabila nilai tercatat aset tetap lebih besar dari nilai yang dapat dipulihkan, nilai tercatat aset tersebut diturunkan menjadi sebesar nilai yang dapat dipulihkan kembali, yang ditentukan sebagai nilai tertinggi antara harga jual neto dan nilai pakai.

When the carrying amount of fixed assets is greater than its estimated recoverable amount, it is written down to its recoverable amount which is determined at the higher of net selling price or value in use.

Pada setiap akhir tahun, nilai residu, umur dan metode penyusutan dikaji ulang dan disesuaikan secara prospektif jika diperlukan.

At the end of each year, residual values, useful lives and method of depreciation are reviewed and adjusted prospectively, if necessary.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

o. Sewa

Mulai tanggal 1 Januari 2020, Perusahaan menerapkan PSAK 73: Sewa yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai 'sewa operasi'. Kebijakan ini berlaku untuk kontrak yang disepakati atau diamandemen, pada atau setelah 1 Januari 2020.

Pada tanggal permulaan suatu kontrak, Perusahaan dan entitas anaknya menilai apakah suatu kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung, sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Untuk menilai apakah suatu kontrak memberikan hak untuk mengendalikan suatu aset identifikasian, Perusahaan menilai apakah:

- Perusahaan memiliki hak untuk memperoleh secara substansial seluruh manfaat ekonomik dari penggunaan aset selama periode penggunaan; dan
- Perusahaan memiliki hak untuk mengarahkan penggunaan aset identifikasian. Perusahaan memiliki hak ini ketika hak pengambilan keputusan yang paling relevan untuk mengubah bagaimana dan untuk tujuan apa aset tersebut digunakan. Dalam kondisi tertentu dimana semua keputusan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya, Perusahaan memiliki hak untuk mengarahkan penggunaan aset tersebut jika:
 - Perusahaan memiliki hak untuk mengoperasikan aset; atau
 - Perusahaan mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

Pada tanggal inepsi atau pada saat penilaian kembali suatu kontrak yang mengandung suatu komponen sewa, Perusahaan mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen nonsewa. Namun, untuk sewa penunjang dimana Perusahaan bertindak sebagai penyewa, Perusahaan memutuskan untuk tidak memisahkan komponen nonsewa dan mencatat komponen sewa dan nonsewa tersebut sebagai satu komponen sewa.

Perusahaan dan entitas anaknya mengakui aset hak-guna dan liabilitas sewa pada tanggal dimulainya sewa. Aset hak-guna awalnya diukur pada biaya perolehan, yang terdiri dari jumlah pengukuran awal dari liabilitas sewa disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan, dan estimasi biaya untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar atau tempat dimana aset berada, dikurangi insentif sewa yang diterima.

Perusahaan dan entitas anaknya menyajikan aset hak-guna sebagai bagian dari "Aset hak-guna" di dalam laporan posisi keuangan.

o. Leases

From 1 January 2020, the Company has adopted SFAS 73: Leases which sets the requirement for recognition of lease liabilities in relation to leases which had previously been classified as 'operating leases'. This policy is applied to contracts entered into or amended, on or, after 1 January 2020.

At inception of a contract, the Company and its subsidiary assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- The Company has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The Company has the right to direct the use of the identified assets. The Company has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In certain circumstances where all the decisions about how and for what purpose the asset is used are predetermined, the Company has the right to direct the use of the asset if either:
 - The Company has the right to operate the asset; or
 - The Company designed the asset in a way that predetermines how and for what purpose the asset will be used.

At inception or on reassessment of a contract that contains a lease component, the Company allocates consideration in the contract to each lease component on the basis of their relative stand-alone prices and the aggregate stand-alone price of the nonlease components. However, for the leases of improvements in which the Company is a lessee, the Company has elected not to separate nonlease components and account for the lease and non-lease components as a single lease component.

The Company and its subsidiary recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The Company and its subsidiary presents right-of-use assets as part of "Right-of-use assets" in the statement of financial position.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

o. Sewa (Lanjutan)

Perusahaan dan entitas anaknya tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa 12 bulan atau kurang, pembayaran atas sewa tersebut diakui sebagai beban dengan dasar garis lurus selama masa sewa.

Jika sewa mengalihkan kepemilikan aset pendasar kepada Perusahaan pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Perusahaan akan mengeksekusi opsi beli, maka Perusahaan menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Perusahaan menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Sewa Tanah dan Bangunan

Opsi Perpanjangan

Beberapa sewa gedung kantor mengandung opsi perpanjangan yang dapat dieksekusi Perusahaan sebelum periode kontrak yang tidak dapat dibatalkan tersebut berakhir. Jika memungkinkan, Perusahaan berupaya untuk memasukkan opsi perpanjangan dalam sewa baru untuk memberikan fleksibilitas operasional. Perusahaan menilai pada saat permulaan sewa apakah Perusahaan cukup pasti untuk mengeksekusi opsi perpanjangan. Perusahaan menilai kembali apakah cukup pasti untuk mengeksekusi opsi tersebut jika ada peristiwa signifikan atau perubahan signifikan dalam kondisi yang berada dalam pengendalian Perusahaan.

Sewa Jangka-Pendek dan Sewa Aset Bernilai-Rendah

Perusahaan memilih untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka-pendek yang memiliki masa sewa 12 bulan atau kurang dan sewa atas aset bernilai rendah. Perusahaan mengakui pembayaran sewa terkait dengan sewa ini sebagai beban dengan dasar garis-lurus selama masa sewa.

p. Aset Tak Berwujud

Perangkat Lunak

Perangkat lunak pada awalnya dinyatakan sebesar biaya perolehan. Biaya perolehan awal perangkat lunak meliputi harga pembelian, termasuk biaya-biaya yang dapat diatribusikan secara langsung untuk membawa perangkat lunak siap dipakai. Setelah pengakuan awal, perangkat lunak diukur menggunakan model biaya, dicatat sebesar biaya perolehannya dikurangi akumulasi amortisasi dan akumulasi kerugian penurunan nilai.

Pengeluaran selanjutnya untuk perangkat lunak akan dikapitalisasi hanya jika pengeluaran tersebut menambah manfaat ekonomi di masa mendatang untuk aset yang bersangkutan. Semua pengeluaran lainnya dibebankan pada saat terjadinya.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

o. Leases (Continued)

The Company and its subsidiary not recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less, the lease payment recognize as expenses on a straight-line basis over the lease term.

If the lease transfers the ownership of the underlying asset to the Company by the end of the lease term or if the cost of the right-of-use asset reflects that the Company will exercise a purchase option, the Company depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Company depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Land and Building Leases

Extension Options

Some leases of office buildings contain extension options exercisable by the Company before the end of the non-cancellable contract period. Where practicable, the Company seeks to include extension options in new leases to provide operational flexibility. The Company assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Company reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstances within its control.

Short-Term Leases and Leases of Low-Value Assets

The Company has elected not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Company recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

p. Intangible Assets

Software

Software is initially recognized at acquisition cost. The acquisition cost of software consists of its purchase price, including any directly attributable costs in bringing the software to its intended use. After initial recognition, software is measured using cost model, stated at cost less accumulated amortization and accumulated impairment losses.

Subsequent expenditure on software assets is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditures are expensed as incurred.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)**

p. Aset Tak Berwujud (Lanjutan)

Amortisasi diakui dalam laporan laba rugi dan penghasilan komprehensif lain dengan menggunakan metode garis lurus sepanjang estimasi masa manfaatnya, dimulai dari tanggal perangkat lunak tersebut tersedia untuk dipakai. Estimasi masa manfaat perangkat lunak adalah lima tahun.

Metode amortisasi, estimasi masa manfaat dan nilai residual ditelaah pada setiap akhir tahun pelaporan dan disesuaikan jika dianggap tepat.

Keuntungan atau kerugian pelepasan aset tak berwujud ditentukan dengan membandingkan penerimaan dengan nilai tercatat dan diakui di dalam laporan laba rugi.

q. Pajak Penghasilan

Beban pajak terdiri dari beban pajak kini dan beban pajak tangguhan. Beban pajak diakui pada laporan laba rugi kecuali untuk bagian yang langsung diakui di komponen ekuitas lainnya, dimana beban pajak yang terkait dengan bagian tersebut diakui di penghasilan komprehensif lain.

Beban pajak kini adalah utang pajak yang ditentukan berdasarkan laba kena pajak untuk tahun yang bersangkutan yang dihitung berdasarkan tarif pajak yang berlaku atau yang secara substansial telah berlaku pada tanggal pelaporan.

Beban pajak tangguhan diakui sehubungan dengan adanya perbedaan temporer antara nilai tercatat aset dan liabilitas untuk tujuan pelaporan keuangan, dan nilai aset dan liabilitas yang digunakan untuk tujuan perpajakan. Pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan untuk diterapkan atas perbedaan temporer pada saat pembalikan, berdasarkan peraturan yang telah berlaku atau secara substantif berlaku pada tanggal pelaporan.

Metode ini juga mengharuskan pengakuan manfaat pajak di masa depan, seperti kompensasi rugi fiskal, apabila besar kemungkinan manfaat pajak tersebut dapat direalisasi.

Aset dan liabilitas pajak tangguhan diakui untuk perbedaan temporer antara basis komersial dan basis fiskal atas aset dan liabilitas pada setiap tanggal pelaporan.

Aset pajak tangguhan dikaji ulang setiap tanggal pelaporan dan dikurangi apabila besar kemungkinan manfaat pajak terkait tidak lagi mungkin direalisasi. Pengurangan tersebut akan berlaku terbalik saat kemungkinan laba fiskal di masa depan membaik. Aset pajak tangguhan yang belum diakui dikaji ulang pada setiap tanggal pelaporan dan diakui apabila besar kemungkinan bahwa jumlah laba fiskal pada masa mendatang akan tersedia untuk merealisasikan manfaat pajak tersebut.

p. Intangible Assets (Continued)

Amortization is recognized in the statement of profit or loss and other comprehensive income on a straight-line method over the estimated useful life of software, from the date that it is available for use. The estimated useful life of software is five years.

Amortization methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

Gains or losses on disposal of intangible assets are determined by comparing proceeds with the carrying amount and are recognized in profit or loss.

q. Income Tax

Income tax expense comprises current and deferred tax. Income tax expense is recognized in the statement of profit or loss except to the extent it relates to items recognized directly in other equity components, in which case it is recognized in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the current year, using tax rates enacted or substantively enacted at reporting date.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted at the reporting date.

This method also requires the recognition of future tax benefits, such as tax loss carryforwards, to the extent that realization of such benefits is probable.

Deferred tax assets and liabilities are recognized for temporary differences between the financial and the tax bases of assets and liabilities at each reporting date.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized; such reductions are reversed when the probability of future taxable profits improves. Unrecognized deferred tax assets are reassessed at each reporting date and recognized to the extent that it has become probable that future taxable profits will be available against which they can be used.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

q. Pajak Penghasilan (Lanjutan)

q. Income Tax (Continued)

Aset pajak kini dan liabilitas pajak kini saling hapus dan nilai netonya disajikan dalam laporan posisi keuangan jika, dan hanya jika, Perusahaan memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

Current tax assets and current tax liabilities shall be offset and the net amount is presented in the statement of financial position when and only when, the Company has a legal enforceable right to set off the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Perpajakan lainnya

Other taxation matters

Penyesuaian atas liabilitas pajak dicatat pada saat Surat Ketetapan Pajak diterima atau jika mengajukan keberatan dan banding, pada saat keputusan atas keberatan dan banding tersebut diterima.

Amendments to tax obligations are recorded when an assessment letter is received and/or, if objected to and/or appealed against by Company, when the result of the objection and/or appeal is determined.

Jumlah tambahan pokok dan denda pajak yang ditetapkan dengan Surat Ketetapan Pajak (SKP) diakui sebagai pendapatan atau beban dalam operasi periode berjalan, kecuali jika diajukan upaya penyelesaian selanjutnya. Jumlah tambahan pokok dan denda pajak yang ditetapkan dengan SKP ditangguhkan pembebanannya sepanjang memenuhi kriteria pengakuan aset.

The extra amount of tax principal and penalties stipulated by the Tax Assessment Letter (SKP) is recognized as income or expense in the current operations, unless further proposed settlement efforts. The extra amount of tax principal and penalties stipulated by SKP are deferred as long as it meets the criteria for asset recognition.

r. Pinjaman yang Diterima

r. Fund Borrowings

Pinjaman yang diterima merupakan dana yang diterima dari berbagai bank dan institusi keuangan, termasuk fasilitas pembiayaan bersama (*joint financing*) with recourse. Fasilitas pembiayaan bersama (*joint financing*) with recourse disajikan secara gross, yaitu sebanyak pinjaman yang diberikan kepada konsumen dan pinjaman yang diterima dari bank dicatat dalam nilai penuh dengan kewajiban pembayaran kembali sesuai dengan persyaratan perjanjian pinjaman.

Borrowings represent funds received from various banks and financial institutions, including with recourse joint financing facilities. With recourse joint financing facilities are presented gross, i.e loans granted to customers and borrowings received from banks are recorded at their full amount with repayment obligations in accordance with the terms of the agreement.

Pinjaman yang diterima diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi. Biaya tambahan yang dapat diatribusikan secara langsung dengan perolehan pinjaman dikurangkan dari jumlah pinjaman yang diterima. Lihat Catatan 2d untuk kebijakan akuntansi atas liabilitas keuangan yang diukur pada biaya perolehan diamortisasi.

Borrowings are classified as financial liabilities measured at amortized cost. Additional costs that are directly attributable to the acquisition of loans are deducted from total borrowings. See Note 2d for the accounting policy on financial liabilities measured at amortized cost.

s. Surat Berharga yang Diterbitkan

s. Securities Issued

Surat berharga yang diterbitkan meliputi utang Obligasi dan *Medium Term Notes*.

Securities issued consist of Bonds payable and *Medium Term Notes*.

Surat berharga yang diterbitkan diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

Securities issued are classified as financial liabilities at amortized cost.

Biaya tambahan yang dapat diatribusikan secara langsung dengan penerbitan surat berharga diakui sebagai diskonto dan dikurangkan langsung dari hasil emisi dan diamortisasi selama jangka waktu surat berharga yang diterbitkan tersebut dengan menggunakan metode suku bunga efektif.

Additional cost directly attributable to the issuance of securities are recognized as a discount and offset directly from the proceeds derived from such offerings and amortized over the period of the securities issued using effective interest rate method.

Lihat Catatan 2d untuk kebijakan akuntansi atas liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

Refer to Note 2d for accounting policy of financial liabilities at amortized cost.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)**

t. Imbalan Kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan berdasarkan metode akrual.

Imbalan kerja jangka panjang dan imbalan pasca-kerja

Perusahaan menerapkan PSAK 24 (Amandemen 2014): "Imbalan Kerja", yang berlaku efektif sejak tanggal 1 Januari 2016.

Imbalan kerja jangka panjang dan imbalan pasca-kerja sebagaimana dimaksud dalam Undang-undang (UU) Ketenagakerjaan, yaitu imbalan kerja jenis manfaat pasti, yang mencakup pensiun, uang pesangon, uang penghargaan dan imbalan lainnya, dihitung berdasarkan "Peraturan Perusahaan" yang telah sesuai dengan UU Ketenagakerjaan No. 13/2013.

Kewajiban imbalan pasca-kerja yang diakui di laporan posisi keuangan dihitung berdasarkan nilai kini dari estimasi kewajiban imbalan pasca-kerja dimasa depan yang timbul dari jasa yang telah diberikan oleh karyawan pada masa kini dan masa lalu, dikurangi dengan nilai wajar aset neto dana pensiun. Perhitungan dilakukan oleh aktuaria independen dengan metode *projected-unit-credit*.

Beban jasa kini, beban bunga, beban jasa lalu yang telah menjadi hak karyawan, dan dampak kurtailmen atau penyelesaian (jika ada) diakui segera sebagai beban dalam laporan laba rugi dan penghasilan komprehensif lain.

Keuntungan atau kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial langsung diakui seluruhnya melalui penghasilan atau beban komprehensif lainnya pada tahun dimana keuntungan/(kerugian) aktuarial terjadi. Akumulasi keuntungan dan kerugian aktuarial dicatat di saldo laba.

Perusahaan dan entitas anaknya telah memiliki program pensiun iuran pasti yang mana Perusahaan membayar iuran ke dana pensiun lembaga keuangan yang dihitung berdasarkan persentase tertentu dari penghasilan tetap yang diterima karyawan yang sudah memenuhi kriteria yang ditetapkan Perusahaan. Iuran dibebankan ke dalam laporan laba rugi dan penghasilan komprehensif lain pada saat terutang.

u. Pengakuan Pendapatan dan Beban

Pendapatan dari piutang pembiayaan (Catatan 2f dan 2g), pendapatan bunga dan beban bunga diakui sesuai dengan jangka waktu kontrak berdasarkan metode suku bunga efektif.

t. Employees' Benefits

Short-term employees' benefits

Short-term employees' benefits are recognized when they are owed to the employees based on an accrual method.

Long-term and post-employment benefits

The Company applies SFAS 24 (Amendment 2014): "Employee Benefits", which became effective as of 1 January 2016.

Long-term and post-employment benefits as stipulated under the Labor Law regarding to pension, severance pay, service pay, compensation pay and other benefits, are calculated in accordance with "Company Regulation" which is in line with Labor Law No. 13/2013.

The obligation for post-employment benefits recognized in the statement of financial position is calculated at present value of estimated future benefits that the employees have earned in return for their services in the current and prior years, deducted by any plan assets. The calculation is performed by an independent actuary using the *projected-unit-credit* method.

Current service costs, interest costs, vested past service costs, and effect of curtailment or settlement (if any) are recognized immediately in the statement of profit or loss and other comprehensive income.

Actuarial gains or losses arising from experience adjustments and changes in actuarial assumptions are directly fully recognized to other comprehensive income or expense in the year when such actuarial gain/(losses) occur. Accumulated actuarial gains and losses are recorded in retained earnings.

The Company and its subsidiary have a defined contribution pension program where the Company pays contributions to a financial institution pension plan which is calculated at a certain percentage of fixed income of the employees who meet the Company's criteria. The contributions are charged to the statement of profit or loss and other comprehensive income as they become payable.

u. Revenue and Expenses Recognition

Income from financing receivables (Notes 2f and 2g), interest income and interest expense are recognised over the term of the contract based on the effective interest method.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

u. Pengakuan Pendapatan dan Beban (Lanjutan)

u. Revenue and Expenses Recognition Continued)

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan dan metode untuk mengalokasikan pendapatan bunga atau beban bunga selama periode yang relevan. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran dan penerimaan kas di masa mendatang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau, jika lebih tepat, digunakan periode yang lebih singkat) untuk memperoleh nilai tercatat bersih dari aset keuangan atau liabilitas keuangan.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability and of allocating the interest income or interest expense over the relevant period. 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 net carrying amount of the financial asset or financial liability.

Pada saat menghitung suku bunga efektif, Perusahaan dan entitas anaknya mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut (seperti pelunasan dipercepat, opsi beli (*call option*) dan opsi serupa lainnya), tetapi tidak mempertimbangkan kerugian kredit di masa datang.

When calculating the effective interest rate, the Company and its subsidiary estimate future cash flow considering all contractual term of the financial instrument (for example, prepayment options, call option and other similar options) but does not consider future credit losses.

Perhitungan suku bunga efektif mencakup seluruh biaya yang dibayarkan atau diterima oleh para pihak dalam kontrak yang merupakan bagian tak terpisahkan dari suku bunga efektif, biaya transaksi dan seluruh premi atau diskon lainnya.

The calculation includes all fees, commissions and other fees paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs and all other premiums discounts.

Biaya transaksi merupakan biaya tambahan yang dapat diatribusikan secara langsung untuk perolehan, penerbitan atau pelepasan aset keuangan atau liabilitas keuangan.

Transaction costs are additional charges that are directly attributable to the acquisition, issuance or disposal of financial assets or financial liabilities.

Biaya tambahan merupakan biaya yang tidak akan terjadi apabila Perusahaan dan entitas anaknya tidak memperoleh, menerbitkan atau melepaskan instrumen keuangan.

Additional costs are costs that would not occur if the Company and its subsidiary do not obtain, publish or otherwise dispose of financial instruments.

Jika aset keuangan atau kelompok aset keuangan serupa telah diturunkan nilainya sebagai akibat kerugian penurunan nilai, maka pendapatan bunga yang diperoleh setelahnya diakui berdasarkan suku bunga yang digunakan untuk mendiskonto arus kas masa datang dalam menghitung kerugian penurunan nilai.

Once a financial asset or a group of similar financial assets has been written down as a result of an impairment loss, interest income is recognised using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss.

Pendapatan pembiayaan Perusahaan disajikan bersih setelah dikurangi dengan bagian pendapatan milik bank atau pihak lain sehubungan dengan transaksi-transaksi penerusan pinjaman, pembiayaan bersama, anjak piutang dan penunjukan selaku pengelola piutang.

The Company's financing income is presented net of with financing income belongs to the bank in relation with channeling transactions, joint financing cooperations, factoring, and the appointment as manager of accounts receivable.

Pendapatan selisih premi asuransi dan selisih atas beban komisi dan subsidi dealer, pendapatan administrasi, denda keterlambatan dan pendapatan terminasi diakui sebagai penyesuaian atas suku bunga efektif atas pinjaman yang diberikan dan piutang (Catatan 2d).

Income from excess of insurance premiums and excess of commission expenses and subsidy to dealer, administration income, late charges and termination income are recognised as an adjustment to the effective interest rate of the loan and receivables (Note 2d).

Pendapatan syariah terdiri dari pendapatan dan transaksi piutang ijarah yang diakui dengan metode akrual.

Sharia income consist of ijarah income and ijarah receivables on accrual basis.

Beban diakui pada saat terjadinya dengan menggunakan dasar akrual.

Expenses are recognized as incurred on an accrual basis.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

v. Penurunan Nilai Aset Non-Keuangan

Pengujian penurunan nilai suatu aset non-keuangan menggunakan masa manfaat ekonomi tidak terbatas dilakukan setiap tahun pada akhir periode pelaporan keuangan. Aset non-keuangan lain duji penurunan nilai ketika telah terjadi atau ada perubahan dalam keadaan yang mengindikasikan bahwa nilai tercatat tidak terpulihkan. Apabila nilai tercatat aset melebihi jumlah terpulihkan (yaitu mana yang lebih tinggi antara nilai pakai dan nilai wajar dikurangi untuk menjual), maka aset tersebut diturunkan nilainya.

v. Impairment of non-financial assets

Impairment test on non-financial assets with indefinite useful economic lives are undertaken annually at the financial year end. Other non-financial assets are subject to impairment test whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. Where the carrying value of an asset exceeds its recoverable amount (i.e. the higher of value in use and fair value less costs to sell), the asset is written down accordingly.

w. Transaksi dan Saldo dalam Mata Uang Asing

Transaksi-transaksi dalam mata uang asing dijabarkan ke dalam Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam Rupiah dengan menggunakan kurs yang berlaku pada tanggal laporan posisi keuangan.

w. Balances in Foreign Currency Transactions

Transactions denominated in foreign currencies are translated into Rupiah at the exchange rates prevailing at the date of the transaction. At the reporting date, monetary assets and liabilities denominated in foreign currencies are translated into Rupiah using the exchange rates prevailing at the statement of financial position date.

Keuntungan dan kerugian selisih kurs yang timbul dari transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing, diakui pada laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Exchange gains and losses arising from transactions in foreign currencies and from the translation of foreign currency monetary assets and liabilities are recognized in the current year statement of profit or loss and other comprehensive income.

Kurs utama yang digunakan untuk penjabaran mata uang asing pada tanggal 31 Desember 2020 dan 2019, berdasarkan kurs tengah yang diterbitkan Bank Indonesia, yaitu sebagai berikut:

The main exchange rates used for translating the foreign currency as of 31 December 2020 and 2019 are based of the mid rates published by Bank Indonesia, are as follows:

	31 Desember/ December 2020 (nilai penuh)/ (full amount)	31 Desember/ December 2019 (nilai penuh)/ (full amount)	
1 Dollar Amerika Serikat (USD)	14.105	13.901	1 United States Dollars (USD)

Penjabaran mata uang asing dicatat sesuai dengan PSAK 10 (revisi 2010) - Pengaruh Perubahan Nilai Tukar Valuta Asing.

Foreign currency translation is recorded in accordance with SFAS 10 (revised 2010) - The Effects of Changes in Foreign Exchange Rates.

x. Segmen Operasi

Segmen operasi adalah suatu komponen dari entitas:

- (1) yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban terkait dengan transaksi dengan komponen lain dari entitas yang sama);
- (2) hasil operasinya dikaji ulang secara *regular* oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
- (3) tersedia informasi keuangan yang dapat dipisahkan.

Hasil segmen yang dilaporkan kepada pengambil keputusan operasional termasuk bagian yang dapat diatribusikan secara langsung kepada segmen dan juga yang dapat dialokasikan dengan basis yang wajar.

x. Operating Segment

An operating segment is a component of entity which:

- (1) involves with business activities to generate income and expenses (include income and expenses relating to the transactions with other components with the same entity);
- (2) operations result is observed regularly by chief decision maker to make decisions regarding the allocation of resources and to evaluate the works; and
- (3) separate financial information is available.

Segmen results that are reported to the chief operating decision maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

x. Segmen Operasi (Lanjutan)

Perusahaan dan entitas anaknya mengelola kegiatan usahanya dan mengidentifikasi segmen yang dilaporkan berdasarkan jenis produk dan wilayah geografis.

Perusahaan dan entitas anaknya menentukan dan menyajikan segmen operasi berdasarkan informasi yang secara internal diberikan kepada pengambil keputusan operasional.

y. Saham Treasury

Jika entitas memperoleh kembali instrumen ekuitasnya, maka instrumen tersebut (saham treasury) dikurangkan dari ekuitas. Keuntungan atau kerugian yang timbul dari pembelian, penjualan, penerbitan, atau pembatalan instrumen ekuitas entitas tersebut tidak diakui dalam laba rugi. Imbalan yang dibayarkan atau diterima diakui secara langsung di ekuitas.

z. Program Kompensasi Manajemen dan Karyawan Berbasis Saham

Karyawan (termasuk eksekutif senior) Perusahaan menerima remunerasi dalam bentuk pembayaran berbasis saham, dimana karyawan memberikan jasa sebagai pertimbangan untuk instrumen ekuitas ('equity-settled transactions'). Saat opsi di eksekusi, Perusahaan menerbitkan saham baru. Hasil bersih dari eksekusi berupa biaya yang dapat diatribusikan secara langsung dikreditkan ke modal saham (nilai nominal) dan premi saham.

Dalam situasi di mana instrumen ekuitas yang diterbitkan dan beberapa atau seluruh barang atau jasa yang diterima oleh entitas sebagai pertimbangan tidak dapat diidentifikasi secara khusus, barang atau jasa yang diterima (atau yang akan diterima) yang tidak dapat diidentifikasi diukur sebagai selisih antara nilai wajar pembayaran berbasis saham dan nilai wajar dari barang atau jasa yang diterima yang teridentifikasi pada tanggal pemberian hak. Hal ini kemudian dikapitalisasi atau dibebankan secara tepat.

Beban program opsi karyawan berbasis saham dan beban program opsi manajemen diukur pada tanggal pemberian kompensasi (*grant date*) berdasarkan nilai wajar dari seluruh opsi yang diberikan yang dihitung dengan menggunakan metode *black-scholes*.

aa. Laba per Saham

Sesuai dengan PSAK 56 "Laba per saham", laba per saham dasar dihitung dengan cara membagi laba bersih yang tersedia bagi pemegang saham dengan jumlah rata-rata tertimbang saham biasa yang beredar pada tahun yang berjalan.

Laba per saham dilusian dihitung dengan cara membagi laba bersih yang tersedia bagi pemegang saham dengan jumlah rata-rata tertimbang saham biasa yang telah disesuaikan dengan dampak dari semua efek berpotensi saham biasa yang dilutif.

x. Operating Segment (Continued)

The Company and its subsidiary manages its business activities and identifies its segments reported based on product categories and geographic area.

The Company and its subsidiary determines and presents operating segments based on the information that is internally provided to the chief operating decision maker.

y. Treasury Stock

If the entity regain its equity instruments, then those instruments (treasury shares) are deducted from equity. Gains or losses arising from the purchase, sale, issuance, or cancellation of the entity's equity instruments are not recognized in profit or loss. Compensation paid or received is recognized directly in equity.

z. Management and Employees Stock Option Program

Employees (including senior executives) of the Company receive remuneration in the form of share-based payment transactions, whereby employees render services as consideration for equity instruments ('equity-settled transactions'). When the options are exercised, the Company issues new shares. The proceeds received net of any directly attributable transaction costs are credited to share capital (nominal value) and share premium.

In situations where equity instruments are issued and some or all of the goods or services received by the entity as consideration cannot be specifically identified, the unidentified goods or services received (or to be received) are measured as the difference between the fair value of the share-based payment transaction and the fair value of any identifiable goods or services received at the grant date. This is then capitalised or expensed as appropriate.

Employee stock option program and management option program costs are measured at grant date based on the fair value of the stock option using a *black-scholes* model.

aa. Earnings per Share

In accordance with SFAS 56 "Earning per share", earnings per share is calculated by dividing net profit available to shareholders by the weighted average average number of common shares outstanding during current year.

Diluted earning per share is calculated by dividing net profit available to shareholders by the weighted average number of shares outstanding as adjusted for the effect of all dilutive potential ordinary shares.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)**

aa. Laba per Saham (Lanjutan)

aa. Earnings per Share (Continued)

Jika jumlah saham yang beredar meningkat akibat dari pemisahan saham (*stock split*), maka perhitungan laba per saham dasar untuk seluruh periode penyajian harus disesuaikan secara retrospektif.

If the outstanding number of shares increase as result of stock split, the computation of basic earnings per share for all presentation periods is adjusted retrospectively.

Perusahaan dan entitas anaknya tidak mempunyai efek berpotensi saham biasa yang bersifat dilutif pada tanggal 31 Desember 2020 dan 2019, oleh karena itu laba per saham dilusian tidak dihitung dan disajikan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

The Company and its subsidiary have no outstanding dilutive potential dilutive ordinary shares as of 31 December 2020 and 2019, accordingly no diluted earnings per share is calculated and presented in the consolidated statements of profit or loss other comprehensive income.

bb. Dividen

bb. Dividends

Pembagian dividen kepada para pemegang saham Perusahaan diakui sebagai sebuah liabilitas dalam laporan keuangan pada periode ketika dividen tersebut disetujui oleh para pemegang saham Perusahaan. Pembagian dividen interim diakui sebagai liabilitas ketika dividen disetujui berdasarkan keputusan rapat Direksi sesuai dengan Anggaran Dasar Perusahaan.

Dividend distributions to the Company's shareholders is recognised as a liability in the financial statement in the period which the dividends are approved by the Company's shareholders. Interim dividend distributions are recognised as a liability when the dividends are approved based on a Board of Directors resolution in accordance with the Company's Articles of Association.

cc. Provisi

cc. Provisions

Provisi diakui ketika Perusahaan dan entitas anaknya memiliki kewajiban legal maupun konstruktif sebagai hasil peristiwa lalu, yaitu kemungkinan besar arus keluar sumber daya ekonomi diperlukan untuk menyelesaikan kewajiban dan suatu estimasi terhadap jumlah dapat dilakukan.

Provisions are recognized when the Company and its subsidiary have a legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made.

Provisi ditelaah pada akhir tiap periode pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik. Apabila tidak ada lagi kemungkinan arus keluar sumber daya ekonomi diperlukan untuk menyelesaikan kewajiban, maka provisi tersebut dipulihkan.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed.

Apabila dampak nilai waktu uang adalah material, maka provisi didiskontokan dengan menggunakan tarif sebelum pajak, jika lebih tepat, untuk mencerminkan risiko spesifik liabilitas. Ketika pendiskontoan digunakan, kenaikan provisi terkait dengan berlalunya waktu diakui sebagai beban keuangan.

If the effect of the time value of money is material, provisions are discounted using a current pre - tax rate that reflects, where appropriate, the risk specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

dd. Kontinjensi

dd. Contingencies

Liabilitas kontingen tidak diakui di dalam laporan keuangan. Liabilitas kontinjensi diungkapkan di dalam catatan atas laporan keuangan kecuali kemungkinan arus keluar sumber daya ekonomi adalah kecil.

Contingent liabilities are not recognized in the financial statements. They are disclosed in the notes to the financial statements unless the possibility of an outflow of resources embodying economic benefits is remote.

Aset kontingen tidak diakui di dalam laporan keuangan, namun diungkapkan di dalam catatan atas laporan keuangan jika terdapat kemungkinan suatu arus masuk manfaat ekonomis.

Contingent assets are not recognized in the financial statements but are disclosed in the notes to the financial statements when an inflow of economic benefits is probable.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)**

ee. Peristiwa Setelah Periode Pelaporan

Peristiwa setelah periode pelaporan yang menyajikan bukti dari kondisi yang terjadi pada akhir periode pelaporan (peristiwa penyesuaian) yang dicerminkan di dalam laporan keuangan. Peristiwa setelah periode pelaporan yang bukan merupakan peristiwa penyesuaian, diungkapkan di dalam catatan laporan keuangan bila material.

ee. Events After the Reporting Period

Events after the reporting period that provide evidence of conditions that existed at the end of the reporting period (adjusting events) are reflected in the financial statements. Events after the reporting period that are not adjusting events are disclosed in the notes to the financial statements when material.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN

3. USE OF ESTIMATES AND JUDGEMENTS

Pertimbangan Akuntansi yang Penting, Estimasi dan Asumsi

Significant Accounting Judgements, Estimates and Assumptions

Penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia, mengharuskan manajemen membuat pertimbangan, estimasi dan asumsi yang mempengaruhi aset, liabilitas, komitmen dan kontinjensi yang dilaporkan. Karena adanya unsur ketidakpastian melekat dalam melakukan estimasi sehingga dapat menyebabkan jumlah sesungguhnya yang dilaporkan pada periode yang akan datang berbeda dengan jumlah yang diestimasi.

The preparation of the Company's financial statements, in conformity with Indonesian Financial Accounting Standards requires management to make judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, commitments and contingent liabilities which are reported. Due to inherent uncertainty in the estimates thus can lead to actual results reported in future periods differ from those estimates.

I. Penggunaan Pertimbangan

I. Use of Judgements

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Perusahaan yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan:

The following judgements are made by management in the process of applying the Company's accounting policies that have the most significant effects on the amounts recognized in the financial statements:

(i) Klasifikasi aset dan liabilitas keuangan

(i) Classification of financial assets and financial liabilities

Perusahaan dan entitas anaknya menetapkan kategori atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan definisi yang ditetapkan PSAK 71 dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Perusahaan seperti diungkapkan pada Catatan 2d.

The Company and its subsidiary determine the category of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in SFAS 71. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Company's accounting policies as disclosed in Note 2d.

(ii) Cadangan atas kerugian penurunan nilai aset keuangan

(ii) Allowance for impairment of financial assets

Perusahaan dan entitas anaknya mengevaluasi akun tertentu yang diketahui bahwa para pelanggannya tidak dapat memenuhi liabilitas keuangannya. Dalam hal tersebut, Perusahaan mempertimbangkan, berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas pada jangka waktu, hubungan dengan pelanggan dan status piutang dari pelanggan berdasarkan catatan piutang pihak ketiga yang tersedia dan faktor pasar yang telah diketahui, untuk mencatat cadangan spesifik atas pelanggan terhadap jumlah terutang guna mengurangi jumlah piutang yang diharapkan dapat diterima oleh Perusahaan dan entitas anaknya.

The Company and its subsidiary evaluate specific accounts where it has information that certain customers are unable to meet their financial obligations. In these cases, the Company uses judgement, based on available facts and circumstances, including but not limited to, the length of its relationship with the customer and the customer's current receivables status based on any available third party receivables reports and known market factors, to record specific allowance for customers against amounts due to reduce its receivable amounts that the Company and its subsidiary expected to collect.

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3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN (Lanjutan)

Pertimbangan Akuntansi yang Penting, Estimasi dan Asumsi (Lanjutan)

I. Penggunaan Pertimbangan (Lanjutan)

(ii) Cadangan atas kerugian penurunan nilai aset keuangan (Lanjutan)

Cadangan spesifik ini dievaluasi kembali dan disesuaikan jika tambahan informasi yang diterima mempengaruhi jumlah cadangan kerugian penurunan nilai piutang pembiayaan. Nilai tercatat dari piutang pembiayaan sebelum cadangan kerugian penurunan nilai pada tanggal-tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp 13.664.849 dan Rp 17.750.602. Penjelasan lebih rinci diungkapkan dalam Catatan 5.

II. Estimasi dan Asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada akhir periode pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun/periode berikutnya, diungkapkan dibawah ini. Perusahaan mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan disusun. Asumsi dan situasi mengenai perkembangan masa depan, mungkin berubah akibat perubahan pasar atau situasi diluar kendali Perusahaan dan entitas anaknya. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

(i) Nilai wajar atas instrumen keuangan

Nilai wajar instrumen keuangan yang secara aktif diperdagangkan di pasar keuangan ditentukan dengan mengacu pada kuotasi harga pasar yang berlaku pada penutupan pasar pada akhir tahun pelaporan. Untuk instrumen keuangan yang tidak diperdagangkan di pasar aktif, nilai wajar ditentukan dengan menggunakan teknik penilaian. Teknik penilaian tersebut meliputi penggunaan transaksi pasar terkini yang dilakukan secara wajar (*arm's length market transactions*), referensi atas nilai wajar terkini dari instrumen lain yang secara substantial sama, analisis arus kas yang didiskonto, atau model penilaian lainnya. Penjelasan lebih rinci diungkapkan dalam Catatan 37.

3. USE OF ESTIMATES AND JUDGEMENTS (Continued)

Significant Accounting Judgements, Estimates and Assumptions (Continued)

I. Use of Judgements (Continued)

(ii) Allowance for impairment of financial assets (Continued)

These specific allowances are re-evaluated and adjusted as additional information received affects the amounts of allowance for impairment of financing receivables. The carrying amount of the Company's financing receivables before allowance for impairment losses as of 31 December 2020 and 2019 were amounted to Rp 13,664,849 and Rp 17,750,602, respectively. Further details are shown in Note 5.

II. Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year/period are disclosed below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing assumptions and circumstances about future developments may change due to market changes or circumstances arising beyond the control of the Company and its subsidiary. Such changes reflected in the assumptions as they occur.

(i) Fair value of financial instruments

The fair value of financial instruments that are actively traded in organized financial markets is determined by reference to quoted market bid prices at the close of business at the end of the reporting year. For financial instruments where there is no active market, fair value is determined using valuation techniques. Such techniques may include using recent arm's length market transaction, reference to the current fair value of another instrument that is substantially the same, discounted cash flow analysis, or other valuation models. Further details are shown in Note 37.

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3. **PENGUNAAN ESTIMASI DAN PERTIMBANGAN** (Lanjutan)

Pertimbangan Akuntansi yang Penting, Estimasi dan Asumsi
(Lanjutan)

II. Estimasi dan Asumsi (Lanjutan)

(ii) **Cadangan kerugian penurunan nilai aset keuangan**

Perusahaan dan entitas anaknya telah menelaah pinjaman yang diberikan dan piutang pada setiap tanggal laporan posisi keuangan untuk menilai apakah penurunan nilai harus diakui dalam laporan laba rugi. Secara khusus, justifikasi oleh manajemen diperlukan dalam estimasi jumlah dan waktu arus kas di masa mendatang ketika menentukan penurunan nilai. Dalam estimasi arus kas ini, Perusahaan membuat justifikasi tentang situasi keuangan debitur dan nilai realisasi bersih agunan. Estimasi-estimasi ini didasarkan pada asumsi-asumsi tentang sejumlah faktor dan hasil aktual mungkin berbeda, yang tercermin dalam perubahan cadangan perubahan kerugian penurunan nilai tersebut di masa mendatang.

Evaluasi cadangan kerugian penurunan nilai secara kolektif mencakup kerugian kredit yang melekat pada portofolio piutang pembiayaan dengan karakteristik risiko kredit yang sejenis ketika terdapat bukti objektif bahwa telah terjadi penurunan nilai piutang dalam portofolio tersebut. Dalam menentukan perlunya untuk membentuk cadangan kerugian penurunan nilai secara kolektif, manajemen mempertimbangkan faktor-faktor seperti kualitas kredit, besarnya portofolio, konsentrasi kredit dan faktor-faktor ekonomi. Dalam mengestimasi cadangan yang dibutuhkan, asumsi-asumsi dibuat untuk menentukan model kerugian bawaan dan untuk menentukan parameter input yang diperlukan, berdasarkan pengalaman historis dan keadaan ekonomi saat ini. Ketepatan dari cadangan ini bergantung pada asumsi model dan parameter yang digunakan dalam penentuan cadangan kolektif. Penjelasan lebih rinci diungkapkan dalam Catatan 5.

(iii) **Estimasi umur manfaat aset tetap dan aset tak berwujud**

Perusahaan dan entitas anaknya melakukan penelaahan berkala atas masa manfaat ekonomis aset tetap berdasarkan faktor-faktor seperti kondisi teknis dan perkembangan teknologi di masa depan. Hasil operasi di masa depan akan dipengaruhi secara material atas perubahan estimasi ini yang diakibatkan oleh perubahan faktor yang telah disebutkan di atas. Lihat Catatan 10 untuk jumlah tercatat aset tetap.

(iv) **Imbalan pasca-kerja**

Nilai kini liabilitas imbalan pasca-kerja tergantung pada beberapa faktor yang ditentukan dengan dasar aktuarial berdasarkan beberapa asumsi. Asumsi yang digunakan untuk menentukan biaya (penghasilan) pensiun neto mencakup tingkat diskonto. Perubahan asumsi ini akan mempengaruhi jumlah tercatat imbalan pasca-kerja.

3. **USE OF ESTIMATES AND JUDGEMENTS** (Continued)

Significant Accounting Judgements, Estimates and Assumptions (Continued)

II. Estimates and Assumptions (Continued)

(ii) **Allowance for impairment losses of financial assets**

The Company and its subsidiary have reviewed loans and receivables at each statements of financial positions date to assess whether impairment should be recognized in the profit or loss or not. In particular, justification by management is required to estimate the amount and timing of future cash flows when determining impairment. In the estimation of cash flows, the Company makes the justification of the financial condition of debtors and net realizable value of collateral. These estimates are based on assumptions about a number of factors and actual results may differ, as reflected in changes in reserves of changes in these impairment losses in the future.

Allowance for impairment losses that collectively assessed includes inherent credit losses in financing receivables portfolios with similar credit risk characteristics when objective evidence of impairment exist for those portfolios. In assessing the need for collective allowances for impairment losses, 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 the model assumptions and parameters used in determining collective allowances. Further details are shown in Note 5.

(iii) **Useful life estimate for fixed assets and intangible assets**

The Company and its subsidiary review periodically the estimated useful lives of fixed assets based on factors such as technical specification and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned. See Note 10 for the carrying amount of fixed assets.

(iv) **Post-employment benefits**

The present value of the post-employment benefits obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of post-employment benefits obligations.

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3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN (Lanjutan)

**Pertimbangan Akuntansi yang Penting, Estimasi dan Asumsi
(Lanjutan)**

II. Estimasi dan Asumsi (Lanjutan)

(iv) Imbalan pasca-kerja (Lanjutan)

Perusahaan dan entitas anaknya menentukan tingkat diskonto yang sesuai pada akhir periode pelaporan, yakni tingkat suku bunga yang harus digunakan untuk menentukan nilai kini arus kas keluar masa depan estimasian yang diharapkan untuk menyelesaikan liabilitas.

Dalam menentukan tingkat suku bunga yang sesuai, Perusahaan mempertimbangkan tingkat suku bunga obligasi pemerintah yang didenominasikan dalam mata uang imbalan akan dibayar dan memiliki jangka waktu yang serupa dengan jangka waktu liabilitas yang terkait.

Asumsi kunci liabilitas imbalan pasca-kerja lainnya sebagian ditentukan berdasarkan kondisi pasar saat ini. Penjelasan lebih rinci diungkapkan dalam Catatan 18.

(v) Program kompensasi manajemen dan karyawan berbasis saham

Perusahaan dan entitas anaknya mengukur biaya *equity-settled transactions* karyawan dengan mengacu pada nilai wajar instrumen ekuitas pada tanggal diberikan. Estimasi nilai wajar untuk pembayaran berbasis saham untuk menentukan model penilaian yang paling sesuai, tergantung pada persyaratan dan kondisi pemberian. Estimasi ini juga mengharuskan menentukan *input* yang paling tepat untuk valuasi model termasuk masa manfaat yang diharapkan dari opsi saham, volatilitas dan *dividend yield* dan membuat asumsi yang digunakan.

(vi) Pajak penghasilan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal. Perusahaan dan entitas anaknya mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah terdapat tambahan pajak penghasilan badan. Penjelasan lebih rinci diungkapkan dalam Catatan 15b.

(vii) Aset pajak tangguhan

Aset pajak tangguhan diakui atas seluruh perbedaan temporer yang dapat dikurangkan, sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga perbedaan temporer tersebut dapat digunakan. Estimasi signifikan oleh manajemen disyaratkan dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak serta strategi perencanaan pajak masa depan. Penjelasan lebih rinci diungkapkan dalam Catatan 15c.

3. USE OF ESTIMATES AND JUDGEMENTS (Continued)

Significant Accounting Judgements, Estimates and Assumptions (Continued)

II. Estimates and Assumptions (Continued)

(iv) Post-employment benefits (Continued)

The Company and its subsidiary determine the appropriate discount rate at the end of each reporting period. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the obligations.

In determining the appropriate discount rate, the Company considers the interest rates of government bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related post-employment benefit obligation.

Other key assumptions for post-employment benefit obligations are based in part on current market conditions. Further details are shown in Note 18.

(v) Management and employees stock option program

The Company and its subsidiary measure the cost of equity-settled transactions with employees by reference to the fair value of the equity instruments at the date at which they are granted. Estimating fair value for share-based payment transactions requires determining the most appropriate valuation model, which is dependent on the terms and conditions of the grant. This estimate also requires determining the most appropriate inputs to the valuation model including the expected life of the share option, volatility and dividend yield and making assumptions about them.

(vi) Income tax

Significant judgement is involved in determining provision for corporate income tax. There are certain transaction and computation for which the ultimate tax determination is uncertain during the ordinary course of business. The Company and its subsidiary recognize liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due. Further details are shown in Note 15b.

(vii) Deferred tax assets

Deferred tax assets are recognized for all deductible temporary differences, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences. Significant management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of the future taxable profits together with future tax planning strategies. Further details are shown in Note 15c.

Ekshibit E/41

Exhibit E/41

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4. KAS DAN SETARA KAS

4. CASH AND CASH EQUIVALENTS

Kas dan setara kas terdiri dari:

Cash and cash equivalents consist of the followings:

	31 Desember/ December		
	2020	2019	
Kas - Rupiah	26.057	22.672	Cash on hand - Rupiah
Bank - Rupiah			Cash in banks - Rupiah
PT Bank Mandiri (Persero) Tbk	33.861	145.781	PT Bank Mandiri (Persero) Tbk
PT Bank Central Asia Tbk	25.048	22.475	PT Bank Central Asia Tbk
PT Bank Tabungan Negara Syariah	13.036	-	PT Bank Tabungan Negara Syariah
PT Bank Rakyat Indonesia (Persero) Tbk	12.680	2.165	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	5.334	1.621	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Sinarmas Tbk	5.077	8	PT Bank Sinarmas Tbk
PT Bank Syariah Mandiri Tbk	2.750	4.443	PT Bank Syariah Mandiri Tbk
PT Bank Permata Tbk	1.778	1.703	PT Bank Permata Tbk
PT Bank CIMB Niaga Tbk	1.058	307	PT Bank CIMB Niaga Tbk
PT Bank Pembangunan Daerah Banten Tbk	-	185.740	PT Bank Pembangunan Daerah Banten Tbk
Lain-lain (saldo di bawah Rp 1.000)	932	305	Others (balances below Rp 1,000)
Jumlah bank	101.554	364.548	Total cash in banks
Jumlah kas dan bank	127.611	387.220	Total cash on hand and in banks
Deposito berjangka - Rupiah			Time deposits - Rupiah
PT Bank DKI	350.378	-	PT Bank DKI
PT Bank Mandiri Taspen	213.491	-	PT Bank Mandiri Taspen
PT Bank Jabar Banten Syariah	201.312	-	PT Bank Jabar Banten Syariah
PT Bank Rakyat Indonesia Agroniaga Tbk	127.344	-	PT Bank Rakyat Indonesia Agroniaga Tbk
PT Bank Tabungan Negara (Persero) Tbk	120.000	-	PT Bank Tabungan Negara (Persero) Tbk
PT Bank Panin Dubai Syariah Tbk	65.000	-	PT Bank Panin Dubai Syariah Tbk
PT Bank Mega Tbk	60.000	-	PT Bank Mega Tbk
PT Bank Sahabat Sampoerna	56.515	-	PT Bank Sahabat Sampoerna
PT Bank Jago	50.000	-	PT Bank Jago
PT Bank Tabungan Pensiunan Nasional Syariah Tbk	40.363	-	PT Bank Tabungan Pensiunan Nasional Syariah Tbk
PT Bank Mandiri (Persero) Tbk	1.507	-	PT Bank Mandiri (Persero) Tbk
PT Bank Central Asia Tbk	1.005	-	PT Bank Central Asia Tbk
PT Bank Pan Indonesia Tbk	165	160	PT Bank Pan Indonesia Tbk
PT Bank Pembangunan Daerah Banten Tbk	-	177.116	PT Bank Pembangunan Daerah Banten Tbk
PT Bank JTrust Indonesia Tbk	-	50.536	PT Bank JTrust Indonesia Tbk
PT Bank Muamalat Indonesia Tbk	-	25.000	PT Bank Muamalat Indonesia Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	-	20.000	PT Bank Rakyat Indonesia (Persero) Tbk
Jumlah deposito berjangka	1.287.080	272.812	Total time deposit
Jumlah kas dan setara kas	1.414.691	660.032	Total cash and cash equivalents

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4. KAS DAN SETARA KAS (Lanjutan)

Kisaran suku bunga kontraktual dari deposito berjangka diatas adalah sebagai berikut:

4. CASH AND CASH EQUIVALENTS (Continued)

The range of the contractual interest rates from the above time deposits is as follows:

	31 Desember/December		
	2020	2019	
Tingkat bunga deposito berjangka per tahun Rupiah	5,00% - 8,50%	4,25% - 9,00%	Time deposit interest rate per annum Rupiah

Tidak terdapat saldo kas dan setara kas yang dibatasi penggunaannya pada tanggal 31 Desember 2020 dan 2019.

There is no restricted cash and cash equivalents as of 31 December 2020 and 2019.

5. PIUTANG PEMBIAYAAN

5. FINANCING RECEIVABLES

	31 Desember/December		
	2020	2019	
Piutang pembiayaan konvensional	17.024.823	22.920.454	Conventional financing receivables
Piutang pembiayaan murabahah	25.888	4.740	Murabahah financing receivables
Jumlah piutang pembiayaan - bruto	17.050.711	22.925.194	Total financing receivables - gross

Rincian piutang pembiayaan adalah sebagai berikut:

The details of financing receivables are as follows:

	31 Desember/ December		
	2020	2019	
Piutang pembiayaan - bruto	17.050.711	22.925.194	Financing receivables - gross
Pendapatan pembiayaan yang belum diakui	(3.032.460)	(4.312.425)	Unearned financing income
Biaya transaksi yang belum diamortisasi	(96.401)	(146.994)	Unamortized transaction costs
	13.921.850	18.465.775	
Pembiayaan bersama dan penerusan pinjaman - bersih	(257.001)	(715.173)	Joint financing and channeling - net
	13.664.849	17.750.602	
Dikurangi cadangan kerugian penurunan nilai	(986.405)	(354.682)	Less allowance for impairment losses
Jumlah piutang pembiayaan - bersih	12.678.444	17.395.920	Total financing receivables - net

Angsuran piutang pembiayaan - bruto yang akan diterima dari konsumen sesuai dengan tanggal jatuh temponya adalah sebagai berikut

The installments of financing receivables - gross, which will be collected from consumers in accordance with the due dates are as follows:

	31 Desember/ December		
	2020	2019	
<= 1 tahun	10.273.657	13.169.095	<= 1 year
1 - 2 tahun	4.816.404	6.704.630	1 - 2 years
> 2 tahun	1.960.650	3.051.469	> 2 years
Jumlah	17.050.711	22.925.194	Total

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5. PIUTANG PEMBIAYAAN (Lanjutan)

Pengelompokan piutang pembiayaan - bruto menurut jumlah hari tunggakan adalah sebagai berikut:

5. FINANCING RECEIVABLES (Continued)

The classification of financing receivables - gross based on days overdue are as follows:

	31 Desember/ December		31 Desember/ December		
	2020	2019	2020	2019	
			%	%	
Belum jatuh tempo	12.798.720	19.579.701	75,06	85,41	Current
Lewat jatuh tempo:					Past due:
1-30 hari	3.340.683	2.809.606	19,59	12,26	1-30 days
31-90 hari	673.681	378.563	3,95	1,65	31-90 days
91-120 hari	75.485	53.749	0,45	0,23	91-120 days
121-180 hari	108.795	71.590	0,64	0,31	121-180 days
> 180 hari	53.347	31.985	0,31	0,14	> 180 days
Jumlah	17.050.711	22.925.194	100,00	100,00	Total

Tabel berikut menunjukkan perubahan nilai tercatat piutang pembiayaan selama periode berjalan:

The following tables show movement of carrying amount of receivables during the period:

	31 Desember/December 2020				
	Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3	Jumlah/ Total	
Saldo awal	17.984.117	324.324	157.324	18.465.765	Beginning balance
Pergerakan antar tahap :					Interstage movement:
- Pindah ke tahap 1	48.200	(45.710)	(2.490)	-	Transfer to stage 1 -
- Pindah ke tahap 2	(565.692)	566.573	(881)	-	Transfer to stage 2 -
- Pindah ke tahap 3	(241.169)	(22.439)	263.608	-	Transfer to stage 3 -
Aset keuangan yang telah dilunasi, perubahan pada biaya transaksi dan piutang bunga pembiayaan	(9.707.797)	(374.998)	353.100	(9.729.695)	Financial assets that have been repaid, changes in transaction cost and accrued interest
Aset keuangan yang baru diperoleh	5.597.561	121.253	40.965	5.759.779	New financial assets originated
Penghapusan	-	-	(573.999)	(573.999)	Write-offs
Saldo akhir	13.115.220	569.003	237.627	13.921.850	Ending balance

Tabel berikut menunjukkan perubahan cadangan kerugian penurunan nilai piutang pembiayaan selama periode berjalan:

The following tables show movement of the allowance for impairment losses of financing receivables during the period:

	31 Desember/December 2020				
	Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3	Jumlah/ Total	
Saldo awal	337.793	66.108	103.217	507.118	Beginning balance
Pergerakan antar tahap :					Interstage movement:
- Pindah ke tahap 1	10.380	(9.002)	(1.378)	-	Transfer to stage 1 -
- Pindah ke tahap 2	(16.144)	16.858	(714)	-	Transfer to stage 2 -
- Pindah ke tahap 3	(8.351)	(4.796)	13.147	-	Transfer to stage 3 -
Aset keuangan yang telah dilunasi dan pengukuran kembali penurunan nilai - bersih	123.321	76.628	620.550	820.499	Financial assets that have been repaid and remeasurement of loss allowance
Aset keuangan yang baru diperoleh	162.117	37.180	33.490	232.787	New financial assets originated
Penghapusan	-	-	(573.999)	(573.999)	Write-offs
Saldo akhir	609.116	182.976	194.313	986.405	Ending balance

Ekshibit E/44

Exhibit E/44

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5. PIUTANG PEMBIAYAAN (Lanjutan)

5. FINANCING RECEIVABLES (Continued)

Mutasi cadangan kerugian penurunan nilai piutang pembiayaan berdasarkan penilaian secara individual dan kolektif adalah sebagai berikut:

The movements in the allowance for impairment losses of financing receivables based on individual and collective assessments are as follows:

	31 Desember/December 2020			
	Individual/ Individual	Kolektif/ Collective	Jumlah/ Total	
Saldo awal	133.615	221.067	354.682	Beginning balance
Dampak penerapan PSAK 71	-	152.436	152.436	Impact on adoption of SFAS 71
Penambahan cadangan selama tahun berjalan - bersih	(133.615)	1.186.901	1.053.286	Additions to allowance during the year - net
Penghapusan	-	(573.999)	(573.999)	Written-off
Saldo akhir	-	986.405	986.405	Ending balance
	31 Desember/December 2019			
	Individual/ Individual	Kolektif/ Collective	Jumlah/ Total	
Saldo awal	90.001	287.861	377.862	Beginning balance
Penambahan cadangan selama tahun berjalan - bersih	79.244	346.503	425.747	Additions to allowance during the year - net
Penghapusan	(35.630)	(413.297)	(448.927)	Written-off
Saldo akhir	133.615	221.067	354.682	Ending balance

a. Piutang pembiayaan berdasarkan tujuan pembiayaan

a. Financing receivables based on purpose of financing

	31 Desember/December 2020						
	Konvensional/Conventional			Syariah/Sharia			
	Investasi/ Investment	Modal Kerja/ Working Capital	Multiguna/ Multi-purpose	Jumlah/ Total	Murabahah	Jumlah/ Total	
Piutang pembiayaan - bruto	3.945.822	8.404.826	4.674.175	17.024.823	25.888	17.050.711	Financing receivables - gross
Pendapatan pembiayaan yang belum diakui	(548.687)	(1.660.817)	(816.501)	(3.026.005)	(6.455)	(3.032.460)	Unearned financing income
Biaya transaksi yang belum diamortisasi	(17.789)	(80.495)	1.970	(96.314)	(87)	(96.401)	Unamortized transaction cost
	3.379.346	6.663.514	3.859.644	13.902.504	19.346	13.921.850	
Pembiayaan bersama dan penerusan pinjaman - bersih	(44.511)	-	(212.490)	(257.001)	-	(257.001)	Joint financing and channeling - net
	3.334.835	6.663.514	3.647.154	13.645.503	19.346	13.664.849	
Cadangan kerugian penurunan nilai	(285.140)	(378.193)	(322.061)	(985.394)	(1.011)	(986.405)	Allowance for impairment losses
Jumlah piutang pembiayaan - bersih	3.049.695	6.285.321	3.325.093	12.660.109	18.335	12.678.444	Total financing receivables - net

Ekshibit E/45

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5. PIUTANG PEMBIAYAAN (Lanjutan)

5. FINANCING RECEIVABLES (Continued)

a. Piutang pembiayaan berdasarkan tujuan pembiayaan
(Lanjutan)

a. Financing receivables based on purpose of financing
(Continued)

	31 Desember/December 2019						
	Konvensional/Conventional				Syariah/ Sharia		
	Investasi/ Investment	Modal Kerja/ Working Capital	Multiguna/ Multi- purpose	Jumlah/ Total	Murabahah	Jumlah/ Total	
Piutang pembiayaan - bruto	7.510.163	6.900.279	8.510.012	22.920.454	4.740	22.925.194	Financing receivables - gross
Pendapatan pembiayaan yang belum diakui	(1.225.874)	(1.403.833)	(1.681.705)	(4.311.412)	(1.013)	(4.312.425)	Unearned financing income
Biaya transaksi yang belum diamortisasi	(51.537)	(83.639)	(11.740)	(146.916)	(78)	(146.994)	Unamortized transaction cost
	6.232.752	5.412.807	6.816.567	18.462.126	3.649	18.465.775	
Pembiayaan bersama dan penerusan pinjaman - bersih	(149.964)	-	(565.209)	(715.173)	-	(715.173)	Joint financing and channeling - net
	6.082.788	5.412.807	6.251.358	17.746.953	3.649	17.750.602	
Cadangan kerugian penurunan nilai	(159.845)	(54.492)	(140.308)	(354.645)	(37)	(354.682)	Allowance for impairment losses
Jumlah piutang pembiayaan - bersih	5.922.943	5.358.315	6.111.050	17.392.308	3.612	17.395.920	Total financing receivables - net

Pembiayaan investasi diberikan untuk pembiayaan barang modal beserta jasa yang diperlukan untuk aktivitas usaha/investasi.

Investment financing were extended to finance capital goods and services needed for business/investment activities.

Pembiayaan modal kerja diberikan untuk memenuhi kebutuhan pengeluaran yang habis dalam satu siklus aktivitas usaha.

Working capital financing were extended for working capital needs which fully utilized within one cycle of business activities.

Kegiatan pembiayaan investasi dan modal kerja ditujukan untuk debitur yang :

Investment and working capital financing activities were intended to borrowers which :

- memiliki usaha produktif; dan/atau
- memiliki ide untuk pengembangan usaha produktif.

- have productive businesses; and/or
- have ideas to develop the productive businesses.

Pembiayaan multiguna diberikan untuk pembiayaan barang dan/atau jasa untuk pemakaian/konsumsi dan bukan untuk keperluan usaha atau aktivitas produktif.

Multipurpose financing were extended for financing of goods/services for consumption and non-business related or productive activities.

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5. PIUTANG PEMBIAYAAN (Lanjutan)

5. FINANCING RECEIVABLES (Continued)

b. Piutang pembiayaan berdasarkan jenis pengikatan

b. Financing receivables based on type of contract

	31 Desember/December 2020				
	Sewa pembiayaan/ Finance lease	Pembiayaan konsumen/ Consumer financing	Pembiayaan Murabahah/ Murabahah financing	Jumlah/ Total	
Piutang pembiayaan - bruto	10.789.634	6.235.189	25.888	17.050.711	Financing receivables - gross
Pendapatan pembiayaan yang belum diakui	(1.909.684)	(1.116.321)	(6.455)	(3.032.460)	Unearned financing income
Biaya transaksi yang belum diamortisasi	(92.935)	(3.379)	(87)	(96.401)	Unamortized transaction cost
	8.787.015	5.115.489	19.346	13.921.850	
Pembiayaan bersama dan penerusan pinjaman - bersih	-	(257.001)	-	(257.001)	Joint financing and channeling - net
	8.787.015	4.858.488	19.346	13.664.849	
Cadangan kerugian penurunan nilai	(594.896)	(390.498)	(1.011)	(986.405)	Allowance for impairment losses
Jumlah piutang pembiayaan - bersih	8.192.119	4.467.990	18.335	12.678.444	Total financing receivables - net
	31 Desember/December 2019				
	Sewa pembiayaan/ Finance lease	Pembiayaan konsumen/ Consumer financing	Pembiayaan Murabahah/ Murabahah financing	Jumlah/ Total	
Piutang pembiayaan - bruto	11.828.009	11.092.445	4.740	22.925.194	Financing receivables - gross
Pendapatan pembiayaan yang belum diakui	(2.080.972)	(2.230.440)	(1.013)	(4.312.425)	Unearned financing income
Biaya transaksi yang belum diamortisasi	(121.466)	(25.450)	(78)	(146.994)	Unamortized transaction cost
	9.625.571	8.836.555	3.649	18.465.775	
Pembiayaan bersama dan penerusan pinjaman - bersih	-	(715.173)	-	(715.173)	Joint financing and channeling - net
	9.625.571	8.121.382	3.649	17.750.602	
Cadangan kerugian penurunan nilai	(145.002)	(209.643)	(37)	(354.682)	Allowance for impairment losses
Jumlah piutang pembiayaan - bersih	9.480.569	7.911.739	3.612	17.395.920	Total financing receivables - net

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5. PIUTANG PEMBIAYAAN (Lanjutan)

Informasi pokok lainnya sehubungan dengan piutang pembiayaan adalah sebagai berikut:

Persentase cadangan kerugian penurunan nilai terhadap jumlah piutang pembiayaan sebesar 7,22% dan 2,00% masing-masing pada tanggal 31 Desember 2020 dan 2019.

Manajemen berkeyakinan bahwa cadangan kerugian penurunan nilai yang dibentuk memadai untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya piutang pembiayaan tersebut.

Seluruh transaksi pembiayaan dilakukan dengan pihak ketiga.

Jangka waktu kontrak pembiayaan yang disalurkan oleh Perusahaan atas kendaraan bermotor dan alat-alat berat berkisar antara 6-60 bulan, serta perumahan (KPR) berkisar 12-180 bulan.

Rincian bunga kontraktual per tahun untuk piutang pembiayaan adalah sebagai berikut:

	31 Desember/ December		
	2020	2019	
	%	%	
Mobil	15 - 21	15 - 21	Cars
Sepeda motor	35 - 39	37 - 41	Motorcycles
Properti	18 - 20	17 - 20	Property
Alat berat dan mesin	13 - 17	14 - 17	Heavy equipment and machinery

Sebagai jaminan atas piutang pembiayaan yang diberikan, Perusahaan menerima jaminan dari konsumen berupa Buku Pemilik Kendaraan Bermotor (BPKB), Sertifikat Hak Milik (SHM) dan Sertifikat Hak Guna Bangunan (SHGB) atas kendaraan bermotor dan properti (bangunan) yang dibiayai Perusahaan dan faktur atas kendaraan bermotor/alat berat/obyek jaminan yang dibiayai oleh Perusahaan.

Piutang pembiayaan pada tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp 4.795.802 dan Rp 7.676.277 digunakan sebagai jaminan atas pinjaman yang diterima (Catatan 14) dan sebesar Rp 1.457.068 dan Rp 2.258.451 digunakan sebagai jaminan surat berharga yang diterbitkan (Catatan 16).

Pada tanggal 31 Desember 2020, piutang pembiayaan yang telah direstrukturisasi terkait dengan pandemi Covid-19 berjumlah sebesar Rp 4.620.861 juta.

Perusahaan bekerjasama dengan beberapa perusahaan asuransi untuk memberikan perlindungan risiko terhadap aset dan pembiayaan yang diberikan Perusahaan, terutama PT Asuransi Bina Dana Arta Tbk, PT Asuransi Sinar Mas, PT Asuransi Wahana Tata, PT Asuransi Astra Buana, PT Asuransi Raksa Pratikara, PT Asuransi FPG Indonesia, PT Asuransi Etiqa International Indonesia, PT Asuransi Sahabat Artha Proteksi, PT AIA Financial, PT FWD Insurance Indonesia, PT Asuransi Cigna, PT Asuransi ASEI Indonesia dan PT Asuransi Purna Artanugraha. Seluruh perusahaan asuransi yang bekerjasama dengan Perusahaan adalah pihak ketiga.

5. FINANCING RECEIVABLES (Continued)

Other significant information relating to financing receivables is as follows:

Percentage of the allowance for impairment losses to financing receivables was 7.22% and 2.00% as of 31 December 2020 and 2019, respectively.

The management believes that the allowance for impairment losses was sufficient to cover possible losses arising from uncollectible financing receivables.

All of the Company's financing transactions are entered into with third parties.

The period of financing for vehicle and heavy equipment contract ranged from 6-60 months, and housing ranges between 12-180 months.

The detail of contractual interest rates per annum on financing receivables are as follows:

As the collateral to the financing receivables, the Company receives the Book of Vehicle Ownership (BPKB), Proprietary Certificate (SHM) and Property Use Right Certificate (SHGB) of the vehicles and property (building) financed by the Company and purchase invoices of the motor vehicles/heavy equipment/collateral asset financed by the Company.

Financing receivable as of 31 December 2020 and 2019 amounting to Rp 4,795,802 and Rp 7,676,277 were used as collateral to borrowings (Note 14) and amounting to Rp 1,457,068 and Rp 2,258,451 were used as collateral to securities issued, respectively (Note 16).

As of 31 December 2020, financing receivable has been restructured as impact of the Covid-19 pandemic amounted to Rp 4,620,861 million.

The Company engages several insurance companies to provide risk protection for assets and financing provided by the Company, mainly PT Asuransi Bina Dana Arta Tbk, PT Asuransi Sinar Mas, PT Asuransi Wahana Tata, PT Asuransi Astra Buana, PT Asuransi Raksa Pratikara, PT Asuransi FPG Indonesia, PT Asuransi Etiqa International Indonesia, PT Asuransi Sahabat Artha Proteksi, PT AIA Financial, PT FWD Insurance Indonesia, PT Asuransi Cigna, PT Asuransi ASEI Indonesia and PT Asuransi Purna Artanugraha. All insurance companies that the engaged by the Company are third parties.

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6. PIUTANG LAIN-LAIN - PIHAK KETIGA

6. OTHER RECEIVABLES - THIRD PARTIES

	31 Desember/ December		
	2020	2019	
Piutang dalam proses penyelesaian - bersih	96.310	80.928	Receivables in the settlement process - net
Piutang penerimaan angsuran konsumen	30.209	35.071	Customer installment receipt receivables
Piutang karyawan	17.430	20.279	Employee receivables
Piutang opsi saham karyawan (MESOP)	3.958	5.306	Employee share option (MESOP) receivables
Premi asuransi	1.639	3.855	Insurance premium
Lain-lain	5.358	8.055	Others
Jumlah	154.904	153.494	Total

Piutang penerimaan angsuran konsumen merupakan pembayaran angsuran konsumen yang diantaranya dilakukan secara *online* melalui fasilitas layanan pembayaran pelanggan (*payment point*) seperti jaringan ATM Prima, ATM Bersama, Kantor Pos Indonesia, jaringan toko ritel Indomaret dan Alfamart (termasuk di dalamnya jaringan Alfa Midi, Lawson dan Alfa Express) serta *marketplace* seperti Tokopedia, Shopee, Ayopop dan Gopay. Fasilitas *payment point* ini akan meneruskan angsuran yang dibayarkan konsumen tersebut ke rekening Perusahaan di beberapa bank dalam jangka waktu 1 (satu) hari sampai dengan 2 (dua) hari dari tanggal angsuran konsumen diterima.

Customer installment receipt receivables are customer installment such paid through online customer's payment channel (*payment point*) such as ATM networks of Prima, ATM Bersama, the Indonesian Post Office, and outlets of Indomaret and Alfamart retail stores (including the store chains of Alfa Midi, Lawson and Alfa Express) and marketplace such as Tokopedia, Shopee, Ayopop and Gopay. These channels will transfer the installment paid to the Company's bank account in several bank within 1 (one) day up to 2 (two) days from the date that the customer installment is received.

Piutang dalam proses penyelesaian - pihak ketiga dinyatakan dalam nilai bersih setelah dikurangi dengan cadangan kerugian penurunan nilai pada tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp 56.697 dan Rp 33.857. Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai tersebut, cukup untuk menutupi kerugian yang mungkin timbul akibat tidak tertagihnya piutang dalam proses penyelesaian - pihak ketiga.

Receivables in the settlement process - third parties are recorded at net amount, after deducting the allowance for impairment losses as of 31 December 2020 and 2019 amounting to Rp 56,697 and Rp 33,857, respectively. Management believes that the allowance for impairment losses are adequate to cover possible losses from uncollectible receivables from receivables in the settlement process - third parties.

7. ASET (LIABILITAS) DERIVATIF

7. DERIVATIVE ASSETS (LIABILITIES)

Perusahaan memiliki beberapa kontrak *cross currency* dan *interest rate swap* dengan beberapa bank. Perincian dari kontrak-kontrak tersebut adalah sebagai berikut:

The Company has several cross currency and interest rate swap contracts with several banks. The details of these contracts are as follows:

Pihak lawan/ Counterparty	31 Desember/December 2020		Tanggal perjanjian/ Agreement date	Tanggal jatuh tempo/ Due date	Nilai wajar/Fair value Aset (liabilitas) derivatif/ Derivative assets (liabilities)
	Jumlah nosional (nilai penuh)/ Notional amount (full amount)				
<i>Cross Currency and Interest Rate Swap</i>					
PT Bank ANZ Indonesia	USD	12.500.000	10-Jan-2019	18-Jan-2022	(9.207)
Standard Chartered Bank, Jakarta	USD	15.000.000	10-Jan-2019	23-Jan-2022	(8.513)
Standard Chartered Bank, Jakarta	USD	18.000.000	16-Apr-2019	29-Apr-2022	(10.047)
PT Bank Permata Tbk	USD	18.000.000	16-Apr-2019	16-May-2022	(9.218)
Standard Chartered Bank, Jakarta	USD	21.000.000	16-Apr-2019	24-Jun-2022	(9.568)
PT Bank Permata Tbk	USD	24.500.000	16-Apr-2019	15-Jul-2022	(15.017)
Standard Chartered Bank, Jakarta	USD	10.500.000	16-Apr-2019	15-Aug-2022	(6.108)
PT Bank ANZ Indonesia	USD	16.000.000	1-Nov-2019	7-Nov-2022	(6.207)
Standard Chartered Bank, Jakarta	USD	12.000.000	25-Oct-2019	23-Oct-2022	(5.776)
Standard Chartered Bank, Jakarta	USD	12.000.000	7-Nov-2019	12-Nov-2022	(4.580)
Saldo dipindahkan/ <i>Balance brought forward</i>					(84.241)

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7. ASET (LIABILITAS) DERIVATIF (Lanjutan)

7. DERIVATIVE ASSETS (LIABILITIES) (Continued)

31 Desember/December 2020				
Pihak lawan/ Counterparty	Jumlah nosional (nilai penuh)/ Notional amount (full amount)	Tanggal perjanjian/ Agreement date	Tanggal jatuh tempo/ Due date	Nilai wajar/Fair value Aset (liabilitas) derivatif/ Derivative assets (liabilities)
<i>Cross Currency and Interest Rate Swap (Lanjutan/ Continued)</i>				
Saldo pindahan/ <i>Balance carryforward</i>				(84.241)
Standard Chartered Bank, Jakarta	USD 22.500.000	19-Mar-2020	23-Mar-2023	(40.698)
PT Bank ANZ Indonesia	USD 7.000.000	21-Jul-2020	21-Jan-2021	(7.657)
				(132.596)
31 Desember/December 2019				
Pihak lawan/ Counterparty	Jumlah nosional (nilai penuh)/ Notional amount (full amount)	Tanggal perjanjian/ Agreement date	Tanggal jatuh tempo/ Due date	Nilai wajar/Fair value Aset (liabilitas) derivatif/ Derivative assets (liabilities)
<i>Cross Currency and Interest Rate Swap</i>				
PT Bank CIMB Niaga Tbk	USD 833.333	8-Dec-2016	10-Jan-2020	347
Standard Chartered Bank, Jakarta	USD 18.000.000	13-Jun-2017	22-Aug-2020	5.718
MUFG Bank, Ltd., Jakarta <i>Branch</i>	USD 20.500.000	13-Jun-2017	11-Dec-2020	10.652
PT Bank CIMB Niaga Tbk	USD 5.333.333	21-Nov-2017	14-Dec-2020	1.287
PT Bank ANZ Indonesia	USD 22.500.000	10-Jan-2019	18-Jan-2022	(17.263)
Standard Chartered Bank, Jakarta	USD 27.000.000	10-Jan-2019	23-Jan-2022	(19.899)
Standard Chartered Bank, Jakarta	USD 30.000.000	16-Apr-2019	29-Apr-2022	(19.357)
PT Bank Permata Tbk	USD 30.000.000	16-Apr-2019	16-May-2022	(16.106)
Standard Chartered Bank, Jakarta	USD 35.000.000	16-Apr-2019	24-Jun-2022	(19.130)
PT Bank Permata Tbk	USD 35.000.000	16-Apr-2019	15-Jul-2022	(21.704)
Standard Chartered Bank, Jakarta	USD 15.000.000	16-Apr-2019	15-Aug-2022	(10.029)
PT Bank ANZ Indonesia	USD 45.000.000	23-Oct-2019	7-Nov-2022	(12.297)
Standard Chartered Bank, Jakarta	USD 30.000.000	23-Oct-2019	12-Nov-2022	(10.986)
MUFG Bank, Ltd., Jakarta <i>Branch</i>	USD 10.000.000	27-Dec-2019	27-Mar-2020	(1.262)
				(130.029)

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7. ASET (LIABILITAS) DERIVATIF (Lanjutan)

Perusahaan melakukan kontrak *cross currency swap* dan *interest rate swap* dengan tujuan lindung nilai atas risiko fluktuasi arus kas yang ditimbulkan oleh kurs mata uang dan tingkat suku bunga atas pinjaman yang diterima.

Perubahan atas nilai wajar dari kontrak *cross currency swap* dan *interest rate swap* yang ditetapkan sebagai instrumen lindung nilai, yang secara efektif menghapus variabilitas arus kas dari pinjaman terkait, dicatat di ekuitas. Nilai ini kemudian diakui dalam laporan laba rugi sebagai penyesuaian atas laba atau rugi selisih kurs dan beban bunga pinjaman terkait yang dilindungi nilai pada periode yang sama dimana selisih kurs dan beban bunga tersebut diakui pada perkiraan laba rugi.

Kerugian kumulatif yang timbul dari perubahan nilai wajar instrumen derivatif pada tanggal 31 Desember 2020 dan 2019 sebesar Rp 87.630 dan Rp 87.938 disajikan sebagai "Kerugian kumulatif atas instrumen derivatif untuk lindung nilai arus kas-bersih" sebagai bagian "Ekuitas" pada laporan posisi keuangan konsolidasian dan akan diakui dalam laporan laba rugi pada saat realisasinya.

7. DERIVATIVE ASSETS (LIABILITIES) (Continued)

The Company entered into *cross currency swap* and *interest rate swap* contracts to hedge the risk of fluctuations in cash flows arising from exchange rates and interest rates on borrowing.

Changes in the fair value of *cross currency swap* and *interest rate swap* contract designated hedging instruments that effectively offset the variability of cash flows associated with the borrowings are recorded in equity. The amounts subsequently are recognized to the profit or loss as adjustments of the exchange rate differences and interest payments related to the hedged borrowings in the same period in which the related exchange rate differences and interest affects profit or loss.

The cumulative loss arising from the changes in fair values of the derivative instruments as of 31 December 2020 and 2019 amounting to Rp 87,630 and Rp 87,938 were presented as "Cumulative loss on derivative instrument for cash flow hedges - net" under the "Equity" section in the consolidated statement of financial position and will be recognized in the statement of profit or loss upon its realization.

8. BEBAN DIBAYAR DIMUKA DAN UANG MUKA

8. PREPAID EXPENSES AND ADVANCES

	31 Desember/ December		
	2020	2019	
Akses biro kredit	12.288	11.485	Credit biro subscription
Implementasi proyek IT	5.062	-	IT project implementation cost
Sewa*	1.870	57.391	Rent*
Emisi PUB obligasi	1.473	-	Bond issuance
Asuransi	291	324	Insurance
Uang muka	221	2.212	Advance payment
Lain-lain	3.207	1.721	Others
Jumlah	24.412	73.133	Total

* Dampak penerapan PSAK 73, pada tanggal 1 Januari 2020, jumlah pembiayaan dimuka atas sewa yang direklasifikasi ke aset hak guna tercatat sebesar Rp 48.066.

* Impact on adoption of SFAS 73 on the statement of financial position as at 1 January 2020, amount of any prepaid reclassified to right-of-use assets amounting to Rp 48,066.

9. ASET IJARAH

Akun ini merupakan obyek sewa dari transaksi ijarah multijasa dengan perincian sebagai berikut:

	31 Desember/ December		
	2020	2019	
Multijasa	51.249	53.856	Multi-service
Akumulasi penyusutan dan penurunan nilai	(29.900)	(13.265)	Accumulated depreciation and impairment
Aset ijarah - bersih	21.349	40.591	Ijarah assets - net

Penyusutan dan kerugian penurunan nilai dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Depreciation and impairment losses was charged to the consolidated statements of profit or loss and other comprehensive income.

Ekshibit E/51

Exhibit E/51

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10. ASET TETAP

10. FIXED ASSETS

31 Desember/December 2020						
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Saldo akhir/ Ending balance	
Harga perolehan						Acquisition cost
Pemilikan langsung						Direct ownership
Tanah	126.138	81.055	-	-	207.193	Land
Bangunan dan prasarana	322.936	1.554	(35)	10.401	334.856	Building and improvements
Peralatan kantor	190.047	18.812	(3.465)	42.006	247.400	Office equipment
Kendaraan	231.371	14.719	(35.817)	-	210.273	Vehicles
Perabot dan perlengkapan kantor	22.445	241	(177)	49	22.558	Furniture and fixtures
	892.937	116.381	(39.494)	52.456	1.022.280	
Aset dalam penyelesaian	48.181	48.448	-	(52.456)	44.173	Asset in progress
Jumlah Harga Perolehan	941.118	164.829	(39.494)	-	1.066.453	Total Acquisition Cost
Akumulasi penyusutan						Accumulated depreciation
Bangunan dan prasarana	156.686	19.650	(8)	-	176.328	Building and improvements
Peralatan kantor	120.795	27.615	(3.318)	-	145.092	Office equipment
Kendaraan	103.124	41.469	(26.184)	-	118.409	Vehicles
Perabot dan perlengkapan kantor	19.457	1.033	(170)	-	20.320	Furniture and fixtures
Jumlah Akumulasi Penyusutan	400.062	89.767	(29.680)	-	460.149	Total Accumulated Depreciation
Nilai Tercatat	541.056				606.304	Carrying Amount

31 Desember/December 2019						
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Saldo akhir/ Ending balance	
Harga perolehan						Acquisition cost
Pemilikan langsung						Direct ownership
Tanah	122.724	3.414	-	-	126.138	Land
Bangunan dan prasarana	309.737	3.794	-	9.405	322.936	Building and improvements
Peralatan kantor	151.697	26.000	(2.436)	14.786	190.047	Office equipment
Kendaraan	214.140	57.990	(40.759)	-	231.371	Vehicles
Perabot dan perlengkapan kantor	21.480	862	(291)	394	22.445	Furniture and fixtures
	819.778	92.060	(43.486)	24.585	892.937	
Aset dalam penyelesaian	59.933	12.833	-	(24.585)	48.181	Asset in progress
Jumlah Harga Perolehan	879.711	104.893	(43.486)	-	941.118	Total Acquisition Cost
Akumulasi penyusutan						Accumulated depreciation
Bangunan dan prasarana	135.139	21.547	-	-	156.686	Building and improvements
Peralatan kantor	104.374	18.696	(2.275)	-	120.795	Office equipment
Kendaraan	91.410	40.867	(29.153)	-	103.124	Vehicles
Perabot dan perlengkapan kantor	18.643	1.096	(282)	-	19.457	Furniture and fixtures
Jumlah Akumulasi Penyusutan	349.566	82.206	(31.710)	-	400.062	Total Accumulated Depreciation
Nilai Tercatat	530.145				541.056	Carrying Amount

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10. ASET TETAP (Lanjutan)

Pada tanggal 31 Desember 2020 dan 2019, rincian aset dalam penyelesaian dengan persentase penyelesaian masing-masing sebesar 61% dan 96% sebagai berikut:

Proyek	Perkiraan tahun penyelesaian/ Estimation of completion	31 Desember/ December		Project
		2020	2019	
Peralatan kantor	2021	44	40.904	Office equipment
Bangunan dan prasarana	2021	44.129	7.277	Building and improvement
		44.173	48.181	

Jumlah penyusutan yang dibebankan pada operasi adalah sejumlah Rp 89.767 dan Rp 82.206 masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 (Catatan 28).

Perusahaan memiliki beberapa bidang tanah dengan status Hak Guna Bangunan ("HGB") yang memiliki masa manfaat yang akan berakhir antara tahun 2020 sampai tahun 2048. Manajemen Perusahaan beryakinan bahwa tidak akan terdapat kesulitan dalam memperpanjang hak atas tanah karena tanah tersebut diperoleh secara sah dan dilengkapi dengan bukti kepemilikan yang sah.

Pengurangan aset tetap untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 terdiri dari penghapusbukuan peralatan kantor dan rehabilitasi gedung kantor, serta penjualan aset tetap kendaraan dan peralatan kantor dengan rincian keuntungan yang diperoleh adalah sebagai berikut:

	31 Desember/ December		
	2020	2019	
Hasil penjualan	20.044	22.507	Proceeds
Nilai tercatat	(9.814)	(11.776)	Carrying amount
Laba penjualan aset tetap	10.230	10.731	Gain on sale of fixed assets

Keuntungan atas penjualan aset tetap diakui sebagai bagian dari "Pendapatan Lain-lain" pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian (Catatan 25).

Pada tanggal 31 Desember 2020 dan 2019, aset tetap berupa tanah dan bangunan sebesar Rp 312.078 dan Rp 303.052 dijadikan jaminan atas fasilitas pinjaman yang diperoleh Perusahaan (Catatan 14).

Pada tanggal 31 Desember 2020 dan 2019, jumlah harga perolehan aset tetap yang telah disusutkan penuh tetapi masih digunakan dalam kegiatan operasional adalah masing-masing sebesar Rp 202.688 dan Rp 181.519.

Seluruh aset tetap, kecuali tanah, telah diasuransikan terhadap risiko kerugian kebakaran, banjir dan risiko kerugian lainnya (*all risks*) dengan jumlah nilai pertanggungan masing-masing sebesar Rp 523.752 dan Rp 454.315 pada tanggal 31 Desember 2020 dan 2019. Manajemen berkeyakinan bahwa nilai pertanggungan tersebut telah memadai untuk menutup kemungkinan kerugian atas aset tetap terhadap risiko-risiko yang dipertanggungjawabkan.

10. FIXED ASSETS (Continued)

As of 31 December 2020 and 2019, the details of asset in progress with percentage of completion of is 61% and 96%, respectively, are as follows:

Depreciation charged to operations was amounted to Rp 89,767 and Rp 82,206 for the year ended 31 December 2020 and 2019, respectively (Note 28).

The Company owns several plots of land with "Property Use Rights" titles ("HGB") with remaining useful lives that will expire in the various years between 2020 to 2048. The management of the Company believes that there will be no difficulty in extending the land rights as the land were acquired legally and supported by sufficient evidences of ownership.

Deductions of fixed assets for the year ended 31 December 2020 and 2019 consisted of written off office equipment and leasehold improvement, and sales of fixed assets - vehicles and office equipment with details of gain on sale are as follows:

Gain on sale of fixed assets is recognized as part of "Other Income" in the consolidated statement of profit or loss and other comprehensive income (Note 25)

As of 31 December 2020 and 2019, fixed assets in the form of land and building amounting to Rp 312,078 and 303,052 were pledged as collateral for the Company's loan facilities (Note 14).

As of 31 December 2020 and 2019, the cost of fixed asset which have been fully depreciated but still in use in the operational activities amounted to Rp 202,688 and Rp 181,519, respectively.

All fixed assets, except for land, are covered against losses from fire, flood and other risks (*all risks*) with a total sum insured amounting to Rp 523,752 and Rp 454,315 as of 31 December 2020 and 2019, respectively. The management believes that the sum insured is sufficient to cover the possible losses that may arise from the said insured risks.

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10. ASET TETAP (Lanjutan)

Manajemen Perusahaan dan entitas anaknya berkeyakinan bahwa tidak terdapat kondisi atau peristiwa yang menimbulkan indikasi penurunan nilai atas jumlah tercatat aset tetap, sehingga tidak diperlukan cadangan kerugian penurunan nilai untuk aset tetap.

Manajemen Perusahaan dan entitas anaknya berkeyakinan bahwa tidak ada perbedaan secara signifikan antara nilai wajar aset tetap dengan jumlah tercatat.

Seluruh aset tetap yang ada pada tanggal pelaporan digunakan untuk menunjang aktivitas operasi Perusahaan.

10. FIXED ASSETS (Continued)

The management of the Company and its subsidiary believes that there were no conditions or event that indicate impairment in the carrying amount of its fixed assets, and therefore an allowance for impairment losses of fixed assets was not considered necessary.

The management of the Company and its subsidiary believes that there is no significant difference between the fair value and the carrying amount of fixed assets.

All of fixed assets as at the reporting date are fully used to support the Company's operation activities.

11. ASET HAK-GUNA

Rekonsiliasi kelompok utama aset hak-guna adalah sebagai berikut:

		31 Desember/December 2020			
	Saldo awal/ Beginning balance	Penerapan PSAK/ SFAS adoption	Penambahan/ Additions	Saldo akhir/ Ending balance	
Harga perolehan					Acquisition cost
Sewa bangunan	-	53.198	12.338	65.536	Buildings leases
Akumulasi penyusutan					Accumulated depreciation
Sewa bangunan	-	5.132	17.890	23.022	Buildings leases
Nilai Tercatat	-			42.514	Carrying Amount

Jumlah penyusutan yang dibebankan pada operasi adalah sejumlah Rp 23.022 untuk tahun yang berakhir pada tanggal 31 Desember 2020 (Catatan 28).

Beberapa transaksi sewa gudang dan kantor mengandung opsi perpanjangan yang dapat diambil oleh Perusahaan sebelum masa berakhirnya kontrak yang tidak dapat dibatalkan. Opsi perpanjangan yang dimiliki hanya dapat diambil oleh Perusahaan. Perusahaan mengevaluasi pada awal dimulainya masa sewa apakah besar kemungkinan akan diambilnya opsi perpanjangan. Perusahaan mengevaluasi kembali penentuan ini apabila ada peristiwa signifikan atau ada perubahan keadaan signifikan di dalam kendali Perusahaan.

11. RIGHT-OF-USE ASSETS

The recognition of right-of-use assets by major classification are as follows:

Depreciation charged to operations was amounted to Rp 23,022 for the year ended 31 December 2020 (Note 28).

Some leases of warehouses and offices contain extension options exercisable by the Company before the end of the non-cancellable contract period. The extension options held are exercisable only by the Company. The Company assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Company reassesses this assessment if there is a significant event or significant change in circumstances within its control.

12. ASET TAK BERWUJUD

		31 Desember/December 2020				
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Saldo akhir/ Ending balance	
Harga perolehan						Acquisition cost
Piranti lunak	102.109	16.740	-	-	118.849	Software
Piranti lunak dalam penyelesaian	2.001	7.383	-	-	9.384	Software in progress
Jumlah Harga Perolehan	104.110	24.123	-	-	128.233	Total Acquisition Cost
Akumulasi amortisasi						Accumulated amortization
Piranti lunak	73.945	11.279	-	-	85.224	Software
Nilai Tercatat	30.165				43.009	Carrying Amount

12. INTANGIBLE ASSETS

Ekshibit E/54

Exhibit E/54

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12. ASET TAK BERWUJUD (Lanjutan)

12. INTANGIBLE ASSETS (Continued)

	31 Desember/December 2019					
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Saldo akhir/ Ending balance	
Harga perolehan						Acquisition cost
Piranti lunak	94.534	4.620	-	2.955	102.109	Software
Piranti lunak dalam penyelesaian	1.612	3.344	-	(2.955)	2.001	Software in progress
Jumlah Harga Perolehan	96.146	7.964	-	-	104.110	Total Acquisition Cost
Akumulasi amortisasi						Accumulated amortization
Piranti lunak	63.772	10.173	-	-	73.945	Software
Nilai Tercatat	32.374				30.165	Carrying Amount

Jumlah amortisasi yang dibebankan pada operasi adalah sejumlah Rp 11.279 dan Rp 10.173 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 (Catatan 28).

Amortization charged to operations was amounted to Rp 11,279 and Rp 10,173 for the year ended 31 December 2020 and 2019, respectively (Note 28).

13. ASET LAIN-LAIN

13. OTHER ASSETS

Akun ini terdiri dari:

This account consists of:

	31 Desember/ December		
	2020	2019	
Uang muka pembelian tanah	-	81.206	Advance for land acquisition
Lainnya	9.294	1.569	Others
Jumlah	9.294	82.775	Total

14. PINJAMAN YANG DITERIMA - PIHAK KETIGA

14. FUND BORROWINGS - THIRD PARTIES

Pinjaman yang diterima terdiri dari:

Borrowings consist of the followings:

	31 Desember/ December		
	2020	2019	
Pinjaman (Dolar AS)			Borrowings (US Dollar)
Pinjaman Sindikasi	2.567.110	4.281.508	Syndicated Loan
PT Bank ANZ Indonesia	98.735	-	PT Bank ANZ Indonesia
MUFG Bank, Ltd., Jakarta	-	139.010	MUFG Bank, Ltd., Jakarta
PT Bank CTBC Indonesia	-	74.139	PT Bank CTBC Indonesia
JA Mitsui Leasing Singapore Pte.Ltd.	-	11.584	JA Mitsui Leasing Singapore Pte. Ltd.
Sub-jumlah pinjaman (Dolar AS)	2.665.845	4.506.241	Sub-total borrowings (US Dollar)
Pinjaman (Rupiah)			Borrowings (Rupiah)
PT United Tractors Tbk	499.062	856.156	PT United Tractors Tbk
PT Bank Central Asia Tbk	445.833	603.889	PT Bank Central Asia Tbk
PT Bank Mandiri (Persero) Tbk	365.849	1.169.637	PT Bank Mandiri (Persero) Tbk
PT Bank Pan Indonesia Tbk	350.000	91.667	PT Bank Pan Indonesia Tbk
PT Bank KEB Hana Indonesia	290.278	29.565	PT Bank KEB Hana Indonesia
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	133.611	10.694	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
PT Bank Permata Tbk	52.222	188.604	PT Bank Permata Tbk
PT Bank Danamon Indonesia Tbk (d/h PT Bank Nusantara Parahyangan Tbk)	12.457	66.185	PT Bank Danamon Indonesia Tbk (formerly PT Bank Nusantara Parahyangan Tbk)
PT Bank ANZ Indonesia	-	217.000	PT Bank ANZ Indonesia
PT Bank Bukopin Tbk	-	25.000	PT Bank Bukopin Tbk
Sub-jumlah pinjaman (Rupiah) (Saldo dipindahkan)	2.149.312	3.258.397	Sub-total borrowings (Rupiah) (Balance brought-forward)

Ekshibit E/55

Exhibit E/55

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14. PINJAMAN YANG DITERIMA - PIHAK KETIGA (Lanjutan)

14. FUND BORROWINGS - THIRD PARTIES (Continued)

Pinjaman yang diterima terdiri dari: (Lanjutan)

Borrowings consist of the followings: (Continued)

	<u>31 Desember/ December</u>		
	<u>2020</u>	<u>2019</u>	
Pinjaman (Rupiah) (Lanjutan)			<i>Borrowings (Rupiah) (Continued)</i>
Sub-jumlah pinjaman (Rupiah) (Saldo pindahan)	2.149.312	3.258.397	<i>Sub-total borrowings (Rupiah) Balance carried-forward</i>
Jumlah pinjaman	4.815.157	7.764.638	<i>Total borrowings</i>
Dikurangi:			
Biaya transaksi yang belum diamortisasi	(20.313)	(34.617)	<i>Unamortized transaction costs</i>
Pinjaman - bersih	<u>4.794.844</u>	<u>7.730.021</u>	<i>Borrowings - net</i>

Kisaran suku bunga kontraktual setahun untuk pinjaman dari bank di atas adalah sebagai berikut:

The range of contractual interest rates per annum on the above bank loans are as follows:

	<u>31 Desember/ December</u>		
	<u>2020</u>	<u>2019</u>	
Rupiah	5,00 - 10,50	5,00 - 10,50	<i>Rupiah</i>
Dolar AS	1,35 - 2,99	3,06 - 3,70	<i>US Dollar</i>

Rincian dari pinjaman yang diterima adalah sebagai berikut:

The detail of borrowings are as follows:

Nama Bank/ Bank's Name	Perjanjian terakhir/ Latest agreement	Jatuh tempo fasilitas/ Facility due date	Batas fasilitas/ Facility limit	<u>Saldo pinjaman/ Outstanding loan</u>	
				<u>31 Desember/December 2020</u>	<u>2019</u>
Dolar AS/US Dollar					
Pinjaman Sindikasi (Agen : Standard Chartered Bank)	6-Oct-2017	12-Dec-2020	USD 125.000.000	-	535.189
(Agen : PT Bank Central Asia Tbk)	15-Apr-2019	15-Aug-2022	USD 200.000.000	1.685.547	2.703.745
(Agen : Standard Chartered Bank)	17-Mar-2020	23-Mar-2023	USD 100.000.000	881.563	1.042.574
PT Bank ANZ Indonesia	10-Jul-2020	30-Apr-2021	USD 15.000.000	98.735	-
MUFG Bank, Ltd., Jakarta Branch	30-Jun-2019	31-Dec-2021	USD 10.000.000	-	139.010
PT Bank CTBC Indonesia	14-Nov-2017	14-Dec-2020	USD 16.000.000	-	74.139
JA Mitsui Leasing Singapore Pte.Ltd.	11-Oct-2016	10-Jan-2020	USD 10.000.000	-	11.584
Jumlah Dolar AS/Total US Dollar (Saldo dipindahkan/Balance brought-forward)			USD 476.000.000	2.665.845	4.506.241

Ekshibit E/56

Exhibit E/56

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14. PINJAMAN YANG DITERIMA - PIHAK KETIGA (Lanjutan)

14. FUND BORROWINGS - THIRD PARTIES (Continued)

Rincian dari pinjaman yang diterima adalah sebagai berikut:
(Lanjutan)

The detail of borrowings are as follows: (Continued)

Nama Bank/ Bank's Name	Perjanjian terakhir/ Latest agreement	Jatuh tempo fasilitas/ Facility due date	Batas fasilitas/ Facility limit	Saldo pinjaman/ Outstanding loan	
				31 Desember/December 2020	2019
Dolar AS/US Dollar (Lanjutan)					
Jumlah Dolar AS/Total US Dollar (Saldo pindahan/Balance carried-forward)			USD 476.000.000	2.665.845	4.506.241
Rupiah					
PT United Tractors Tbk	8-Mar-2019	4-Mar-2023	1.250.000	499.062	856.156
PT Bank Central Asia Tbk	10-Mar-2017	12-May-2020	450.000	-	44.167
	16-Jul-2018	26-Jul-2022	500.000	97.222	263.889
	24-Oct-2019	19-Feb-2023	500.000	298.611	295.833
	14-Dec-2020	6-Jan-2021	350.000	50.000	-
PT Bank Mandiri (Persero) Tbk	26-Oct-2016	20-Feb-2020	500.000	-	8.852
	30-Mar-2017	23-Feb-2021	1.000.000	16.764	297.222
	23-Mar-2018	29-Mar-2021	500.000	36.298	174.256
	28-Jun-2018	19-Dec-2021	300.000	51.068	150.191
	13-Sep-2018	23-Jul-2021	200.000	-	116.667
	20-Feb-2019	27-Jun-2022	500.000	261.719	422.449
PT Bank Pan Indonesia Tbk	6-Dec-2019	27-Feb-2023	750.000	350.000	91.667
PT Bank KEB Hana Indonesia	28-Sep-2018	16-May-2020	400.000	-	29.565
	11-Feb-2020	3-Mar-2023	400.000	290.278	-
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	28-Sep-2016	30-Mar-2020	250.000	-	7.361
	27-Aug-2017	28-Dec-2020	250.000	-	3.333
	23-Jan-2020	26-Feb-2023	185.000	133.611	-
PT Bank Permata Tbk	21-May-2019	24-May-2021	650.000	52.222	188.604
PT Bank Danamon Indonesia Tbk (d/h PT Bank Nusantara Parahyangan Tbk)	6-Jun-2018	21-Jun-2021	167.500	12.457	66.185
PT Bank ANZ Indonesia	10-Jul-2020	30-Apr-2021	217.000	-	217.000
PT Bank Bukopin Tbk	15-Aug-2019	15-Aug-2020	250.000	-	25.000
Jumlah Rupiah/Total Rupiah			9.569.500	2.149.312	3.258.397
Jumlah pinjaman/Total borrowings				4.815.157	7.764.638

Pada tanggal 12 Juni 2017, Perusahaan menandatangani Perjanjian Fasilitas Sindikasi Pinjaman Berjangka dengan Jaminan (Term Loan) sebesar USD 100.000.000 (nilai penuh) dengan sejumlah bank, dimana Standard Chartered Bank, Sumitomo Mitsui Banking Corporation dan MUFG Bank, Ltd., bersama-sama bertindak sebagai "Mandated Lead Arranger and Bookrunner", Standard Chartered Bank (Hong Kong) Limited sebagai Agen Fasilitas (the "Facility Agent"), dan PT Bank Central Asia Tbk sebagai Agen Jaminan (the "Security Agent").

On 12 June 2017, the Company entered into a Secured Syndicated Term Loan Facility Agreement amounting to USD 100,000,000 (full amount) with several banks, whereas Standard Chartered Bank, Sumitomo Mitsui Banking Corporation and MUFG Bank, Ltd., collectively acting as the Mandated Lead Arranger and Bookrunner, Standard Chartered Bank (Hong Kong) Limited, whose acting as the Facility Agent, and PT Bank Central Asia Tbk, whose acting as the Security Agent.

Pada tanggal 6 Oktober 2017, Perusahaan menandatangani perubahan perjanjian di atas, dan perubahan mengenai total fasilitas pinjaman menjadi sebesar USD 125.000.000 (nilai penuh).

On 6 October 2017, the Company signed an amendment to the above agreement and amendment related to the total facility increase to USD 125,000,000 (full amount).

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14. PINJAMAN YANG DITERIMA - PIHAK KETIGA (Lanjutan)

Pada tanggal 28 Desember 2018, Perusahaan menandatangani Perjanjian Fasilitas Sindikasi Pinjaman Berjangka dengan Jaminan (*Term Loan*) sebesar USD 55.000.000 (nilai penuh) dengan sejumlah bank, dimana Standard Chartered Bank, Sumitomo Mitsui Banking Corporation, The Bank of Tokyo-Mitsubishi UFJ, Ltd dan Australia and New Zealand Banking Group Limited. bersama-sama bertindak sebagai "*Mandated Lead Arranger and Bookrunner*", serta PT Bank Central Asia Tbk sebagai Agen Fasilitas (*the "Facility Agent"*), dan Agen Jaminan (*the "Security Agent"*).

Pada tanggal 15 April 2019, Perusahaan menandatangani perubahan perjanjian di atas, dan perubahan mengenai total fasilitas pinjaman menjadi sebesar USD 200.000.000 (nilai penuh).

Pada tanggal 21 Oktober 2019, Perusahaan menandatangani Perjanjian Fasilitas Pinjaman Berjangka dengan Jaminan (*Term Loan*) sebesar USD 75.000.000 (nilai penuh) dengan Standard Chartered Bank, Jakarta Branch serta, Standard Chartered Bank (Hong Kong) Limited sebagai Agen Fasilitas (*the "Facility Agent"*), dan PT Bank Central Asia Tbk sebagai Agen Jaminan (*the "Security Agent"*). Pada tanggal 17 Maret 2020, Perusahaan menandatangani perubahan perjanjian di atas, dan perubahan mengenai total fasilitas pinjaman menjadi sebesar USD 100.000.000 (nilai penuh).

Pada tanggal 17 Maret 2020, Perusahaan menandatangani perubahan perjanjian di atas, dan perubahan mengenai total fasilitas pinjaman menjadi sebesar USD 100.000.000 (nilai penuh).

Seluruh perjanjian di atas mencakup adanya pembatasan-pembatasan tertentu yang umumnya diharuskan untuk fasilitas-fasilitas kredit tersebut, antara lain, pembatasan untuk melakukan penggabungan usaha atau konsolidasi dengan pihak lain, mengadakan perjanjian pinjaman dengan pihak lain selain yang timbul dalam kegiatan usaha yang normal atau melakukan perubahan atas struktur modal dan/atau anggaran dasar tanpa adanya pemberitahuan/persetujuan tertulis dari kreditur dan mempertahankan rasio-rasio keuangan tertentu.

Pada tanggal 31 Desember 2020 dan 2019, fasilitas pinjaman, selain sebagaimana dijelaskan pada paragraf di bawah, dijamin dengan piutang pembiayaan (Catatan 5).

Pada tanggal 31 Desember 2020 dan 2019, terdapat aset tetap yang dijaminan sehubungan dengan fasilitas pinjaman yang diperoleh Perusahaan (Catatan 10).

Pembayaran bunga dan pokok pinjaman telah dibayarkan oleh Perusahaan sesuai dengan jadwal. Pembayaran pokok pinjaman pada tahun yang berakhir 31 Desember 2020 dan 2019 adalah masing-masing sebesar Rp 8.418.593 dan Rp 7.934.546.

Pada tanggal 31 Desember 2020 dan 2019, Perusahaan dan entitas anaknya telah memenuhi seluruh persyaratan yang disebutkan dalam perjanjian fasilitas-fasilitas pinjaman ini.

14. FUND BORROWINGS - THIRD PARTIES (Continued)

On 28 December 2018, the Company entered into a Secured Syndicated Term Loan Facility Agreement amounting to USD 55,000,000 (full amount) with several banks, whereas Standard Chartered Bank, Sumitomo Mitsui Banking Corporation, The Bank of Tokyo-Mitsubishi UFJ, Ltd and Australia and New Zealand Banking Group Limited collectively acting as the Mandated Lead Arranger and Bookrunner, together with PT Bank Central Asia Tbk, whose acting as the Facility Agent and the Security Agent.

On 15 April 2019, the Company signed an amendment to the above agreement and amendment related to the total facility increase to USD 200,000,000 (full amount).

On 21 October 2019, the Company entered into a Secured Loan Facility Agreement amounting to USD 75,000,000 (full amount) with Standard Chartered Bank, Jakarta Branch also, Standard Chartered Bank (Hong Kong) Limited, whose acting as the Facility Agent, and PT Bank Central Asia Tbk, whose acting as the Security Agent. On 17 March 2020, the Company signed an amendment to the above agreement and amendment related to the total facility increase to USD 100,000,000 (full amount).

On 17 March 2020, the Company signed an amendment to the above agreement and amendment related to the total facility increase to USD 100,000,000 (full amount).

All loan agreements include certain covenants which are normally required for such credit facilities, such as limitations to initiate merger or consolidation with other parties, obtain loans from other parties except loans obtained in the normal course of business, or changes in its capital structure and/or articles of association without notification to/prior written approval from creditors and maintenance of certain agreed financial ratios.

As of 31 December 2020 and 2019, the loan facilities, except for as explained in below paragraph, are secured by financing receivables (Note 5).

As of 31 December 2020 and 2019, there were fixed assets pledged as collateral for the Company's loan facilities (Note 10).

Interest and principal loan payments have been paid by the Company on schedule. Payment of principal borrowings for the year ended 31 December 2020 and 2019 are Rp 8,418,593 and Rp 7,934,546.

As of 31 December 2020 and 2019, the Company and its subsidiary has complied with all the requirements mentioned in the loan facility agreements.

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15. PERPAJAKAN

15. TAXATION

a. Utang pajak

a. Taxes payable

	31 Desember/ December		
	2020	2019	
Pajak Penghasilan:			Income Taxes:
Pasal 21	6.381	23.435	Article 21
Pasal 23	446	477	Article 23
Pasal 26	258	714	Article 26
Pasal 4(2) - Final	199	317	Article 4(2) - Final
Pasal 29	93.783	46.667	Article 29
Pajak Pertambahan Nilai (PPN)	652	1.661	Value Added Tax (VAT)
Jumlah	101.719	73.271	Total

b. Beban pajak penghasilan

b. Income tax expenses

	31 Desember/ December		
	2020	2019	
Kini	261.277	397.081	Curent
Tangguhan	(93.530)	(16.518)	Deferred
Penyesuaian tahun lalu	657	8	Adjustment on prior fiscal year
Jumlah	168.404	380.571	Total

Rekonsiliasi antara laba sebelum pajak, sebagaimana yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, dengan taksiran laba kena pajak untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

A reconciliation between profit before tax, as presented in the consolidated statement of profit or loss and other comprehensive income, and estimated taxable profit for the year ended 31 December 2020 and 2019 are as follows:

	31 Desember/ December		
	2020	2019	
Laba sebelum pajak menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	869.996	1.092.253	Profit before tax per consolidated statements of profit or loss and other comprehensive income
Rugi entitas anak sebelum pajak penghasilan	7.633	6.362	Loss before tax of subsidiary
Laba sebelum pajak Perusahaan	877.629	1.098.615	Profit before tax of the Company
Beda tetap:			Permanent differences:
Beban sewa	985	1.851	Rent expenses
Pendapatan keuangan yang pajaknya bersifat final	(56.715)	(54.177)	Finance income subjected to final tax
Beban asuransi	14.646	12.090	Insurance expenses
Beban depresiasi	2.912	3.264	Depreciation expenses
Beban lain-lain	15.722	827.494	Other expenses
Jumlah beda tetap	(22.450)	790.522	Total permanent differences
Beda temporer:			Temporary differences:
Gaji dan imbalan pasca-kerja	66.876	46.602	Salaries and post-employment benefits
Cadangan kerugian penurunan nilai piutang pembiayaan dan piutang lain-lain	1.217.079	372.893	Allowance for impairment losses of financing receivables and other receivables
Penghapusan piutang	(713.177)	(376.617)	Receivables written-off
Saldo dipindahkan	570.778	42.878	Balance brought-forward

Ekshibit E/59

Exhibit E/59

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15. PERPAJAKAN (Lanjutan)

15. TAXATION (Continued)

b. Beban pajak penghasilan (Lanjutan)

b. Income tax expense (Continued)

	31 Desember/ December		
	2020	2019	
Beda temporer: (Lanjutan)			Temporary differences: (Continued)
Saldo pindahan	570.778	42.878	Balance carry-forward
Penyusutan aset tetap	(12.931)	(5.427)	Depreciation of fixed assets
Keuntungan bersih atas penjualan aset tetap	(2.932)	(3.803)	Net gain on sale of fixed assets
Amortisasi biaya emisi surat berharga yang diterbitkan	1.347	4.064	Amortization of securities issuance cost
Biaya transaksi yang belum diamortisasi atas pinjaman yang diterima	14.304	(11.040)	Unamortized transaction cost on fund borrowings
Biaya transaksi yang belum diamortisasi atas piutang pembiayaan	(50.602)	69.596	Unamortized transaction cost on financing receivables
Jumlah beda temporer	519.964	96.268	Total temporary differences
Taksiran laba kena pajak	1.375.143	1.985.405	Estimated taxable profit
Tarif pajak	19%	20%	Tax rate
Taksiran beban pajak kini	261.277	397.081	Estimated current tax expense
Dikurang: pajak dibayar dimuka	(167.494)	(350.414)	Less : prepaid taxes
Taksiran utang pajak kini	93.783	46.667	Estimated current tax payable

Perhitungan pajak penghasilan badan untuk tahun 2020 adalah suatu perhitungan sementara yang dibuat untuk tujuan akuntansi dan dapat berubah pada saat Perusahaan menyampaikan Surat Pemberitahuan (SPT) Tahunan PPH Badan.

The corporate income tax calculation for 2020 was a preliminary estimate made for accounting purposes and is subject to revision when the Company filed its Annual Corporate Income Tax Return ("CIT").

Perseroan telah menyampaikan jumlah laba kena pajak untuk tahun fiskal yang berakhir 31 Desember 2019 kepada Direktorat Jenderal Pajak ("DJP").

The Company has submitted the corporate income tax return for the year ended 31 December 2019 to Directorate General of Tax ("DGT").

Rekonsiliasi antara beban pajak penghasilan dihitung dengan menggunakan tarif pajak yang berlaku atas laba sebelum pajak penghasilan, dengan beban pajak penghasilan sebagaimana disajikan dalam laporan laba rugi dan penghasilan komprehensif lain untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

A reconciliation between the income tax expense calculated by applying the applicable tax rates to profit before income tax, and the income tax expenses as presented in the statement of profit or loss and other comprehensive income for the year ended 31 December 2020 and 2019 are as follows:

	31 Desember/ December		
	2020	2019	
Laba sebelum pajak menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	869.996	1.092.253	Profit before tax per consolidated statements of profit or loss and other comprehensive income
Rugi entitas anak sebelum pajak	7.633	6.362	Loss before tax of subsidiary
Laba sebelum pajak Perusahaan	877.629	1.098.615	Profit before tax of the Company
Beban pajak dengan tarif pajak tunggal yang berlaku	166.749	219.723	Tax expense at the applicable single tax rate
Pengaruh pajak penghasilan atas:			Tax effects on:
Beda tetap pada tarif pajak tunggal yang berlaku	(4.265)	160.840	Permanent differences at the applicable single tax rate
Beda temporer pada tarif pajak tunggal yang berlaku	5.263	-	Temporary differences at the applicable single tax rate
Penyesuaian tahun lalu	657	8	Prior years adjustment
Jumlah	168.404	380.571	Total

Ekshibit E/60

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15. PERPAJAKAN (Lanjutan)

c. Pajak tangguhan

Pengaruh pajak tangguhan atas beda temporer yang signifikan antara laporan komersial dan laporan fiskal terdiri dari:

	31 Desember/ December 2019	Dikreditkan (dibebankan) ke laporan laba rugi / Credited (charged) to statement of profit or loss	Dibebankan ke ekuitas dari penghasilan komprehensif lain/ Charged to equity from other comprehensive income	Dampak penerapan PSAK 71/ Impact on adoption of SFAS 71	Dampak perubahan tarif pajak/ Impact on changes of tax rate	31 Desember/ December 2020	
Aset (liabilitas) pajak tangguhan							Deferred tax assets (liabilities)
Cadangan kerugian penurunan nilai	6.772	95.741	-	30.596	(1.868)	131.241	Allowance for impairment losses
Imbalan pasca-kerja	48.488	10.004	(26.858)	-	(2.424)	29.210	Post-employment benefits
Beban yang masih harus dibayar	19.030	3.330	-	-	(952)	21.408	Accrued expenses
Penyusutan aset tetap	(8.406)	(3.014)	-	-	420	(11.000)	Depreciation of fixed assets
Biaya transaksi yang belum diamortisasi atas piutang pembiayaan	29.383	(9.614)	-	-	(1.469)	18.300	Unamortized transaction cost on financing receivables
Biaya emisi surat berharga yang diterbitkan belum diamortisasi	(1.143)	256	-	-	57	(830)	Unamortized securities issued cost
Biaya transaksi yang belum diamortisasi atas pinjaman yang diterima	(6.923)	2.718	-	-	346	(3.859)	Unamortized transaction cost on fund borrowings
Penghasilan komprehensif lain	23.161	-	(831)	-	(1.776)	20.554	Other comprehensive income
Aset pajak tangguhan - bersih	110.362	99.421	(27.689)	30.596	(7.666)	205.024	Deferred tax assets - net

Pengaruh pajak tangguhan atas beda temporer yang signifikan antara laporan komersial dan laporan fiskal terdiri dari:

The deferred tax effects of the significant temporary differences between commercial and fiscal reporting are as follows:

	31 Desember/ December 2018	Dikreditkan (dibebankan) ke laporan laba rugi / Credited (charged) to statement of profit or loss	Dibebankan ke ekuitas dari penghasilan komprehensif lain/ Charged to equity from other comprehensive income	31 Desember/ December 2019	
Aset (liabilitas) pajak tangguhan					Deferred tax assets (liabilities)
Cadangan kerugian penurunan nilai	10.252	(3.480)	-	6.772	Allowance for impairment losses
Imbalan pasca-kerja	40.475	8.013	-	48.488	Post-employment benefits
Beban yang masih harus dibayar	17.723	1.307	-	19.030	Accrued expenses
Penyusutan aset tetap	(6.560)	(1.846)	-	(8.406)	Depreciation of fixed assets
Biaya transaksi yang belum diamortisasi atas piutang pembiayaan	15.464	13.919	-	29.383	Unamortized transaction cost on financing receivables
Biaya emisi surat berharga yang diterbitkan belum diamortisasi	(1.956)	813	-	(1.143)	Unamortized securities issued cost
Biaya transaksi yang belum diamortisasi atas pinjaman yang diterima	(4.715)	(2.208)	-	(6.923)	Unamortized transaction cost on fund borrowings
Penghasilan komprehensif lain	(2.301)	-	25.462	23.161	Other comprehensive income
Aset pajak tangguhan - bersih	68.382	16.518	25.462	110.362	Deferred tax assets - net

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15. PERPAJAKAN (Lanjutan)

c. Pajak tangguhan (Lanjutan)

Manajemen berkeyakinan bahwa laba fiskal pada masa datang akan memadai untuk mengkompensasikan perbedaan temporer yang dapat dikurangkan.

d. Administrasi

Berdasarkan Undang-Undang Perpajakan yang berlaku di Indonesia, Perusahaan menghitung, menetapkan dan membayar sendiri besarnya jumlah pajak yang terutang. Direktur Jenderal Pajak ("DJP") dapat menetapkan atau mengubah kewajiban pajak dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak. Koreksi terhadap kewajiban pajak Perusahaan diakui pada saat Surat Ketetapan Pajak diterima atau jika Perusahaan mengajukan keberatan, pada saat keputusan atas keberatan Perusahaan tersebut telah ditetapkan.

Pada tanggal 28 Desember 2007, Presiden Republik Indonesia menetapkan Peraturan Pemerintah No. 81 Tahun 2007 ("PP No. 81/2007") tentang "Penurunan Tarif Pajak Penghasilan Bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka".

Pada tanggal 21 November 2013, Presiden Republik Indonesia menetapkan Peraturan Pemerintah No. 77 Tahun 2013 ("PP No. 77/2013") tentang "Penurunan Tarif Pajak Penghasilan Bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka" yang kemudian telah diubah kembali melalui Peraturan Pemerintah Nomor 56 tahun 2015 ("PP No. 56/2015") tentang Perubahan atas Peraturan Pemerintah No. 77 Tahun 2013.

PP No. 56/2015 ini mengatur perseroan terbuka dalam negeri di Indonesia dapat memperoleh penurunan tarif pajak penghasilan sebesar 5% lebih rendah dari tarif pajak penghasilan Wajib Pajak badan dalam negeri, dengan memenuhi kriteria yang ditentukan, yaitu paling sedikit 40% dari jumlah keseluruhan saham yang disetor dicatat untuk diperdagangkan di bursa efek di Indonesia; saham tersebut harus dimiliki oleh paling sedikit 300 Pihak; masing-masing Pihak hanya boleh memiliki saham kurang dari 5% dari keseluruhan saham yang ditempatkan dan disetor penuh; dan harus dipenuhi dalam waktu paling singkat 183 hari kalender dalam jangka waktu satu tahun pajak.

Pada tanggal 31 Desember 2019, Perusahaan telah memenuhi persyaratan di atas (sesuai PP No. 56/2015) untuk mendapatkan penurunan tarif sebesar 5%, sehingga menggunakan tarif 20% untuk perhitungan PPh Badan.

Pada tanggal 31 Maret 2020, Presiden Republik Indonesia menetapkan Peraturan Pemerintah No. 1 Tahun 2020 ("PP No. 1/2020") tentang "Kebijakan Keuangan Negara Dan Stabilitas Sistem Keuangan Untuk Penanganan Pandemi Corona Virus Disease 2019 ("Covid-19") dan/atau Dalam Rangka Menghadapi Ancaman Yang Membahayakan Perekonomian Nasional dan/atau Stabilitas Sistem Keuangan".

15. TAXATION (Continued)

c. *Deferred tax (Continued)*

The management believes that future taxable profit will be sufficient to be compensated against the deductible of temporary differences.

d. *Administration*

Based on the Taxation Laws in Indonesia, the Company submits tax returns on the basis of self assessment. The Director General of Tax (DGT) may assess or amend taxes within 5 (five) years of the time the tax becomes due. Amendments to tax obligations of the Company are recorded when an assessment is received or, if appealed against, when the result of the appeal is determined.

On 28 December 2007, the President of the Republic Indonesia stipulated the Government Regulation No. 81 Year 2007 ("Gov. Reg. No. 81/2007") on "Reduction of the Rate of Income Tax on Resident Corporate Tax Payers in the Forum of Publicly-listed Companies".

On 21 November 2013, the President of the Republic of Indonesia issued Government Regulation No. 77 Year 2013 ("Regulation No. 77/2013") on "Income Tax Rate Reduction Corporate Taxpayers in the Form of Publicly-listed Companies" which was later amended back through Government Regulation No. 56 of 2015 ("PP No. 56/2015") on the Amendment of Government Regulation No. 77 Year 2013.

PP No. 56/2015 regulates publicly-listed companies in Indonesia can obtain the reduced income tax rate of 5% lower than the income tax rate corporate taxpayer in the country, provided they meet the prescribed criteria, ie at least 40% of the total paid-up shares recorded to be traded on the stock exchanges in Indonesia; the shares must be held by at least 300 Parties; each Party may only have a share of less than 5% of the total shares issued and fully paid; and must be met in a short time at least 183 calendar days within a tax year.

As of 31 December 2019, the Company has met requirements (PP No. 56/2015) to obtain the reduced income tax rate of 5%, so that the rate using of 20% for corporate income tax calculation.

On 31 March 2020, the President of the Republic Indonesia established Government Regulation No. 1 of Year 2020 ("PP No. 1/2020") concerning "State Financial Policy and Financial System Stability for Handling the 2019 Corona Virus Disease ("Covid-19") Pandemic and/or In Order to Face Threats that Harm National Economy and/or Financial System Stability".

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15. PERPAJAKAN (Lanjutan)

d. Administrasi (lanjutan)

PP No. 1/2020, Pasal 5 mengatur tentang Penyesuaian tarif Pajak Penghasilan yang diterapkan atas penghasilan kena pajak bagi Wajib Pajak badan dalam negeri dan bentuk usaha tetap adalah sebesar:

- a. 22% (dua puluh dua persen) yang berlaku pada Tahun Pajak 2020 dan Tahun Pajak 2021; dan
- b. 20% (dua puluh persen) yang mulai berlaku pada Tahun Pajak 2022.

Pada tanggal 18 Juni 2020, PP No. 56/2015 tentang Perubahan atas Peraturan Pemerintah No. 77 Tahun 2013, dicabut dan dinyatakan tidak berlaku, digantikan dengan Peraturan Pemerintah No. 30 Tahun 2020 ("PP No. 30/2020") tentang "Penurunan Tarif Pajak Penghasilan Bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka".

PP No. 30/2020 ini mengatur perseroan terbuka dalam negeri di Indonesia dapat memperoleh penurunan tarif pajak penghasilan sebesar 3% lebih rendah dari tarif pajak penghasilan Wajib Pajak badan dalam negeri, dengan memenuhi kriteria yang ditentukan, yaitu paling sedikit 40% dari jumlah keseluruhan saham yang disetor dicatat untuk diperdagangkan di bursa efek di Indonesia; saham tersebut harus dimiliki oleh paling sedikit 300 Pihak; masing-masing Pihak hanya boleh memiliki saham kurang dari 5% dari keseluruhan saham yang ditempatkan dan disetor penuh; dan harus dipenuhi dalam waktu paling singkat 183 hari kalender dalam jangka waktu satu tahun pajak.

Pada tanggal 31 Desember 2020, Perusahaan telah memenuhi persyaratan di atas (sesuai "PP No. 1/2020" dan "PP No.30/2020") untuk mendapatkan penurunan tarif sebesar 3%, sehingga menggunakan tarif 19% untuk perhitungan PPh Badan.

Sesuai dengan peraturan perpajakan di Indonesia, Perusahaan melaporkan/menyetorkan pajak berdasarkan sistem *self-assessment*. Fiskus dapat menetapkan atau mengubah pajak-pajak tersebut dalam jangka waktu tertentu sesuai dengan peraturan yang berlaku.

15. TAXATION (Continued)

d. Administration (Continued)

PP No. 1/2020, Article 5 regulates the Adjustment of Income Tax rates applied to taxable income for domestic corporate taxpayers and permanent establishments amounting to:

- a. 22% (twenty-two percent) in force for the 2020 Tax Year and the 2021 Tax Year; and
- b. 20% (twenty percent) which came into force in the 2022 Tax Year.

On 18 June 2020, PP No. 56/2015 concerning the Amendment of Government Regulation No. 77 Year 2013, revoked and declared invalid, replaced by Government Regulation No. 30 Year 2020 ("PP No. 30/2020") on "Income Tax Rate Reduction Corporate Taxpayers in the Form of Publicly-listed Companies".

PP No. 30/2020 regulates publicly-listed companies in Indonesia can obtain the reduced income tax rate of 3% lower than the income tax rate corporate taxpayer in the country, provided they meet the prescribed criteria, ie at least 40% of the total paid-up shares recorded to be traded on the stock exchanges in Indonesia; the shares must be held by at least 300 Parties; each Party may only have a share of less than 5% of the total shares issued and fully paid; and must be met in a short time at least 183 calendar days within a tax year.

As of 31 December 2020, the Company has met requirements (PP No. 1/2020 and PP No. 30/2020) to obtain the reduced income tax rate of 3%, so that the rate using of 19% for corporate income tax calculation.

Under the taxation laws of Indonesia, the Company submits tax returns on the basis of *self-assessment*. The tax authorities may assess or amend taxes within the statute of limitations, under prevailing regulations.

Ekshibit E/63

Exhibit E/63

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16. SURAT BERHARGA YANG DITERBITKAN

16. SECURITIES ISSUED

	31 Desember/ December		
	2020	2019	
Nilai nominal:			Nominal value:
Obligasi Berkelanjutan III BFI Finance Indonesia Tahap I Tahun 2016	133.000	133.000	Obligasi Berkelanjutan III BFI Finance Indonesia Tahap I Tahun 2016
Obligasi Berkelanjutan III BFI Finance Indonesia Tahap II Tahun 2017	-	460.000	Obligasi Berkelanjutan III BFI Finance Indonesia Tahap II Tahun 2017
Obligasi Berkelanjutan III BFI Finance Indonesia Tahap III Tahun 2017	-	400.000	Obligasi Berkelanjutan III BFI Finance Indonesia Tahap III Tahun 2017
Obligasi Berkelanjutan III BFI Finance Indonesia Tahap IV Tahun 2018	966.000	1.219.000	Obligasi Berkelanjutan III BFI Finance Indonesia Tahap IV Tahun 2018
Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap I Tahun 2018	552.000	552.000	Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap I Tahun 2018
Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap II Tahun 2019	500.000	1.000.000	Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap II Tahun 2019
Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap III Tahun 2020	832.000	-	Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap III Tahun 2020
Jumlah nilai nominal	2.983.000	3.764.000	Total nominal value
Dikurangi:			Less:
Biaya emisi Obligasi yang belum diamortisasi	(4.369)	(5.717)	Unamortized Bonds issuance cost
Jumlah - bersih	2.978.631	3.758.283	Total - net
	31 Desember/ December		
	2020	2019	
Utang Obligasi sesuai jatuh temponya:			Bonds payable by maturity profile:
• < 1 tahun	2.088.000	1.613.000	< 1 year •
• 1-2 tahun	500.000	1.651.000	1-2 years •
• 2-3 tahun	395.000	500.000	2-3 years •
	2.983.000	3.764.000	
Amortisasi biaya emisi Obligasi yang dibebankan ke laporan laba rugi dan penghasilan komprehensif lain konsolidasian (Catatan 27)	4.373	7.002	Amortization of Bonds issuance costs charged to the consolidated statement of profit or loss and other comprehensive income (Note 27)

Obligasi Berkelanjutan III BFI Finance Indonesia Tahap I Tahun 2016

Obligasi Berkelanjutan III BFI Finance Indonesia Tahap I Tahun 2016

Obligasi/ Bonds	Nilai nominal/ Nominal value	Tingkat bunga tetap/ Fixed interest rate	Jatuh tempo/ Due date	Status pembayaran/ Payment status	Peringkat/ Rating
Seri/Series A	Rp 317.000	8,10%	5 November 2017	Lunas/Paid	AA-(idn)
Seri/Series B	Rp 550.000	8,80%	25 Oktober/ October 2019	Lunas/Paid	A+(idn)
Seri/Series C	Rp 133.000	9,10%	25 Oktober/ October 2021	Belum jatuh tempo/Not yet due	A+(idn)

Obligasi Berkelanjutan III BFI Finance Indonesia Tahap II Tahun 2017

Obligasi Berkelanjutan III BFI Finance Indonesia Tahap II Tahun 2017

Obligasi/ Bonds	Nilai nominal/ Nominal value	Tingkat bunga tetap/ Fixed interest rate	Jatuh tempo/ Due date	Status pembayaran/ Payment status	Peringkat/ Rating
Seri/Series A	Rp 540.000	8,00%	12 Maret/March 2018	Lunas/Paid	AA-(idn)
Seri/Series B	Rp 460.000	9,15%	2 Maret/March 2020	Lunas/Paid	A+(idn)

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16. SURAT BERHARGA YANG DITERBITKAN (Lanjutan)

16. SECURITIES ISSUED (Continued)

Obligasi Berkelanjutan III BFI Finance Indonesia Tahap III Tahun 2017

Obligasi Berkelanjutan III BFI Finance Indonesia Tahap III Tahun 2017

Obligasi/ Bonds	Nilai nominal/ Nominal value	Tingkat bunga tetap/ Fixed interest rate	Jatuh tempo/ Due date	Status pembayaran/ Payment status	Peringkat/ Rating
Seri/Series A	Rp 335.000	6,75%	19 November 2018	Lunas/Paid	AA-(idn)
Seri/Series B	Rp 100.000	7,25%	9 November 2019	Lunas/Paid	A+(idn)
Seri/Series C	Rp 400.000	7,75%	9 November 2020	Lunas/Paid	A+(idn)

Obligasi Berkelanjutan III BFI Finance Indonesia Tahap IV Tahun 2018

Obligasi Berkelanjutan III BFI Finance Indonesia Tahap IV Tahun 2018

Obligasi/ Bonds	Nilai nominal/ Nominal value	Tingkat bunga tetap/ Fixed interest rate	Jatuh tempo/ Due date	Status pembayaran/ Payment status	Peringkat/ Rating
Seri/Series A	Rp 946.000	6,40%	16 Maret/March 2019	Lunas/Paid	AA-(idn)
Seri/Series B	Rp 253.000	7,25%	6 Maret/March 2020	Lunas/Paid	A+(idn)
Seri/Series C	Rp 966.000	7,60%	6 Maret/March 2021	Belum jatuh tempo/Not yet due	A+(idn)

Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap I Tahun 2018

Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap I Tahun 2018

Obligasi/ Bonds	Nilai nominal/ Nominal value	Tingkat bunga tetap/ Fixed interest rate	Jatuh tempo/ Due date	Status pembayaran/ Payment status	Peringkat/ Rating
Seri/Series A	Rp 188.000	6,75%	6 Juli/July 2019	Lunas/Paid	A+(idn)
Seri/Series B	Rp 552.000	7,75%	26 Juni/June 2021	Belum jatuh tempo/Not yet due	A+(idn)

Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap II Tahun 2019

Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap II Tahun 2019

Obligasi/ Bonds	Nilai nominal/ Nominal value	Tingkat bunga tetap/ Fixed interest rate	Jatuh tempo/ Due date	Status pembayaran/ Payment status	Peringkat/ Rating
Seri/Series A	Rp 500.000	9,00%	2 Maret/March 2020	Lunas/Paid	A+(idn)
Seri/Series B	Rp 500.000	10,50%	22 Februari/ February 2022	Belum jatuh tempo/Not yet due	A+(idn)

Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap III Tahun 2020

Obligasi Berkelanjutan IV BFI Finance Indonesia Tahap III Tahun 2020

Obligasi/ Bonds	Nilai nominal/ Nominal value	Tingkat bunga tetap/ Fixed interest rate	Jatuh tempo/ Due date	Status pembayaran/ Payment status	Peringkat/ Rating
Seri/Series A	Rp 437.000	8,00%	18 September 2021	Belum jatuh tempo/Not yet due	A+(idn)
Seri/Series B	Rp 395.000	9,50%	8 September 2023	Belum jatuh tempo/Not yet due	A+(idn)

Sesuai dengan Perjanjian Perwaliamanatan Obligasi, Perusahaan memberikan jaminan fidusia berupa piutang pembiayaan dengan kategori lancar sebesar 60% untuk Obligasi Berkelanjutan III BFI Finance Indonesia dan Obligasi Berkelanjutan IV BFI Finance Indonesia, dari nilai pokok Obligasi yang terutang (Catatan 5).

According to the Bonds Trustee agreement, the Company provides collateral with fiduciary transfer of financing receivables amounting to 60% for Obligasi Berkelanjutan III BFI Finance Indonesia and Obligasi Berkelanjutan IV BFI Finance Indonesia, of the outstanding principal amount of the Bonds (Note 5).

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16. SURAT BERHARGA YANG DITERBITKAN (Lanjutan)

Selain itu, selama pokok Obligasi belum dilunasi, Perusahaan tidak diperkenankan antara lain, membagi dividen dalam hal Perusahaan laai dalam membayar jumlah terutang obligasi, melakukan penggabungan usaha kecuali dilakukan pada bidang usaha yang sama, dan menjual atau mengalihkan lebih dari 50% aset Perusahaan, kecuali dalam rangka kegiatan usaha sehari-hari. Perusahaan telah memenuhi batasan-batasan yang diwajibkan dalam perjanjian tersebut.

Semua pembayaran pokok Obligasi dilakukan secara penuh pada saat jatuh tempo. Pembayaran bunga Obligasi dilakukan secara triwulan.

Pada tanggal 27 April 2020, Perusahaan telah menerima surat dari PT Fitch Ratings Indonesia ("Fitch") No.82/DIR/RAT/IV/2020 tanggal 23 April 2020 yang menerangkan bahwa Fitch telah mengafirmasi peringkat kredit dan merevisi outlook Perusahaan pada saat ini menjadi "A+(idn)" outlook negatif dari sebelumnya "A+(idn)" outlook stabil. Perubahan ini disebabkan Fitch menilai industri pembiayaan akan mengalami tekanan di 2020 terutama di sisi pertumbuhan dan kualitas aset, bahkan sebelum penyebaran COVID-19. Dengan adanya penyebaran COVID-19, risiko ini menjadi lebih tinggi dan akan mempengaruhi profitabilitas industri.

16. SECURITIES ISSUED (Continued)

Moreover, during the time that the Bonds principals are still outstanding, the Company is not allowed to, among others, declare dividends in the event that the Company defaults in bond obligations, merge unless performed on the same business, and sells or hand over more than 50% of the Company's assets, except for daily operation activity. The Company has complied with the covenants on the trustee agreements.

All Bonds principal is paid in full as they fall due. All Bonds Interest is paid on quarterly basis.

On 27 April 2020, the Company has received a letter from PT Fitch Ratings Indonesia ("Fitch") No. 82/DIR/RAT/IV/2020 dated 23 April 2020 which notify that Fitch has affirm credit rating and revised Company outlook to "A+(idn)" with negative outlook from previously "A+(idn)" with stable outlook. The revision was due to Fitch's outlook that financing sector will experience pressure in 2020 especially in the growth and asset-quality even before the spread of COVID-19. With the spread of COVID-19, the risk is heightened and will affect industry's profitability.

17. BEBAN YANG MASIH HARUS DIBAYAR

	31 Desember/ December	
	2020	2019
Bonus dan tunjangan lainnya	112.672	170.682
Bunga	56.886	96.524
Jasa tenaga ahli	2.690	2.157
Biaya terkait penyelesaian litigasi (Catatan 38)	-	491.665
Lainnya (saldo dibawah Rp 1.000)	21.790	35.681
Jumlah	194.038	796.709

Bonus and other allowances
Interest
Professional fees
Litigation settlement related expenses
(Note 38)
Others (balance below Rp 1,000)

Total

17. ACCRUED EXPENSES

18. LIABILITAS IMBALAN PASCA-KERJA

Sesuai dengan UU 13/2003, Perusahaan wajib memberikan imbalan pasca-kerja kepada karyawannya pada saat pemutusan hubungan kerja atau pada saat karyawan menyelesaikan masa kerjanya. Imbalan pasca-kerja ini diberikan terutama berdasarkan masa kerja dan kompensasi karyawan pada saat pemutusan hubungan kerja atau selesainya masa kerja.

Perusahaan dan entitas anaknya menyelenggarakan program pensiun untuk karyawan tetap yang sudah memenuhi kriteria yang ditetapkan Perusahaan, dimana program pensiun ini dikelola dan diadministrasikan oleh PT Asuransi Jiwa Manulife Indonesia.

Imbalan pasca-kerja meliputi pensiun, uang pisah, uang penghargaan dan imbalan lainnya dihitung oleh PT Dayamandiri Dharmakonsilindo, aktuaris independen, dalam laporannya bertanggal 11 Januari 2021 dan 6 Februari 2020 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019, dengan menggunakan metode *Projected Unit Credit*. Jumlah karyawan yang berhak memperoleh imbalan kerja tersebut untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 adalah 6.206 dan 6.845 karyawan.

18. POST-EMPLOYMENT BENEFIT LIABILITIES

In accordance with Law UU 13/2003, the Company is required to provide post-employment benefits to its employees when their employment is terminated or when they retire. These benefits are primarily based on years of service and the employees' compensation at termination or retirement.

The Company and its subsidiary have defined contribution pension program covering its qualified permanent employees who meets the Company's criteria, where the contribution pension program is defined and administered by PT Asuransi Jiwa Manulife Indonesia.

Post-employment benefits include pensions, severance pay, service pay and other benefits is calculated by PT Dayamandiri Dharmakonsilindo, an independent actuary, in its report dated 11 January 2021 and 6 February 2020 for the year ended 31 December 2020 and 2019, by using the *Projected Unit Credit* method. Number of employees entitled for the employee benefits for the year ended 31 December 2020 and 2019 was 6,206 and 6,845 employees, respectively.

Ekshibit E/66

Exhibit E/66

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18. LIABILITAS IMBALAN PASCA-KERJA (Lanjutan)

18. POST-EMPLOYMENT BENEFITS LIABILITIES (Continued)

Rincian liabilitas atas imbalan pasca-kerja yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The details of the liabilities for post-employment benefits recognized in the consolidated statements of financial position are as follows:

	31 Desember/ December		
	2020	2019	
Nilai kini kewajiban imbalan pasti	215.418	313.810	Present value of defined benefit obligation
Nilai wajar aset program	(61.207)	(55.473)	Fair value of plan asset
Imbalan pasca-kerja	154.211	258.337	Post-employment benefits
Mutasi nilai kini kewajiban imbalan pasti yang diakui pada laporan posisi keuangan konsolidasian sebagai berikut:			Movements in the present value of defined benefit obligation recognised in the consolidated statement of financial position are as follows:
	31 Desember/ December		
	2020	2019	
Nilai kini kewajiban imbalan pasti pada awal tahun	313.810	249.508	Present value of defined benefit obligation at beginning of period
Biaya jasa kini	39.475	31.480	Current service cost
Biaya bunga	25.033	21.241	Interest cost
Pembayaran imbalan kerja (sesuai provisi yang dihitung)	(5.399)	(3.188)	Benefit payment from Company (based on computed provision)
Pembayaran imbalan aset program	(4.357)	(3.284)	Benefit payment from plan assets
Penyesuaian liabilitas akibat pengakuan masa kerja lalu	1.562	1.148	Liability assumed due to recognition of past services
Penyesuaian liabilitas atas karyawan transfer keluar	(113)	(68)	Liability released due to employee transferred out
Pengukuran kembali atas nilai kini kewajiban imbalan pasti:			Remeasurement of present value of defined benefit obligation:
Keuntungan atas perubahan asumsi demografi	(152.199)	-	Gain from changes in demographic assumption
Kerugian atas perubahan asumsi ekonomis	18.512	37.153	Loss from changes in financial assumption
Keuntungan atas penyesuaian pengalaman	(20.906)	(20.180)	Gain from experience adjustments
Nilai kini kewajiban imbalan pasti pada akhir tahun	215.418	313.810	Present value of defined benefit obligation at end of year
	31 Desember/ December		
	2020	2019	
Nilai wajar aset program pada awal tahun	55.473	47.010	Fair value of plan assets at beginning of year
Pendapatan bunga atas aset program	4.616	4.257	Interest income on plan assets
Iuran Perusahaan	6.000	6.000	Company contribution
Pembayaran imbalan dari aset program	(4.357)	(3.284)	Benefit payment from plan assets
Imbal hasil aset program (tidak termasuk pendapatan bunga)	(525)	1.490	Return on plan assets excluding interest income
Nilai wajar aset program pada akhir tahun	61.207	55.473	Fair value of plan assets at end of year
	31 Desember/ December		
	2020	2019	
Saldo awal	258.337	202.498	Beginning balance
Iuran Perusahaan yang dibayarkan	(6.000)	(6.000)	Contribution plan of the Company
Pembayaran imbalan kerja	(39.559)	(12.692)	Benefits paid by the Company
Beban yang diakui pada laba rugi (Pendapatan) beban yang diakui pada penghasilan komprehensif lain	95.501	59.048	Expense recognized in profit loss (Income) expense recognized in other comprehensive income
	(154.068)	15.483	
Liabilitas yang diakui di laporan posisi keuangan	154.211	258.337	Liability recognized in statement of financial position

Ekshibit E/67

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18. LIABILITAS IMBALAN PASCA-KERJA (Lanjutan)

18. POST-EMPLOYMENT BENEFIT LIABILITIES (Continued)

Jumlah yang diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The amounts recognised in the consolidated statement of profit or loss and other comprehensive income are as follows:

	31 Desember/ December		
	2020	2019	
Biaya jasa kini	39.475	31.480	Current service cost
Biaya bunga	25.033	21.241	Interest cost
Pendapatan bunga atas aset program	(4.616)	(4.257)	Interest income on plan assets
Penyesuaian liabilitas atas pengakuan masa kerja lalu	1.562	1.148	Liabilities assumed due to recognition of past services
Penyesuaian liabilitas karyawan transfer keluar	(133)	(68)	Liability released due to transferred out employee
Biaya terminasi	34.160	9.504	Termination benefit
Jumlah beban (Catatan 26)	95.501	59.048	Total expenses (Note 26)

Riwayat penyesuaian pengalaman adalah sebagai berikut:

The history of experience adjustment are as follows:

	31 Desember/December					
	2020	2019	2018	2017	2016	
Nilai kini kewajiban imbalan pasti	(215.418)	(313.810)	(249.508)	(244.807)	(181.619)	Present value of defined benefit obligation
Nilai wajar aset program	61.207	55.473	47.010	45.091	41.227	Fair value of plan assets
Defisit	(154.211)	(258.337)	(202.498)	(199.716)	(140.392)	Deficit
Penyesuaian pengalaman liabilitas program	20.906	20.180	(5.324)	251	5.082	Experience adjustment on plan liabilities
Penyesuaian pengalaman aset program	(525)	1.490	(5.364)	2.798	1.605	Experience adjustment on plan assets

Kategori utama aset program per 31 Desember 2020 dan 2019 sebagai persentase dari total aset program adalah pasar uang 50%, pendapatan tetap 30% dan saham 20%.

The main categories of plan assets as of 31 December 2020 and 2019 as percentage of total plan assets was money market 50%, fixed income 30% and shares 20%.

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 pasca-kerja:

The following table demonstrates the sensitivity to a reasonably possible change in discount rates and salary increment rate of 1%, with all other variables held constant, of the present value of post-employment benefits liabilities:

	31 Desember/December 2020				
	Tingkat diskonto/ Discount rate		Tingkat kenaikan gaji/ Salary increment rate		
	Kenaikan/ Increase	Penurunan/ Decrease	Kenaikan/ Increase	Penurunan/ Decrease	
Dampak pada nilai kini liabilitas imbalan pasca-kerja	197.124	236.603	236.774	196.527	Impact on present value of post-employment benefits liabilities

	31 Desember/December 2019				
	Tingkat diskonto/ Discount rate		Tingkat kenaikan gaji/ Salary increment rate		
	Kenaikan/ Increase	Penurunan/ Decrease	Kenaikan/ Increase	Penurunan/ Decrease	
Dampak pada nilai kini liabilitas imbalan pasca-kerja	275.827	359.484	360.520	273.968	Impact on present value of post-employment benefits liabilities

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18. LIABILITAS IMBALAN PASCA-KERJA (Lanjutan)

Analisa sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam prakteknya, hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Dalam perhitungan sensitivitas kewajiban imbalan pasti atas asumsi aktuarial utama, metode yang sama (perhitungan nilai kini kewajiban imbalan pasti dengan menggunakan metode *Modified Discount Yield Curve/Mercer Pension Discount Yield Curve* di akhir periode) telah diterapkan seperti dalam perhitungan kewajiban pensiun yang diakui dalam laporan posisi keuangan.

Asumsi-asumsi utama yang digunakan dalam perhitungan di atas:

	31 Desember/ December		
	2020	2019	
Asumsi ekonomi:			Economic assumptions:
- Tingkat diskonto per tahun	6,9% - 7,4%	8,2%	Annual discount rate -
- Kenaikan gaji per tahun	10%	10%	Annual salary increase -
Asumsi demografi:			Demographic assumptions:
- Tingkat kematian	Tabel Mortalitas Indonesia - 2019/ <i>Mortality table of Indonesia - 2019</i>	Tabel Mortalitas Indonesia - 2011/ <i>Mortality table of Indonesia - 2011</i>	Mortality rate -
- Tingkat pengunduran diri	20% per tahun sebelum usia 25 dan terus menurun menjadi 0% pada usia 55 / <i>20% per annum before the age of 25 and linearly decreasing to 0% per annum at age of 55</i>	10% per tahun sebelum usia 31 dan terus menurun menjadi 0% pada usia 56 / <i>10% per annum before the age of 31 and linearly decreasing to 0% per annum at age of 56</i>	Turnover rate -
- Tingkat kecacatan per tahun	5% dari Tingkat Kematian/ <i>5% of Mortality Rates</i>		Disability rate per annum -
- Tingkat pensiun	100% di usia 56/ <i>100% at age 56</i>		Retirement rate -

18. POST-EMPLOYMENT BENEFITS LIABILITIES (Continued)

The sensitivity analysis are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur an changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the *Modified Discount Yield Curve/Mercer Pension Discount Yield Curve* method at the end of the reporting period) has been applied as when calculating the pension liability recognized within the statements of financial position.

Key assumptions used in the above calculation:

19. DIVIDEN KAS DAN SALDO LABA YANG TELAH DITENTUKAN PENGGUNAANNYA

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Tahunan PT BFI Finance Indonesia Tbk pada tanggal 29 Juni 2020, Perusahaan menyetujui pembagian dividen tunai sebesar Rp 12 (nilai penuh) per saham atau setara dengan Rp 179.573 dari laba bersih tahun 2019 yang telah dibayarkan pada 29 Juli 2020. Perusahaan juga menyetujui untuk menyisihkan sebesar Rp 5.000 sebagai cadangan.

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Tahunan PT BFI Finance Indonesia Tbk pada tanggal 28 Mei 2019, Perusahaan menyetujui pembagian dividen tunai sebesar Rp 49 (nilai penuh) per saham atau setara dengan Rp 733.255 dari laba bersih tahun 2018, yang telah dibayarkan pada tanggal 28 Juni 2019. Perusahaan juga menyetujui untuk menyisihkan sebesar Rp 13.693 sebagai cadangan.

19. CASH DIVIDENDS AND APPROPRIATION OF RETAINED EARNINGS

Based on the decision of Shareholder's Annual General Meeting on 29 June 2020, the Company approved cash dividend of Rp 12 (full amount) per share amounting to Rp 179,573 from 2019 net profit which has been distribute on 29 July 2020. The Company agreed to set aside Rp 5,000 for the reserve.

Based on the decision of Shareholders' Annual General Meeting on 28 May 2019, the Company approved cash dividend of Rp 49 (full amount) per share amounting to Rp 733,255 from 2018 net profit which has been distributed on 28 June 2019. The Company agreed to set aside Rp 13,693 for the reserve.

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20. UTANG LAIN-LAIN - PIHAK KETIGA

20. OTHER PAYABLES - THIRD PARTIES

	31 Desember/ December		
	2020	2019	
Titipan konsumen	161.010	144.305	Customer deposits
Premi asuransi	28.130	37.200	Insurance premium
Utang kepada <i>supplier</i>	13.020	24.798	Payable to suppliers
Perolehan aset tetap dan aset tak berwujud	578	1.351	Fixed asset and intangible assets acquisition
Utang pengurusan fidusia	307	671	Fiducia processing payables
Lain-lain	33.975	52.217	Others
Jumlah	237.020	260.542	Total

21. MODAL SAHAM

21. SHARE CAPITAL

Susunan pemegang saham Perusahaan pada tanggal 31 Desember 2020 dan 2019 berdasarkan laporan daftar pemegang saham dari PT Raya Saham Registra (RSR), Biro Administrasi Efek, adalah sebagai berikut:

The composition of the shareholder of the Company based on the share register of PT Raya Saham Registra (RSR), the share registrar, as of 31 December 2020 and 2019, are as follows:

	31 Desember/ December 2020			
	Jumlah saham/ Number of shares	Nilai nominal/ Amount	%	
Pemegang saham				Shareholders
Trinugraha Capital & CO SCA	6.835.249.660	170.881	45,68	Trinugraha Capital & CO SCA
DB SPORE DCS A/C				DB SPORE DCS A/C
NT Asian Discovery Master Fund -864134218	1.445.000.000	36.125	9,66	NT Asian Discovery Master Fund -864134218
Lainnya (masing-masing di bawah 5%)	6.684.133.960	167.104	44,66	Others (each below 5%)
	14.964.383.620	374.110	100,00	
Saham treasuri	1.002.732.000	25.068	-	Treasury stock
Jumlah	15.967.115.620	399.178	100,00	Total

	31 Desember/December 2019			
	Jumlah saham/ Number of shares	Nilai nominal/ Amount	%	
Pemegang saham				Shareholders
Trinugraha Capital & CO SCA	6.835.249.660	170.881	45,68	Trinugraha Capital & CO SCA
DB SPORE DCS A/C				DB SPORE DCS A/C
NT Asian Discovery Fund-864134218	1.581.275.640	39.532	10,57	NT Asian Discovery Fund-864134218
Lainnya (masing-masing di bawah 5%)	6.547.858.320	163.697	43,75	Others (each below 5%)
	14.964.383.620	374.110	100,00	
Saham treasuri	1.002.732.000	25.068	-	Treasury stock
Jumlah	15.967.115.620	399.178	100,00	Total

Berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Perusahaan yang diaktakan dengan Akta Notaris No. 25 tanggal 18 April 2017 yang dibuat di hadapan Aryanti Artisari, S.H., M.Kn., Notaris di Jakarta, para pemegang saham menyetujui perubahan nilai nominal saham Perusahaan dari Rp 250 (nilai penuh) per saham menjadi Rp 25 (nilai penuh) per saham (pemecahan saham/stock split). Keputusan RUPSLB ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia sebagaimana dinyatakan dalam surat penerimaan pemberitahuan No. AHU-AH.01.03-0134738 Tahun 2017 tanggal 9 Mei 2017.

Based on the resolution of the Extraordinary General Meeting of Shareholders (EGMS) of the Company as covered by Notarial Deed No. 25 dated 18 April 2017 of Aryanti Artisari, S.H., M.Kn., Notary in Jakarta the shareholders approved the changes of nominal value of shares from Rp 250 (full amount) to Rp 25 (full amount) per shares (stock split). The resolutions of the EGM has been accepted and recorded in the database of Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia in notification letter No.AHU-AH.01.03-0134738 Tahun 2017 dated 9 May 2017.

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21. MODAL SAHAM (Lanjutan)

Dengan demikian, per 31 Desember 2020 modal dasar Perusahaan yang telah ditempatkan seluruhnya dan disetor penuh adalah Rp 399.178 yang terdiri dari 15.967.115.620 saham dengan nilai nominal Rp 25 per saham.

Saham Treasuri

Pada tanggal 15 April 2015, Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) menyetujui pembelian kembali saham yang beredar Perusahaan.

Per tanggal 15 Oktober 2016 program *buyback shares* ini dinyatakan berakhir.

Perusahaan telah melakukan pembelian kembali saham yang diperdagangkan di Bursa Efek Indonesia, yang diperkenankan sesuai Peraturan OJK No.2/POJK.04/2013 tanggal 23 Agustus 2013.

Pada tanggal 31 Desember 2020 dan 2019, jumlah saham yang telah dibeli kembali oleh Perusahaan masing-masing adalah sebanyak 1.002.732.000 saham dengan nilai pembelian sebesar Rp 252.160.

Pelaksanaan pembelian kembali saham merupakan salah satu bentuk usaha Perusahaan untuk meningkatkan manajemen permodalan Perusahaan dimana pelaksanaannya akan meningkatkan nilai laba bersih per saham (*Earnings per Share/EPS*).

Jumlah saham yang dimiliki anggota Dewan komisaris dan Direksi Perusahaan berdasarkan laporan daftar pemegang saham dari PT Raya Saham Registra (RSR), biro administrasi efek, adalah sebanyak 467.112.860 dan 464.770.360 saham, yang merupakan kepemilikan sebesar 2,92% dan 2,91% dari jumlah saham Perusahaan yang beredar masing-masing pada tanggal 31 Desember 2020 dan 2019 dengan rincian sebagai berikut:

Nama Anggota/ <i>Name of Members</i>	Jabatan/Positions	Jumlah Saham/Total Shares		%	
		31 Desember/ December 2020	2019	31 Desember/ December 2020	2019
Francis Lay Sioe Ho	Presiden Direktur/ <i>President Director</i>	391.171.480	389.885.080	2,45	2,44
Sudjono	Direktur/Director	34.310.800	33.380.000	0,21	0,21
Sutadi	Direktur/Director	21.388.100	21.382.800	0,14	0,14
Sigit Hendra Gunawan	Direktur/Director	10.000.000	10.000.000	0,06	0,06
Andrew Adiwijanto	Direktur/Director	10.240.000	10.120.000	0,06	0,06
Johanes Sutrisno	Komisaris/Commissioner	2.480	2.480	0,00	0,00
Jumlah/ Total		467.112.860	464.770.360	2,92	2,91

22. TAMBAHAN MODAL DISETOR

Pada tanggal 31 Desember 2020 dan 2019, akun ini merupakan selisih lebih antara hasil yang diterima dengan nilai nominal dari setoran modal, penawaran umum perdana dan konversi dari obligasi konversi termasuk penyesuaian saldo karena kuasi reorganisasi.

21. SHARE CAPITAL (Continued)

Therefore, as of 31 December 2020, the Company's issued and fully paid-up shares capital was amounted to Rp 399,178 which comprised of 15,967,115,620 shares with par value of Rp 25 per share.

Treasury stock

On 15 April 2015, the Extraordinary General Meeting of Shareholders (EGM) approved the buy-back of outstanding shares of the Company.

As of 15 October 2016 the shares buyback program was officially ended.

The Company has bought back its shares publicly traded on the Indonesia Stock Exchange, as allowed by OJK Regulation No.2/POJK.04/2013 dated 23 August 2013.

As of 31 December 2020 and 2019, total shares bought back by the Company were 1,002,732,000 shares for a total purchase price of Rp 252,160, respectively.

This repurchase transaction was intended to increase the Company's capital management where the implementation will increase the value of Earnings per Share (EPS).

The number of shares held by the member of the board of commissioners and directors of the Company based on the share register of PT Raya Saham Registra (RSR), the share registrar, was 467,112,860 and 464,770,360 shares representing 2.92% and 2.91% of the total outstanding shares of the Company as of 31 December 2020 and 2019, respectively with detail as follows:

22. ADDITIONAL PAID-IN CAPITAL

On 31 December 2020 and 2019, this account represents the difference between amount received and par value from paid-in capital, initial public offering and conversion of convertible bonds including adjustments balance of quasi reorganization.

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23. PENDAPATAN PIUTANG PEMBIAYAAN

	31 Desember/ December	
	2020	2019
Pendapatan piutang pembiayaan		
Pihak ketiga	3.534.840	3.919.168
Pendapatan administrasi	424.981	639.133
Denda keterlambatan	273.198	339.231
Pendapatan terminasi	104.158	180.031
Jumlah	4.337.177	5.077.563
Dikurangi:		
Bagian pendapatan yang dibiayai bank sehubungan dengan kerjasama penerusan pinjaman dan pembiayaan bersama (Catatan 32)	(48.083)	(81.845)
Pendapatan pembiayaan - neto	4.289.094	4.995.718

Pada tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019, amortisasi biaya transaksi yang diakui sebagai pengurang dari pendapatan pembiayaan masing-masing sebesar Rp 29.169 dan Rp 69.708.

23. FINANCING RECEIVABLES INCOME

Financing receivables income
Third parties
Administration income
Late charges
Termination income
Total
Less:
Portion of funds financed by banks in relation to channeling and joint financing cooperation (Note 32)
Financing income - net

For the year ended 31 December 2020 and 2019, the amortization of transaction costs recognized as a reduction to financing income was amounted to Rp 29,169 and Rp 69,708, respectively.

24. PENDAPATAN SYARIAH

	31 Desember/ December	
	2020	2019
Pendapatan ijarah	9.815	3.961
Marjin murabahah	2.879	239
Jumlah	12.694	4.200

25. PENDAPATAN LAIN-LAIN

	31 Desember/ December	
	2020	2019
Pemulihan dari piutang yang dihapusbukukan	181.291	166.813
Keuntungan bersih penjualan aset tetap (Catatan 10)	10.230	10.731
Lain-lain	20.785	10.591
Jumlah	212.306	188.135

26. BEBAN GAJI DAN TUNJANGAN

	31 Desember/ December	
	2020	2019
Pihak ketiga		
Gaji dan imbalan kerja	996.017	1.097.365
Imbalan pasca-kerja (Catatan 18)	82.850	52.536
	1.078.867	1.149.901
Pihak berelasi (Catatan 30)		
Gaji dan imbalan kerja	30.748	60.400
Imbalan pasca-kerja (Catatan 18, 30)	12.651	6.512
	43.399	66.912
Jumlah	1.122.266	1.216.813

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27. BEBAN BUNGA DAN KEUANGAN

27. INTEREST AND FINANCING CHARGES

	31 Desember/ December		
	2020	2019	
Bunga atas pinjaman yang diterima	617.237	621.120	Interest on borrowings
Bunga atas surat berharga yang diterbitkan (Catatan 16)	248.866	380.038	Interest on securities issued (Note 16)
Amortisasi biaya emisi atas surat berharga yang diterbitkan (Catatan 16)	4.373	7.002	Amortization on securities issued (Note 16)
Jumlah	870.476	1.008.160	Total

28. BEBAN UMUM DAN ADMINISTRASI

28. GENERAL AND ADMINISTRATIVE EXPENSES

	31 Desember/ December		
	2020	2019	
Beban penerimaan angsuran	94.421	85.381	Installment collection expense
Penyusutan aset tetap (Catatan 10)	89.767	82.206	Depreciation of fixed assets (Note 10)
Perbaikan dan pemeliharaan	71.044	69.864	Repairs and maintenance
Honorarium tenaga ahli	37.560	125.052	Professional fees
Pemasaran	24.446	34.313	Marketing
Komunikasi	23.627	23.131	Communications
Penyusutan aset hak-guna (Catatan 11)	23.022	-	Depreciation of right-of-use assets (Note 11)
Perjalanan dinas dan transportasi	21.181	53.497	Travel and transportation
Asuransi	18.610	15.903	Insurance
Beban alih daya	18.297	10.989	Outsourced service expenses
Beban kantor	16.179	27.366	Office expense
Listrik dan air	16.079	17.754	Electricity and water
Keanggotaan dan langganan	15.552	18.791	Membership and subscription
Pengiriman, perangko dan materai	13.586	27.534	Courier, postage and stamp duty
Amortisasi aset tak berwujud (Catatan 12)	11.279	10.173	Amortization of intangible assets (Note 12)
Pendidikan dan pelatihan	6.785	33.561	Training and education
Sewa kantor dan gudang	4.862	25.546	Office and warehouse rental
Program CSR	4.806	1.855	CSR program
Legalisir dokumen dan fotokopi	2.926	4.588	Legalized document and fotocopy
Beban administrasi bank	2.146	2.349	Bank administration charges
Lain-lain	19.976	35.030	Others
Jumlah	536.151	704.883	Total

29. BEBAN LAIN-LAIN

29. OTHER EXPENSES

Rincian beban lain-lain adalah sebagai berikut:

The details of other expenses are as follows:

	31 Desember/ December		
	2020	2019	
Penghapusan piutang dalam proses penyelesaian	89.897	22.593	Written-off receivables in the settlement process
(Pemulihan) cadangan kerugian penurunan nilai atas piutang dalam proses penyelesaian	22.840	(3.724)	(Recovery) provision for impairment losses of receivables in the settlement process
Biaya terkait penyelesaian litigasi	-	773.455	Litigation settlement related expenses
Jumlah	112.737	792.324	Total

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30. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI

Dalam menjalankan kegiatan usahanya, Perusahaan dan entitas anaknya melakukan transaksi-transaksi dengan pihak-pihak berelasi tertentu sebagai berikut:

Pihak berelasi/Related party	Sifat hubungan/ Nature of relationship	Transaksi/Transactions
Karyawan/Employee	Personil manajemen kunci/ Key management personnel	Imbalan kerja jangka-pendek/ Short-term employees' benefits Imbalan pasca-kerja/ Post-employment benefits Program kompensasi manajemen dan karyawan berbasis saham/ Management and employee stock options program

Saldo dan transaksi-transaksi kepada/dari pihak yang berelasi adalah sebagai berikut:

In carrying out its business activities, the Company and its subsidiary enter into transactions with certain related parties as the followings:

Balances and transactions to or from a related party are as follows:

Beban gaji dan tunjangan

Salaries and employee benefits

	31 Desember/ December	
	2020	2019
Personil manajemen kunci:		
Imbalan kerja jangka-pendek	30.748	60.400
Imbalan pasca-kerja	12.651	6.512
	<u>43.399</u>	<u>66.912</u>
Persentase terhadap jumlah beban	1,17%	1,61%

Key management personnel:
Short-term employees' benefits
Post-employment benefits

Percentage of total expenses

Transaksi dengan pihak berelasi, kecuali beban gaji dan imbalan kerja kepada personil manajemen kunci, dilakukan dengan menggunakan persyaratan usaha normal.

Transaction with related parties, except salary expense and employee benefits to key management personnel, conducted by normal operations requirements.

31. SEGMEN OPERASI

Perusahaan dan entitas anaknya mengelola kegiatan usahanya dan mengidentifikasi segmen yang dilaporkan berdasarkan jenis produk dan wilayah geografis. Laba atau rugi dari masing-masing segmen digunakan untuk menilai kinerja masing-masing segmen. Informasi yang berkaitan dengan segmen usaha utama disajikan sebagai berikut:

31. OPERATING SEGMENT

The Company and its subsidiary manage its business activities and identifies its reported segments based on product categories and geographic area. Profit or loss from each segment is used to measure performance of each segment's information concerning the main segments are set out as follows:

	31 Desember/ December 2020				
	Mobil/ Cars	Sepeda motor/ Motorcycles	Lain-lain/ Others	Jumlah/ Total	
Laporan laba rugi					Statement of profit or loss
Pendapatan					Income
Pendapatan pembiayaan	2.937.526	895.432	468.830	4.301.788	Financing income
Lain-lain	136.916	24.524	106.550	267.990	Others
Jumlah pendapatan	<u>3.074.442</u>	<u>919.956</u>	<u>575.380</u>	<u>4.569.778</u>	Total income
Beban					Expenses
Beban operasional	1.916.779	570.079	154.772	2.641.630	Operating expenses
Penyisihan kerugian penurunan nilai	724.290	194.395	139.467	1.058.152	Provision for impairment losses
Jumlah beban	<u>2.641.069</u>	<u>764.474</u>	<u>294.239</u>	<u>3.699.782</u>	Total expenses
Laba sebelum pajak	433.373	155.482	281.141	869.996	Profit before tax
Beban pajak penghasilan	-	-	(168.404)	(168.404)	Income tax expense
Laba periode berjalan	<u>433.373</u>	<u>155.482</u>	<u>112.737</u>	<u>701.592</u>	Profit for the period

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31. SEGMENT OPERASI (Lanjutan)

31. OPERATING SEGMENT (Continued)

	31 Desember/ December 2020				
	Mobil/ Cars	Sepeda motor/ Motorcycles	Lain-lain/ Others	Jumlah/ Total	
Laporan posisi keuangan					Statement of financial position
Aset					Assets
Piutang pembiayaan - bersih	9.355.223	1.164.390	2.158.831	12.678.444	Financing receivables - net
Piutang ijarah - bersih	-	-	586	586	Ijarah receivables - net
Lain-lain	76.825	10.726	2.433.950	2.521.501	Others
Jumlah aset	9.432.048	1.175.116	4.593.367	15.200.531	Total assets
Liabilitas					Liabilities
Pinjaman yang diterima	-	-	4.794.844	4.794.844	Fund borrowings
Surat berharga yang diterbitkan - bersih	-	-	2.978.631	2.978.631	Securities issued - net
Lain-lain	56.204	7.856	756.842	820.902	Others
Jumlah liabilitas	56.204	7.856	8.530.317	8.594.377	Total liabilities
	31 Desember/ December 2019				
	Mobil/ Cars	Sepeda motor/ Motorcycles	Lain-lain/ Others	Jumlah/ Total	
Laporan laba rugi					Statement of profit or loss
Pendapatan					Income
Pendapatan pembiayaan	3.405.770	1.065.403	528.745	4.999.918	Financing income
Lain-lain	119.293	21.354	100.164	240.811	Others
Jumlah pendapatan	3.525.063	1.086.757	628.909	5.240.729	Total income
Beban					Expenses
Beban operasional	1.939.611	584.928	1.197.641	3.722.180	Operating expenses
Penyisihan kerugian penurunan nilai	285.165	90.845	50.286	426.296	Provision for impairment losses
Jumlah beban	2.224.776	675.773	1.247.927	4.148.476	Total expenses
Laba sebelum pajak	1.300.287	410.984	(619.018)	1.092.253	Profit before tax
Beban pajak penghasilan	-	-	(380.571)	(380.571)	Income tax expense
Laba tahun berjalan	1.300.287	410.984	(999.589)	711.682	Profit for the year
Laporan posisi keuangan					Statement of financial position
Aset					Assets
Piutang pembiayaan - bersih	12.319.879	1.991.893	3.084.148	17.395.920	Financing receivables - net
Piutang ijarah - bersih	-	-	2.105	2.105	Ijarah receivables - net
Lain-lain	63.388	10.200	1.618.020	1.691.608	Others
Jumlah aset	12.383.267	2.002.093	4.704.273	19.089.633	Total assets
Liabilitas					Liabilities
Pinjaman yang diterima	-	-	7.730.021	7.730.021	Fund borrowings
Surat berharga yang diterbitkan - bersih	-	-	3.758.283	3.758.283	Securities issued - net
Lain-lain	56.592	13.615	1.450.942	1.521.149	Others
Jumlah liabilitas	56.592	13.615	12.939.246	13.009.453	Total liabilities

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31. **SEGMENT OPERASI** (Lanjutan)

31. **OPERATING SEGMENT** (Continued)

Berikut ini adalah informasi yang berkaitan dengan segmen usaha utama berdasarkan wilayah geografis:

The following tables present information concerning the main segments based on geographic area:

Segmen Geografis

Geographical Segments

	31 Desember/ December 2020				Jumlah/ Total	
	Jawa dan Bali/ Java and Bali	Kalimantan/ Kalimantan	Sumatera/ Sumatera	Sulawesi dan Indonesia Timur/ Sulawesi and East Indonesia		
Jumlah Pendapatan	2.470.190	491.991	801.804	805.793	4.569.778	Total Income
Jumlah Aset	6.466.236	2.145.477	2.401.288	4.187.530	15.200.531	Total Assets
	31 Desember/ December 2019				Jumlah/ Total	
	Jawa dan Bali/ Java and Bali	Kalimantan/ Kalimantan	Sumatera/ Sumatera	Sulawesi dan Indonesia Timur/ Sulawesi and East Indonesia		
Jumlah Pendapatan	2.873.533	574.040	954.122	839.034	5.240.729	Total Income
Jumlah Aset	13.028.260	2.244.097	2.807.308	1.009.968	19.089.633	Total Assets

32. **PERJANJIAN KERJASAMA YANG PENTING**

32. **SIGNIFICANT COOPERATION AGREEMENTS**

a. **Pembiayaan Bersama**

Dalam kaitan untuk mendukung kebutuhan pendanaan untuk pengembangan usaha, Perusahaan juga melakukan berbagai kerjasama dengan perbankan, antara lain dalam bentuk perjanjian pembiayaan bersama (*joint financing*) yang dibukukan secara *off balance sheet*.

a. **Joint Financing**

For the purpose to support funding requirement on business expansion, the Company has also engaged a partnership with banking institutions in the form of joint financing which are classified as "off balance sheet" transactions.

	31 Desember/ December		
	2020	2019	
PT Bank Rakyat Indonesia (Persero) Tbk	258.750	727.714	PT Bank Rakyat Indonesia (Persero) Tbk
Jumlah	258.750	727.714	Total
Dikurangi:			Less:
Biaya transaksi belum diamortisasi	(614)	(1.545)	Unamortized transaction costs
Jumlah - neto	258.136	726.169	Total - net

Dalam perjanjian kerjasama dengan skema pembiayaan bersama (*joint financing*) porsi fasilitas pembiayaan yang akan diberikan untuk konsumen dari masing-masing pihak adalah berkisar 5% dari Perusahaan, dan 95% dari pemberi pembiayaan bersama (bank). Sedangkan untuk jangka waktu pembiayaan bersama sampai dengan 48 (empat puluh delapan) bulan kepada konsumen.

Pursuant to the agreements with joint financing scheme, the amount of funds to be financed by each party range from 5% from the Company, and 95% from joint financing providers (banks). As for The tenor of joint financing scheme is available up to 48 (forty eight) months.

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32. PERJANJIAN KERJASAMA YANG PENTING (Lanjutan)

32. SIGNIFICANT COOPERATION AGREEMENTS (Continued)

a. Pembiayaan Bersama (Lanjutan)

a. Joint Financing (Continued)

Rincian dari pembiayaan bersama adalah sebagai berikut:

The detail of joint financing are as follows:

<u>Penyedia pembiayaan bersama/ Joint financing provider</u>	<u>Fasilitas maksimum pembiayaan/ Maximum financing facility</u>	<u>Perjanjian terakhir/ Latest agreement</u>	<u>Jangka waktu/ Period (bulan/ months)</u>
PT Bank Rakyat Indonesia (Persero) Tbk	1.000.000	26 Agustus/August 2020	24

Fasilitas tersebut di atas berlaku sampai dengan dibayarkannya angsuran terakhir piutang pembiayaan bersama oleh konsumen.

The above facility will be expired at the time customers pay the latest installment of joint financing receivables.

Perusahaan bersama dengan pemberi pembiayaan bersama di atas bertindak sebagai penyedia dana dalam pemberian pembiayaan kepada konsumen yang memenuhi kriteria tertentu. Perusahaan bertanggung jawab untuk mengelola dokumentasi dan administrasi setiap konsumen.

The Company, together with the joint financing providers mentioned above, extend credit to consumers in accordance with certain criteria laid down in agreements. The Company is responsible to maintain the customers' documentation and administration.

Kerjasama pembiayaan bersama yang dilakukan ini bersifat *without recourse*, dimana Perusahaan tidak memiliki kewajiban untuk membayar atau menyetero angsuran pokok termasuk bunganya kepada pemberi pembiayaan bersama jika konsumen gagal melakukan pembayaran anggurannya kepada Perusahaan.

The joint financing facilities were arranged without recourse, whereby the Company is not obliged to pay installments including interest to joint financing providers in the event that the customers fail to meet their installment obligation to the Company.

b. Penyalur kendaraan

b. Dealers of Motor Vehicles

Perusahaan mengadakan perjanjian kerjasama dengan beberapa penyalur kendaraan. Pembiayaan yang telah disetujui namun belum dibayarkan kepada penyalur kendaraan dicatat sebagai utang kepada penyalur kendaraan.

The Company has entered into cooperation agreements with dealers of motor vehicles. Approved financing that has not yet been paid to dealers are recorded as payable to dealers.

c. Asuransi

c. Insurance

Perusahaan mengadakan kerjasama dengan beberapa perusahaan asuransi seperti PT Asuransi Bina Dana Arta Tbk, PT Asuransi Sinar Mas, PT Asuransi Wahana Tata, PT Asuransi Astra Buana, PT Asuransi Raksa Pratikara, PT Asuransi FPG Indonesia, PT Asuransi Etiqa International Indonesia, PT Asuransi Sahabat Artha Proteksi, PT AIA Financial, PT FWD Insurance Indonesia, PT Asuransi Cigna, PT Asuransi ASEI Indonesia dan PT Asuransi Purna Artanugraha dalam rangka penyediaan asuransi perlindungan kredit dan penutupan asuransi kendaraan bermotor yang dibiayai.

The Company has entered into cooperation agreements with insurance companies which are PT Asuransi Bina Dana Arta Tbk, PT Asuransi Sinar Mas, PT Asuransi Wahana Tata, PT Asuransi Astra Buana, PT Asuransi Raksa Pratikara, PT Asuransi FPG Indonesia, PT Asuransi Etiqa International Indonesia, PT Asuransi Sahabat Artha Proteksi, PT AIA Financial, PT FWD Insurance Indonesia, PT Asuransi Cigna, PT Asuransi ASEI Indonesia and PT Asuransi Purna Artanugraha to provide credit shield and insurance coverage of financed vehicles.

Perusahaan melakukan penutupan asuransi atas kendaraan bermotor demi kepentingan Perusahaan dalam kapasitasnya sebagai penyedia pembiayaan. Pembayaran premi asuransi yang telah diterima dari konsumen namun belum dibayarkan kepada perusahaan asuransi dicatat sebagai utang premi asuransi.

The Company insures vehicles for the interest of the Company in its capacity as financing provider. Insurance premium payments received from customers that have not yet been paid to insurance companies are recorded as insurance premium payable.

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33. LABA PER SAHAM

Laba per saham dasar dihitung dengan cara membagi laba bersih yang tersedia bagi pemegang saham dengan rata-rata tertimbang saham biasa yang beredar pada periode berjalan.

	31 Desember/ December	
	2020	2019
Laba bersih untuk perhitungan laba per saham dasar	701.592	711.682
Jumlah rata-rata tertimbang saham	14.964.383.620	14.964.383.620
Laba bersih per saham dasar (nilai penuh)	47	48

33. EARNINGS PER SHARE

Earnings per share is calculated by dividing net profit available to shareholders by the weighted average common shares outstanding during the period.

Net profit for the computation of basic earning per shares
The weighted average of shares outstanding
Basic earnings per share (full amount)

34. PENGHASILAN KOMPREHENSIF LAIN

Perubahan komponen penghasilan komprehensif lain yang tidak mempengaruhi laba rugi adalah sebagai berikut:

	31 Desember/ December	
	2020	2019
Saldo awal tahun - sebelum pajak tangguhan	(142.291)	(40.242)
Keuntungan (kerugian) aktuarial program manfaat pasti	154.068	(15.483)
Bagian efektif dari perubahan nilai wajar instrumen lindung nilai arus kas	1.737	(112.028)
Penyesuaian perubahan tarif pajak	(1.776)	-
	11.738	(167.753)
Aset pajak tangguhan (Catatan 15c)	(29.465)	25.462
Saldo akhir tahun - setelah pajak tangguhan	(17.727)	(142.291)

34. OTHER COMPREHENSIVE INCOME

The movement of other comprehensive income component that have not yet affected the profit and loss were as follows:

Beginning balance of the year before deferred tax
Gain (loss) on defined benefit actuarial program
Effective portion of changes in fair value of cash flow hedging instruments
Change of tax rate adjustment
Deferred tax assets (Note 15c)
Balance at the end of year - after deferred tax

35. PERUBAHAN PADA LIABILITAS DARI AKTIVITAS PENDANAAN

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan adalah sebagai berikut:

	31 Desember/ December 2020				
	Saldo awal/ Beginning balance	Arus kas/ Cashflows	Pergerakan non-kas/ Non-cash changes		Saldo akhir/ Ending balance
Pergerakan valuta asing/ Movement in Foreign Exchange			Pergerakan beban transaksi/ Changes in transaction cost		
Pinjaman yang diterima Surat berharga yang diterbitkan - bersih	7.730.021	(2.946.769)	(2.712)	14.304	4.794.844
	3.758.283	(781.000)	-	1.348	2.978.631
Jumlah liabilitas dari aktivitas pendanaan	11.488.304	(3.727.769)	(2.712)	15.652	7.773.475

35. CHANGES IN LIABILITIES ARISED FROM FINANCING ACTIVITIES

Changes in liabilities arised from financing activities are as follows:

Funds borrowings
Securities issued - net
Total liabilities from financing activities

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35. PERUBAHAN PADA LIABILITAS DARI AKTIVITAS PENDANAAN
(Lanjutan)

35. CHANGES IN LIABILITIES ARISED FROM FINANCING
ACTIVITIES (Continued)

	31 Desember/ December 2019					
	Saldo awal/ Beginning balance	Arus kas/ Cashflows	Pergerakan non-kas/ Non-cash changes		Saldo akhir/ Ending balance	
Pergerakan valuta asing/ Movement in foreign Exchange			Pergerakan beban transaksi/ Changes in transaction cost			
Pinjaman yang diterima	6.899.860	968.773	(127.572)	(11.040)	7.730.021	Funds borrowings
Surat berharga yang diterbitkan - bersih	5.196.220	(1.442.000)	-	4.063	3.758.283	Securities issued - net
Jumlah liabilitas dari aktivitas pendanaan	12.096.080	(473.227)	(127.572)	(6.977)	11.488.304	Total liabilities from financing activities

Perusahaan dan entitas anaknya telah melakukan kebijakan lindung nilai untuk pinjaman yang diterima dalam mata uang asing.

The Company and its subsidiary have conducted hedge policy to borrowings denominated in foreign currencies.

36. MANAJEMEN RISIKO

36. RISK MANAGEMENT

Pendahuluan dan gambaran umum

Introduction and general description

Perkembangan dunia *multifinance* yang disertai dengan meningkatnya kompleksitas aktivitas pembiayaan semakin mempertegas pentingnya tata kelola perusahaan yang sehat (*good corporate governance*) dan manajemen risiko yang dapat diandalkan. Kedua hal tersebut merupakan faktor penting yang menjadi perhatian para investor dalam penilaian pilihan target investasinya. Penerapan manajemen risiko di Perusahaan dan entitas anaknya pada dasarnya sudah dilakukan sejak perusahaan berdiri, meskipun dengan cara yang masih konvensional dan berkembang sesuai dengan perkembangan kondisi internal dan eksternal.

The development in *multifinance* industry followed with the improvement in complexity of financing activity has emphasized more on the importance of good corporate governance and a reliable risk management. Such both matters are important factors, which bring the investors' attention in assessing their investment targeting. Basically, the implementation of risk management within the Company and its subsidiary had been carried out since the establishment of the Company, even though the Company was still using a conventional manner and keep improving in accordance with the recent development of internal and external circumstances.

Perusahaan dan entitas anaknya menyadari bahwa risiko merupakan bagian yang tidak terpisahkan dari operasional Perusahaan dan dapat dikelola secara praktis dan efektif setiap hari, dengan empat tipe risiko utama:

The Company and its subsidiary realize that risk is an integral part of its operational activity and can be managed practically and effectively day by day, with the following four particular risks:

1. Risiko kredit
2. Risiko pasar
3. Risiko pendanaan dan likuiditas
4. Risiko operasional

1. Credit risk
2. Market risk
3. Funding and liquidity risk
4. Operational risk

Pengelolaan risiko di Perusahaan mencakup keseluruhan lingkup aktivitas usaha di Perusahaan, yang didasarkan pada kebutuhan akan keseimbangan antara fungsi operasional bisnis dengan pengelolaan risikonya. Dengan kebijakan dan manajemen risiko yang berfungsi baik, maka manajemen risiko akan menjadi *strategic partner* bagi bisnis dalam mendapatkan hasil optimal dari operasi Perusahaan.

Risk management within the Company includes overall scope of business activity within the Company, which based on the necessity of balance between business operational function and its risk management thereof. By means of proper risk management and policy, thus the risk management will become a strategic partner to the business in obtaining optimal outcome from the Company's course of operation.

Dalam rangka pengembangan manajemen risiko yang sesuai, Perusahaan dan entitas anaknya terus mengembangkan dan meningkatkan kerangka sistem pengelolaan risiko dan struktur pengendalian internal yang terpadu dan komprehensif, sehingga dapat memberikan informasi adanya potensi risiko secara lebih dini dan selanjutnya mengambil langkah-langkah yang memadai untuk meminimalkan dampak risiko.

In the event of development of proper risk management, the Company and its subsidiary keep developing and improving the integrated and comprehensive framework of risk management system and internal control structure, in order that they are able to provide information as an early warning of any potential risk and accordingly, take appropriate actions to mitigate the risk.

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36. MANAJEMEN RISIKO (Lanjutan)

Kerangka manajemen risiko dituangkan dalam kebijakan, prosedur, batasan transaksi, kewenangan dan ketentuan lain serta berbagai perangkat manajemen risiko, yang berlaku di seluruh aktivitas lingkup usaha. Untuk memastikan bahwa kebijakan dan prosedur tersebut sesuai dengan perkembangan bisnis yang ada, maka evaluasi selalu dilakukan berkala sesuai dengan perubahan parameter risikonya.

Kerangka manajemen risiko

Dalam penerapan manajemen risiko, Perusahaan menyadari pentingnya memiliki sebuah mekanisme yang memadai dalam mengakomodasi risiko-risiko yang dihadapi Perusahaan. Perusahaan bertumpu pada 4 (empat) pilar manajemen risiko sebagai berikut:

1. Pengawasan aktif Dewan Komisaris dan Direksi, yang mencakup:

- Menyetujui dan melakukan evaluasi kebijakan manajemen risiko secara berkala;
- Menetapkan kebijakan dan strategi Manajemen Risiko termasuk penetapan otoritas dalam pemberian batasan serta tinjauan atas kualitas portfolio secara berkala;
- Terdapatnya Komite Audit dan Manajemen Risiko dalam melakukan fungsi pengawasan.

2. Kebijakan dan penerapan batasan

Perusahaan menyusun kebijakan-kebijakan manajemen risiko yang diperiksa secara berkala dan selalu disesuaikan dengan kondisi usaha terkini. Kebijakan tersebut diterjemahkan ke dalam Prosedur Operasi Standar, Ketentuan Umum dan Surat Keputusan Dewan Direksi, dan disosialisasikan kepada seluruh karyawan terkait. Perusahaan juga menerapkan batasan persetujuan atau otorisasi untuk transaksi kredit maupun yang bukan transaksi kredit.

3. Identifikasi, pengukuran, pengawasan dan sistem informasi manajemen

Perusahaan memiliki perangkat untuk mengidentifikasi, mengukur dan mengawasi risiko, terutama risiko kredit dan operasional melalui mekanisme pelaporan dan sistem informasi manajemen. Untuk menjamin ketersediaan data risiko yang terkini dan komprehensif, Perusahaan telah melakukan mengkonversi sistem operasi Perusahaan yang ada menjadi *centralized system* yang dikenal dengan CONFINS. Selain itu, Perusahaan juga melakukan implementasi sistem informasi *business intelligence* agar data atau informasi risiko dapat disediakan secara cepat dan akurat kepada pihak manajemen atau pihak ketiga lainnya.

36. RISK MANAGEMENT (Continued)

The framework of risk management is implemented under the form of policy, procedures, transactional limits, authorizations, and other rules as well as various risk management instruments applicable to entire business activity. In order to ensure that the policy and procedures is in line with the current business development, evaluation is frequently carried out in accordance with the change in its risk parameter.

Framework of risk management

In the implementation of risk management, the Company realizes the importance of having an adequate mechanism to accommodate the risks faced by the Company. The Company has a mechanism that is based upon 4 (four) risk management pillars, in which could be described as follows:

1. Active supervision by the Board of Commissioners and Directors, which includes:

- *Approving and evaluating risk management policies on a regular basis;*
- *Establishing risk management policies and strategies, which include determining the authorization in limits and reviewing the quality of portfolio on a regular basis;*
- *Presence of Audit Committee and Risk Management Committee in carrying out their supervisory functions.*

2. Policy and implementation limits

The Company develops policies related to risk management, which are assessed periodically and aligned constantly to fit the most recent business situation. The policy is translated into Standard Operating Procedures and Internal Memo, which are being socialized to all employees. The Company also has policies concerning the level of authority on approval or authorization for both credit and non-credit transactions.

3. Identification, measurement, monitoring, and management information system

The Company has a set of tools to identify, measure, and monitor risks, particularly the credit risk and operational risk through the existing reporting and management information system mechanism. In order to ensure the availability of updated and comprehensive risk data, the Company had converted the existing operating system into a centralized system, which known as CONFINS. Moreover, the Company has also implemented business intelligence information system in order that data or risk information could be provided to the management or other third parties on a prompt and accurate manner.

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36. MANAJEMEN RISIKO (Lanjutan)

Kerangka manajemen risiko (Lanjutan)

Dalam penerapan manajemen risiko, Perusahaan menyadari pentingnya memiliki sebuah mekanisme yang memadai dalam mengakomodasi risiko-risiko yang dihadapi Perusahaan. Perusahaan bertumpu pada 4 (empat) pilar manajemen risiko sebagai berikut: (Lanjutan)

4. Pengendalian internal

Perusahaan memiliki Departemen Audit Internal yang secara independen melaporkan hasil pemeriksaannya kepada Dewan Komisaris dan Dewan Direksi. Tanggungjawab dari Departemen Audit Internal mencakup:

- Menyediakan penilaian atas kecukupan dan efektifitas dari proses bisnis yang ada di dalam Perusahaan;
- Melakukan pemeriksaan atas kepatuhan terhadap kebijakan-kebijakan risiko Perusahaan;
- Melaporkan masalah-masalah penting yang terkait dengan proses pengendalian di dalam Perusahaan termasuk rekomendasi perbaikan yang potensial terhadap proses tersebut; dan
- Melakukan koordinasi strategis dengan fungsi pengendali dan pengawasan lainnya (manajemen risiko, hukum, sistem dan prosedur, dan audit eksternal).

Proses dan penilaian risiko

Pada dasarnya proses manajemen risiko dilakukan oleh masing-masing unit mengingat risiko yang dihadapi merupakan risiko individual yang melekat pada produk, transaksi maupun proses pada unit yang bersangkutan. Tugas utama dari Departemen Manajemen Risiko adalah menetapkan kebijakan dan prosedur manajemen risiko serta melakukan serangkaian proses untuk mengumpulkan, melakukan pengukuran dan pelaporan kepada Dewan Komisaris dan Dewan Direksi. Penetapan kebijakan manajemen risiko dilakukan melalui proses persetujuan Direksi.

1. Risiko Kredit

Risiko kredit adalah risiko utama Perusahaan, yaitu risiko yang timbul apabila konsumen tidak dapat memenuhi kewajibannya sesuai dengan perjanjian yang telah disepakati antara konsumen dengan Perusahaan.

Manajemen risiko yang telah diterapkan Perusahaan adalah sebagai berikut:

- Diversifikasi portofolio menurut wilayah, sektor ekonomi dan industri, merk dan tipe barang.
- *Risk Adjusted Pricing Method*, yaitu penetapan tingkat bunga pembiayaan berdasarkan risiko yang dihadapi, antara lain dinilai dari tingkat uang muka yang dibayar konsumen, usia kendaraan yang dibiayai, jenis penutupan asuransi yang dipilih dan lain sebagainya.
- Adanya *Key Performance Indicators* (KPI) sebagai "early warning system" atas suatu masing-masing produk pembiayaan maupun kantor cabang.
- Penanganan kontrak bermasalah yang dilakukan secara disiplin dan proaktif.

36. RISK MANAGEMENT(Continued)

Framework of risk management (Continued)

In the implementation of risk management, the Company realizes the importance of having an adequate mechanism to accommodate the risks faced by the Company. The Company has a mechanism that is based upon 4 (four) risk management pillars, in which could be described as follows: (Continued)

4. Internal control

The Company has the Internal Audit Division in place, which independently reports on process and results of assessment to the Board of Commissioners and Directors. The responsibility of the Internal Audit Division includes:

- Providing assessment on the adequacy and effectiveness of the entire existing business process within the Company;
- Conducting examination on compliance to the Company's risk policies;
- Reporting on significant issues related to the control activities within the Company, including potential improvements to these processes; and
- Coordinating with other controlling and supervisory functions (risk management, compliance, legal, system and procedures, and external auditor)

Process and risk assessments

Basically, risk management processes are carried out by each unit considering that the risk faced represents individual risks which are embedded into the products, transactions, as well as process in the related unit. The primary task of Risk Management Division is to determine policies and procedures as well as doing a series of processes of collecting, measuring, and reporting to the Board of Commissioners and Directors. The determination of risk management policies is carried out through approval process by the Board of Directors.

1. Credit Risk

Credit risk is the main risk of the Company, that is the risk arising when the customer are unable to meet its obligation in accordance with the agreement as agreed upon between the customer and the Company.

Risk management that has been applied by the Company are as follows:

- Diversify the portfolio by region, economic sector and industry, brand and type of goods.
- *Risk Adjusted Pricing Method*, namely setting the interest rate of financing based on the risks faced by, among others, assessed based on the level of advances paid by consumers, age of vehicles financed, type of insurance coverage selected and so forth.
- The *Key Performance Indicators* (KPI) as an "early warning system" of an individual loan products as well as branch offices.
- Handling of problematic contracts in a discipline and proactive manner.

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36. **MANAJEMEN RISIKO** (Lanjutan)

Proses dan penilaian risiko (Lanjutan)

1. **Risiko Kredit** (Lanjutan)

Manajemen risiko yang telah diterapkan Perusahaan adalah sebagai berikut: (Lanjutan)

- Analisa atas kualitas portofolio secara periodik dan tindakan preventif dan sanksi bagi cabang-cabang yang kualitas portofolionya tidak sesuai target.

Tabel berikut menjelaskan eksposur maksimum sesuai dengan konsentrasi risiko kredit:

36. **RISK MANAGEMENT** (Continued)

Process and risk assessments (Continued)

1. **Credit Risk** (Continued)

Risk management that has been applied by the Company are as follows: (Continued)

- Analysis of portfolio quality through periodic and preventive actions and sanctions for branches whose quality of its portfolio is not on target.

The following table illustrates the Company's maximum exposure based on credit risk concentration:

	31 Desember/December 2020			
	Korporasi/ Corporate	Ritel/ Retail	Eksposur maksimum/ Maximum exposure	
Kas dan setara kas	1.414.691	-	1.414.691	Cash and cash equivalents
Piutang pembiayaan	1.658.750	12.006.099	13.664.849	Financing receivables
Piutang ijarah	-	2.580	2.580	Ijarah receivables
Piutang karyawan	-	17.430	17.430	Employee receivables
	<u>3.073.441</u>	<u>12.026.109</u>	<u>15.099.550</u>	

	31 Desember/December 2019			
	Korporasi/ Corporate	Ritel/ Retail	Eksposur maksimum/ Maximum exposure	
Kas dan setara kas	660.032	-	660.032	Cash and cash equivalents
Piutang pembiayaan	2.324.872	15.425.730	17.750.602	Financing receivables
Piutang ijarah	-	2.174	2.174	Ijarah receivables
Piutang karyawan	-	20.279	20.279	Employee receivables
	<u>2.984.904</u>	<u>15.448.183</u>	<u>18.433.087</u>	

Tabel berikut menjelaskan rincian aset keuangan Perusahaan yang dibedakan antara yang mengalami penurunan nilai dan yang tidak:

The following table illustrates the detail of financial assets distinguished between those which impaired and not impaired:

	31 Desember/December 2020			
	Tidak mengalami penurunan nilai/ Not impaired	Mengalami penurunan nilai/ Impaired	Jumlah/ Total	
Kas dan setara kas	1.414.691	-	1.414.691	Cash and cash equivalents
Piutang pembiayaan	13.427.222	237.627	13.664.849	Financing receivables
Piutang ijarah	1.960	620	2.580	Ijarah receivables
Piutang karyawan	17.430	-	17.430	Employee receivables
	<u>14.861.303</u>	<u>238.247</u>	<u>15.099.550</u>	
Dikurangi: Cadangan kerugian penurunan nilai			<u>(988.399)</u>	Less: Allowance for impairment losses
			<u>14.111.151</u>	

Ekshibit E/82

Exhibit E/82

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36. MANAJEMEN RISIKO (Lanjutan)

36. RISK MANAGEMENT (Continued)

Proses dan penilaian risiko (Lanjutan)

Process and risk assessments (Continued)

1. Risiko Kredit (Lanjutan)

1. Credit Risk (Continued)

31 Desember/December 2019				
	Tidak mengalami penurunan nilai/ <i>Not impaired</i>	Mengalami penurunan nilai/ <i>Impaired</i>	Jumlah/ <i>Total</i>	
Kas dan setara kas	660.032	-	660.032	Cash and cash equivalents
Piutang pembiayaan	17.593.278	157.324	17.750.602	Financing receivables
Piutang ijarah	2.057	117	2.174	Ijarah receivables
Piutang karyawan	20.279	-	20.279	Employee receivables
	<u>18.275.646</u>	<u>157.441</u>	<u>18.433.087</u>	
Dikurangi: Cadangan kerugian penurunan nilai			<u>(354.751)</u>	Less: Allowance for impairment losses
			<u>18.078.336</u>	

Tabel berikut menjelaskan rincian aset keuangan Perusahaan yang penilaian penurunannya dibedakan antara yang dinilai secara individual dan kolektif.

The following table illustrates the detail of financial assets distinguished between those assessed individually and collectively.

31 Desember/December 2020				
	Individual/ <i>Individual</i>	Kolektif/ <i>Collective</i>	Jumlah/ <i>Total</i>	
Kas dan setara kas	1.414.691	-	1.414.691	Cash and cash equivalents
Piutang pembiayaan	-	13.664.849	13.664.849	Financing receivables
Piutang ijarah	-	2.580	2.580	Ijarah receivables
Piutang karyawan	17.430	-	17.430	Employee receivables
	<u>1.432.121</u>	<u>13.667.429</u>	<u>15.099.550</u>	
Dikurangi: Cadangan kerugian penurunan nilai			<u>(988.399)</u>	Less: Allowance for impairment losses
			<u>14.111.151</u>	

31 Desember/December 2019				
	Individual/ <i>Individual</i>	Kolektif/ <i>Collective</i>	Jumlah/ <i>Total</i>	
Kas dan setara kas	660.032	-	660.032	Cash and cash equivalents
Piutang pembiayaan	2.779.029	14.971.573	17.750.602	Financing receivables
Piutang ijarah	2.174	-	2.174	Ijarah receivables
Piutang karyawan	20.279	-	20.279	Employee receivables
	<u>3.461.514</u>	<u>14.971.573</u>	<u>18.433.087</u>	
Dikurangi: Cadangan kerugian penurunan nilai			<u>(354.751)</u>	Less: Allowance for impairment losses
			<u>18.078.336</u>	

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36. MANAJEMEN RISIKO (Lanjutan)

Proses dan penilaian risiko (Lanjutan)

2. Risiko Pasar

Risiko pasar merupakan risiko yang terutama berkaitan dengan perubahan-perubahan nilai suku bunga dan nilai tukar mata uang yang akan menyebabkan berkurangnya pendapatan, atau bertambahnya biaya modal Perusahaan. Dengan pola aktivitas usaha yang dijalankan Perusahaan saat ini, risiko pasar Perusahaan adalah minimal. Perusahaan tidak mempunyai kegiatan usaha pembiayaan dalam bentuk maupun menggunakan mata uang asing, sementara seluruh utang Perusahaan dalam mata uang asing telah diproteksi dengan swap dalam jumlah dan tanggal jatuh tempo yang sama dengan utangnya. Dalam hal suku bunga, seluruh bunga yang dibebankan ke konsumen adalah suku bunga tetap (*fixed interest rate*), sementara utang yang diperoleh sebagian besar juga dalam suku bunga tetap dan hanya sebagian kecil utang dalam bentuk bunga mengambang (*floating interest rate*).

Manajemen risiko yang telah diterapkan oleh Perusahaan adalah sebagai berikut:

- Mengelola risiko perubahan nilai tukar mata uang asing.
- Melakukan penelaahan atas tingkat bunga pembiayaan yang dikaitkan dengan tingkat suku bunga pinjaman.
- Membatasi eksposur dalam investasi yang memiliki harga pasar yang fluktuatif.

Tabel berikut menjelaskan eksposur Perusahaan atas risiko nilai tukar mata uang asing pada tanggal 31 Desember 2020. Termasuk didalamnya adalah instrumen keuangan Perusahaan pada nilai tercatat, dikategorikan berdasarkan jenis mata uang.

	<u>31 Desember/December 2020</u>	
	USD	
	<u>(Nilai penuh)/ (Full amount)</u>	<u>Nilai (Rp)/ Equivalent (Rp)</u>
Liabilitas		
Pinjaman yang diterima	189.000.000	2.665.845
Beban yang masih harus dibayar	<u>2.315.516</u>	<u>32.660</u>
Jumlah liabilitas	<u>191.315.516</u>	<u>2.698.505</u>
Liabilitas bersih	191.315.516	2.698.505
Kontrak valuta berjangka pertukaran mata uang asing	<u>(191.315.516)</u>	<u>(2.698.505)</u>
Eksposur bersih dalam mata uang asing	<u>-</u>	<u>-</u>

Manajemen risiko tingkat suku bunga terhadap limit perubahan tingkat suku bunga dilengkapi dengan pemantauan atas sensitivitas aset dan liabilitas keuangan Perusahaan terhadap beberapa skenario suku bunga baku maupun non-baku.

36. RISK MANAGEMENT (Continued)

Process and risk assessments (Continued)

2. Market Risk

Market risk is the risk primarily due to changes in interest rates and exchange rates which could result in decrease in revenue, or increase in cost of capital of the Company. With the pattern of business activity currently operated by the Company, the market risk of the Company is mitigated to the minimum level. The Company has neither financing business activity that denominated in foreign currencies, while all borrowings of the Company that denominated in foreign currencies have been protected by entering into swap transactions at amount and settlement date that similar to the borrowings thereof. In terms of interest rate, all interest rate charged to the customer is fixed interest rate, while most of the borrowings received bear fixed interest rate, and only a small portion the borrowings bear floating interest rate.

Risk management that has been applied by the Company are as follows:

- Managing risks of foreign exchange rates.
- Performing review over the interest rate on financing associated with interest rate on borrowings.
- Limiting exposure in the investment that has fluctuating market prices.

The following table illustrates the Company's exposure to foreign currency exchange rate risk as of 31 December 2020. Included in the table are financial instruments of the Company at carrying amounts, categorised by currency.

	Liabilities
	<i>Fund borrowings</i>
	<i>Accrued expenses</i>
	Total liabilities
	Net liabilities
	<i>Foreign currency swap transactions contract</i>
	Net exposure in foreign currency

The management of interest rate risk against interest rate gap limits is supplemented by monitoring the sensitivity of the Company's financial assets and liabilities to various standard and non-standard interest rate scenarios.

Ekshibit E/84

Exhibit E/84

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36. MANAJEMEN RISIKO (Lanjutan)

Proses dan penilaian risiko (Lanjutan)

2. Risiko Pasar (Lanjutan)

Tabel berikut menjelaskan sensitivitas atas kemungkinan perubahan tingkat suku bunga pasar, dengan variabel lain dianggap tetap, terhadap pendapatan pembiayaan:

36. RISK MANAGEMENT (Continued)

Process and risk assessments (Continued)

2. Market Risk (Continued)

The following table illustrates the sensitivity to a reasonably possible change in market interest rates, with all other variables held constant, of the financing income:

	31 Desember/ December		
	2020	2019	
Pendapatan pembiayaan:			Financing income:
Kenaikan suku bunga 1% (100 basis poin)	148.124	145.798	Increase in interest rate by 1% (100 basis point)
Penurunan suku bunga 1% (100 basis poin)	(148.124)	(145.798)	Decrease in interest rate by 1% (100 basis point)

Tabel berikut menjelaskan rincian aset dan liabilitas keuangan Perusahaan yang dikelompokkan menurut mana yang lebih awal antara tanggal repricing atau tanggal jatuh tempo kontraktual untuk melihat dampak perubahan tingkat suku bunga:

The following table illustrates the Company's financial assets and liabilities at carrying amounts, categorized by the earlier of contractual repricing of maturity dates to analyze the impact of changes in interest rate:

	31 Desember/ December 2020							
	Tingkat bunga mengambang/ Floating rate			Tingkat bunga tetap/ Fixed rate				
	< 3 bulan/ months	3-36 bulan/ months	< 3 bulan/ months	3-12 bulan/ months	1-2 tahun/ years	> 2 tahun/ years	Jumlah/ Total	
Aset keuangan								Financial assets
Kas dan setara kas	1.414.691	-	-	-	-	-	1.414.691	Cash and cash equivalents
Piutang pembiayaan	-	-	2.756.238	5.250.650	3.947.144	1.710.817	13.664.849	Financing receivables
Piutang ijarah	-	-	2.580	-	-	-	2.580	Ijarah receivables
Jumlah aset keuangan	1.414.691	-	2.758.818	5.250.650	3.947.144	1.710.817	15.082.120	Total financial assets
Liabilitas keuangan								Financial liabilities
Pinjaman yang diterima	41.457	55.279	925.704	1.993.622	1.655.780	123.002	4.794.844	Fund borrowings
Surat berharga yang diterbitkan	-	-	964.715	1.119.816	499.452	394.648	2.978.631	Securities issued
Jumlah liabilitas keuangan	41.457	55.279	1.890.419	3.113.438	2.155.232	517.650	7.773.475	Total financial liabilities
Bersih	1.373.234	(55.279)	868.399	2.137.212	1.791.912	1.193.167	7.308.645	Net
	31 Desember/December 2019							
	Tingkat bunga mengambang/ Floating rate			Tingkat bunga tetap/ Fixed rate				
	< 3 bulan/ months	3-36 bulan/ months	< 3 bulan/ months	3-12 bulan/ months	1-2 tahun/ years	> 2 tahun/ years	Jumlah/ Total	
Aset keuangan								Financial assets
Kas dan setara kas	660.032	-	-	-	-	-	660.032	Cash and cash equivalents
Piutang pembiayaan	-	-	3.213.215	6.695.626	5.260.269	2.581.492	17.750.602	Financing receivables
Piutang ijarah	-	-	2.174	-	-	-	2.174	Ijarah receivables
Jumlah aset keuangan	660.032	-	3.215.389	6.695.626	5.260.269	2.581.492	18.412.808	Total financial assets
Liabilitas keuangan								Financial liabilities
Pinjaman yang diterima	58.035	320.629	1.311.867	2.815.432	2.112.658	1.111.400	7.730.021	Fund borrowings
Surat berharga yang diterbitkan	-	-	1.211.606	397.546	1.649.305	499.826	3.758.283	Securities issued
Jumlah liabilitas keuangan	58.035	320.629	2.523.473	3.212.978	3.761.963	1.611.226	11.488.304	Total financial liabilities
Bersih	601.997	(320.629)	691.916	3.482.648	1.498.306	970.266	6.924.504	Net

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36. MANAJEMEN RISIKO (Lanjutan)

Proses dan penilaian risiko (Lanjutan)

3. Risiko Likuiditas

Risiko likuiditas merupakan risiko terkait dengan kemampuan sumber dana Perusahaan untuk memenuhi liabilitasnya pada jatuh tempo.

Manajemen risiko yang diterapkan oleh Perusahaan adalah sebagai berikut:

- Mendapatkan pinjaman dengan skedul pembayaran kembali pokok dan bunga yang sesuai dengan periode jatuh tempo piutang, sehingga tidak terjadi *mis-match*.
- Menjaga agar posisi kas dan Perusahaan selalu dalam posisi likuid untuk mendukung aktivitas pembiayaan selama minimal 7 hari.
- Memonitor posisi kas dan bank Perusahaan secara periodik, baik tahunan, bulanan, mingguan maupun harian, guna memastikan agar selalu terdapat surplus kas yang memadai.
- Menjaga agar jumlah piutang yang jatuh tempo pada periode tertentu lebih besar dibanding dengan utang yang jatuh tempo pada periode yang sama.

Tabel berikut ini menyajikan profil perbedaan jatuh tempo atas aset dan liabilitas keuangan Perusahaan pada tanggal 31 Desember 2020 dan 2019:

36. RISK MANAGEMENT (Continued)

Process and risk assessments (Continued)

3. Liquidity Risk

Liquidity risk is the risk associated with the ability of the Company to meet its obligations when they fall due.

Risk management that has been applied by the Company are as follows:

- Obtaining borrowings with principal and interest repayment schedule that aligns with the original maturities of receivables, in order to prevent *mis-match*.
- Maintaining the cash and bank position of the Company to remain in a liquid position in supporting the financing activities for at least 7 days.
- Monitoring the cash and bank position of the Company in a regular basis, whether annually, monthly, weekly or daily, to ensure that there is always sufficient cash surplus.
- Maintaining the number of receivables due in a certain period higher than the debts maturing in the same period.

The following table presents the maturity gap profile of the Company's financial assets and liabilities as of 31 December 2020 and 2019:

31 Desember/ December 2020							
Tidak memiliki jatuh tempo/ Don't have maturity	< 1 bulan/ month	1-3 bulan/ months	>3-12 bulan/ months	1-3 tahun/ years	>3 tahun/ years	Jumlah/ Total	
Aset keuangan							Financial assets
Kas dan setara kas	1.414.691	-	-	-	-	1.414.691	Cash and cash equivalents
Piutang pembiayaan	-	1.365.824	1.390.414	5.250.650	5.349.291	13.664.849	Financing receivables
Piutang ijarah	-	2.580	-	-	-	2.580	Ijarah receivables
Piutang karyawan	-	2.482	357	2.313	10.447	17.430	Employees receivables
Jumlah aset keuangan	1.414.691	1.370.886	1.390.771	5.252.963	5.359.738	15.099.550	Total financial assets
Liabilitas keuangan							Financial liabilities
Pinjaman yang diterima	-	488.220	482.503	2.043.494	1.800.940	4.815.157	Fund borrowings
Surat berharga yang diterbitkan	-	-	966.000	1.122.000	895.000	2.983.000	Securities issued
Beban bunga yang masih harus dibayar	-	56.886	-	-	-	56.886	Accrued interest expenses
Liabilitas derivatif	-	14.382	9.822	57.879	50.513	132.596	Derivative liabilities
Utang kepada <i>supplier</i>	-	13.020	-	-	-	13.020	Payable to suppliers
Utang premi asuransi	-	-	28.130	-	-	28.130	Insurance premium payables
Jumlah liabilitas keuangan	-	572.508	1.486.455	3.223.373	2.746.453	8.028.789	Total financial liabilities
Perbedaan jatuh tempo	1.414.691	798.378	(95.684)	2.029.590	2.613.285	7.070.761	Difference in maturity

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36. MANAJEMEN RISIKO (Lanjutan)

36. RISK MANAGEMENT (Continued)

Proses dan penilaian risiko (Lanjutan)

Process and risk assessments (Continued)

3. Risiko Likuiditas (Lanjutan)

3. Liquidity Risk (Continued)

Tabel berikut ini menyajikan profil perbedaan jatuh tempo atas aset dan liabilitas keuangan Perusahaan pada tanggal 31 Desember 2020 dan 2019: (Lanjutan)

The following table presents the maturity gap profile of the Company's financial assets and liabilities as of 31 December 2020 and 2019: (Continued)

31 Desember/December 2019							
Tidak memiliki jatuh tempo/ Don't have maturity	< 1 bulan/ month	1-3 bulan/ months	>3-12 bulan/ months	1-3 tahun/ years	>3 tahun/ years	Jumlah/ Total	
Aset keuangan							Financial assets
Kas dan setara kas	660.032	-	-	-	-	660.032	Cash and cash equivalents
Piutang pembiayaan	-	1.458.919	1.754.296	6.695.626	7.378.350	17.750.602	Financing receivables
Piutang ijarah	-	2.174	-	-	-	2.174	Ijarah receivables
Piutang karyawan	-	2.252	1.318	7.882	8.210	20.279	Employees receivables
Jumlah aset keuangan	660.032	1.463.345	1.755.614	6.703.508	464.028	18.433.087	Total financial assets
Liabilitas keuangan							Financial liabilities
Pinjaman yang diterima	-	630.430	745.099	2.997.028	3.387.914	7.764.638	Fund borrowings
Surat berharga yang diterbitkan	-	-	1.213.000	400.000	2.151.000	3.764.000	Securities issued
Beban bunga yang masih harus dibayar	-	96.524	-	-	-	96.524	Accrued interest expenses
Liabilitas derivatif	-	5.148	10.763	50.140	63.978	130.029	Derivative liabilities
Utang kepada supplier	-	24.798	-	-	-	24.798	Payable to suppliers
Utang premi asuransi	-	-	37.200	-	-	37.200	Insurance premium payables
Jumlah liabilitas keuangan	-	756.900	2.006.062	3.447.168	4.167	11.817.189	Total financial liabilities
Perbedaan jatuh tempo	660.032	706.445	(250.448)	3.256.340	459.861	6.615.898	Difference in maturity

4. Risiko Operasional

4. Operational Risk

Risiko operasional adalah risiko yang berpotensi menyebabkan kerugian operasional karena kesalahan karyawan baik yang disengaja maupun tidak; kegagalan sistem dan proses operasional serta tidak berfungsinya sistem pengendalian internal dalam operasional Perusahaan sehari-hari.

Operational risk is the risk that could potentially cause an operating loss due to employee error whether intentional or not; system failures and operational processes as well as the malfunction of the internal control system in the day-to-day operations.

Manajemen risiko yang diterapkan oleh Perusahaan adalah sebagai berikut:

Risk management that has been applied by the Company are as follows:

- Menerapkan sistem yang tersentralisasi sehingga proses bisnis dapat terkontrol secara sistem dan dimonitor dari waktu ke waktu.
- Menyiapkan *backup* dan *Disaster Recovery Plan* yang memadai bila terjadi hal-hal yang tidak diinginkan atas sistem aplikasi utama Perusahaan, baik dari sisi *hardware* dan *software*.
- Menerapkan sistem audit kepatuhan yang berkelanjutan, baik di kantor cabang maupun kantor pusat.
- Menerapkan aturan kerja yang jelas (SOP) dan sanksi yang tegas atas penyimpangan yang terjadi, sesuai dengan tingkat kesalahan yang ditemukan.
- Adanya penanaman nilai-nilai dasar Perusahaan sejak dini kepada karyawan, sehingga dapat menghindarkan/mengurangi potensi penyimpangan.
- Adanya penilaian kinerja yang *fair* dan transparan serta adanya kesempatan untuk pengembangan karir.

- Implementing a centralized system in order that business processes can be controlled by the system and monitored from time to time.
- Preparing *backup* and *Disaster Recovery Plan* that is sufficient whenever unexpected event or condition occur towards the Company's major application systems, both in terms of hardware and software.
- Implementing a sustainable compliance audit system, both in branch offices or headquarters.
- Implementing a clear code of conduct (SOP) and strict sanctions for irregularities that occurred, according to level of error identified.
- Promoting the Company's core values to employees since the early stage, in order to avoid/reduce the potential for irregularities.
- Fair and transparent performance appraisal and opportunities for career development.

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36. **MANAJEMEN RISIKO** (Lanjutan)

Proses dan penilaian risiko (Lanjutan)

5. **Risiko Permodalan**

Tujuan Perusahaan dan entitas anaknya dalam mengelola permodalannya adalah menjaga kelangsungan usaha Perusahaan untuk dapat memberikan hasil kepada pemegang saham dan manfaat kepada pemangku kepentingan lainnya, dan memelihara optimalisasi struktur permodalan untuk mengurangi biaya modal (*cost of capital*).

Dalam rangka memelihara atau menyesuaikan struktur permodalan, Perusahaan dapat menyesuaikan jumlah dividen yang dibayarkan kepada pemegang saham, imbalan hasil modal kepada pemegang saham atau menerbitkan saham baru untuk mengurangi pinjaman.

Konsisten dengan pelaku industri lainnya, Perusahaan dan entitas anaknya memonitor permodalan berdasarkan *gearing ratio*. Rasio ini dihitung dari nilai bersih pinjaman (termasuk obligasi dan *medium-term notes*) dibagi dengan jumlah modal. Jumlah modal diambil dari ekuitas yang tercantum dalam laporan posisi keuangan.

Berdasarkan Peraturan Menteri Keuangan Republik Indonesia No. 84/PMK.012/2006 tanggal 26 September 2006 tentang Perusahaan Pembiayaan, juncto POJK 35/POJK.5/2018, jumlah maksimum *gearing ratio* adalah sebesar 10 kali dari total modal.

36. **RISK MANAGEMENT**(Continued)

Process and risk assessments (Continued)

5. **Capital Risk**

The Company and its subsidiary's objective in managing its capital is to keep the Company's capability in maintaining its going concern, so the Company could distribute the return to shareholders, and maintain the optimizing of capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure , the Company may adjust the amount of dividends paid to shareholders, return for the results of capital to shareholders or issue new shares to reduce lending

Consistent with other players in the industry, the Company and its subsidiary monitor capital on the basis of the *gearing ratio*. This ratio is calculated as net debt (including bonds payable and medium-terms notes) divided by total capital. Total capital is calculated as equity as shown in the statements of financial position.

Based on Minister of Finance of the Republic of Indonesia Regulation No. 84/PMK.012/2006 dated 26 September 2006 regarding Multifinance Company, in conjunction with OJK Regulation No.35/POJK.5/2018, the maximum *gearing ratio* is 10 times from total capital.

**Struktur Modal Perusahaan/
Company's Capital
Structure**

Keterangan	PMK84/PMK.012/2006	31 Desember/ December		Description Description
		2020	2019	
Modal Disetor (dalam miliar Rupiah)	Minimal Rp 100 miliar/ Minimum Rp 100 billion	399	399	Paid- up Capital (in billion Rupiah)
Rasio Utang Terhadap Ekuitas	Maksimum 10x/ Maximum 10x	1,2	1,9	Debt to Equity Ratio

Pada tanggal 31 Desember 2020 dan 2019 tingkat rasio utang terhadap ekuitas Perusahaan masing- masing berada pada kondisi sehat, yaitu 1,2 kali dan 1,9 kali.

As of 31 December 2020 and 2019, debt-to-equity ratio level of the Company was healthy at 1.2 times and 1.9 times, respectively.

37. **ASET DAN LIABILITAS KEUANGAN**

Nilai wajar aset keuangan dan liabilitas keuangan

Pada tabel berikut ini, instrumen keuangan telah dialokasikan berdasarkan klasifikasinya. Kebijakan akuntansi penting pada Catatan 2d menjelaskan bagaimana setiap kategori aset keuangan dan liabilitas keuangan diukur dan bagaimana pendapatan dan beban, termasuk keuntungan dan kerugian (perubahan nilai wajar instrumen keuangan) atas nilai wajar diakui.

Pengelompokan aset keuangan telah diklasifikasikan menjadi aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi, dan pinjaman yang diberikan dan piutang. Demikian halnya dengan liabilitas keuangan telah diklasifikasikan sebagai liabilitas keuangan yang diukur pada biaya perolehan diamortisasi.

37. **FINANCIAL ASSETS AND LIABILITIES**

Fair value of financial assets and financial liabilities

In the following table, financial instrument have been allocated based on their respective. Significant accounting policies in Note 2d describes how each category of financial assets and financial liabilities are measured and how revenue and expenses, including gains and losses (changes in fair value of financial instruments) in the fair value is recognized.

The classification of financial assets has been classified as financial assets measured at fair value through profit and loss, and loans and receivables. So with the financial liabilities has been classified as financial liabilities measured at amortized cost.

Ekshibit E/88

Exhibit E/88

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37. ASET DAN LIABILITAS KEUANGAN (Lanjutan)

37. FINANCIAL ASSETS AND LIABILITIES (Continued)

Nilai wajar aset keuangan dan liabilitas keuangan
(Lanjutan)

Fair value of financial assets and financial liabilities
(Continued)

Tabel berikut menyajikan nilai tercatat dan nilai wajar dari
aset keuangan dan liabilitas keuangan Perusahaan pada
tanggal 31 Desember 2020 dan 2019:

The following table sets out the carrying value and fair
value of financial assets and financial liabilities as of
31 December 2020 and 2019:

31 Desember 2020	Aset/ Assets			Liabilitas/ Liabilities		31 December 2020
	Diukur pada nilai wajar melalui laporan laba rugi/ Fair value through profit and loss	Diukur pada nilai wajar melalui penghasilan komprehensif lain/ Fair value through other comprehensive income	Biaya perolehan diamortisasi/ amortized cost	Diukur pada nilai wajar melalui laporan laba rugi/ Fair value through profit and loss	Biaya perolehan diamortisasi/ Amortized cost	
Aset keuangan						Financial assets
Kas dan setara kas	-	-	1.414.691	-	-	Cash and cash equivalents
Piutang pembiayaan - bersih	-	-	12.678.444	-	-	Financing receivables - net
Piutang ijarah - bersih	-	-	586	-	-	Ijarah receivables - net
Piutang karyawan	-	-	17.430	-	-	Employee receivables
Jumlah	-	-	14.111.151	-	-	Total
Liabilitas keuangan						Financial liabilities
Pinjaman yang diterima	-	-	-	-	4.794.844	Fund borrowings
Liabilitas derivatif	-	-	-	132.596	-	Derivative liabilities
Beban yang masih harus dibayar	-	-	-	-	194.038	Accrued expenses
Surat berharga yang diterbitkan	-	-	-	-	2.978.631	Securities issued
Utang lain-lain	-	-	-	-	237.020	Other payables
Jumlah	-	-	-	132.596	8.164.317	Total
31 Desember 2019	Aset/ Assets			Liabilitas/ Liabilities		31 December 2019
Aset keuangan						Financial assets
Kas dan setara kas	-	-	660.032	-	-	Cash and cash equivalents
Piutang pembiayaan - bersih	-	-	17.395.920	-	-	Financing receivables - net
Piutang ijarah - bersih	-	-	2.105	-	-	Ijarah receivables - net
Piutang karyawan	-	-	20.279	-	-	Employee receivables
Jumlah	-	-	18.078.336	-	-	Total
Liabilitas keuangan						Financial liabilities
Pinjaman yang diterima	-	-	-	-	7.730.021	Fund borrowings
Liabilitas derivatif	-	-	-	130.029	-	Derivative liabilities
Beban yang masih harus dibayar	-	-	-	-	796.709	Accrued expenses
Surat berharga yang diterbitkan	-	-	-	-	3.758.283	Securities issued
Utang lain-lain	-	-	-	-	260.542	Other payables
Jumlah	-	-	-	130.029	12.545.555	Total

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37. ASET DAN LIABILITAS KEUANGAN (Lanjutan)

Nilai wajar aset keuangan dan liabilitas keuangan
(Lanjutan)

Metode dan asumsi yang digunakan untuk estimasi nilai wajar adalah sebagai berikut:

- Nilai wajar kas dan setara kas, deposito berjangka, beban yang masih harus dibayar dan utang lain-lain mendekati nilai tercatat karena jangka waktu jatuh tempo yang singkat atas instrumen keuangan tersebut.
- Estimasi nilai wajar terhadap pinjaman yang diterima yang tidak memiliki kuota di pasar aktif ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga utang baru dengan sisa jatuh tempo yang serupa. Nilai wajar pinjaman yang diterima dengan tingkat suku bunga mengambang mendekati nilai tercatatnya karena tingkat suku bunganya sering ditinjau ulang.
- Piutang pembiayaan dan aset lain-lain dinyatakan berdasarkan jumlah nilai tercatat setelah dikurangi oleh beban penurunan nilai. Estimasi nilai wajar mencerminkan jumlah diskonto dari estimasi kini dari arus kas masa depan yang diharapkan akan diterima. Arus kas yang diharapkan didiskontokan pada tingkat suku bunga pasar terkini untuk menentukan nilai wajar.
- Nilai wajar untuk aset keuangan derivatif ditetapkan menggunakan harga pasar.
- Nilai wajar agregat untuk surat berharga yang diterbitkan dihitung berdasarkan harga pasar kuota. Jika informasi ini tidak tersedia, model diskonto arus kas digunakan berdasarkan kurva *yield* terkini yang sesuai dengan sisa periode jatuh temponya.

PSAK 68, "Pengukuran Nilai Wajar" mensyaratkan pengungkapan atas pengukuran nilai wajar dengan tingkat hirarki nilai wajar sebagai berikut:

- (a) harga kuota (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas yang identik (tingkat 1);
- (b) input selain harga kuota yang termasuk dalam tingkat 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung (misalnya harga) atau secara tidak langsung (misalnya derivasi dari harga) (tingkat 2); dan
- (c) input untuk aset atau liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat diobservasi) (tingkat 3).

Aset keuangan Perusahaan yang diukur dan diakui pada nilai wajar (tingkat 2) adalah aset keuangan derivatif.

38. LITIGASI

Perkara hukum antara Perusahaan dengan PT Aryaputra Teguharta (APT) yang berlangsung dari 2003 hingga 2019 telah dilakukan perdamaian pada tanggal 20 November 2019 dengan ditanda-tanganinya Perjanjian Akta Perdamaian dan telah didaftarkan serta telah memperoleh Putusan Pengadilan yang berkekuatan hukum tetap, baik di Pengadilan Negeri Jakarta Pusat maupun Pengadilan Tata Usaha Negara.

Perdamaian ini telah dilaporkan oleh Perusahaan kepada OJK dan Bursa Efek Indonesia pada tanggal 22 November 2019.

37. FINANCIAL ASSETS AND LIABILITIES (Continued)

*Fair value of financial assets and financial liabilities
(Continued)*

The following methods and assumptions are used to estimate the fair value:

- *The fair values of cash and cash equivalents, time deposit, accrued expenses and other payables approximate their carrying amounts largely due to short-term maturities of these instruments.*
- *The estimated fair value of fund borrowings not quoted in an active market is based on discounted cash flows using interest rates for new debts with similar remaining maturity. The fair value of floating rate fund borrowings approximate their carrying amounts because the interest rate is repriced frequently.*
- *Financing receivables and other assets are recorded at carrying amount net of charges for impairment. The estimated fair value represents the discounted amount of estimated future cash flows expected to be received. Expected cash flows are discounted at current market rates to determine fair value.*
- *The fair value for derivative financial assets is based on market rates.*
- *The aggregate fair values securities issued is calculated based on quoted market prices. For those notes where quoted market prices are not available, a discounted cash flow model is used based on a current yield curve appropriate for the remaining term of maturity.*

SFAS No. 68, "Fair Value Measurement" requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- (a) quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1);*
- (b) inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices) (level 2); and*
- (c) inputs for the asset or liability that are not based on observable market data (unobservable inputs) (level 3).*

The Company's financial assets that are measured and recognised at fair value (level 2) are derivative financial assets.

38. LITIGATION

The legal case between the Company and PT Aryaputra Teguharta (APT) that which occurred since 2003 until 2019 was settled on 20 November 2019 with the signing of the Peace Deed Agreement which registered and had obtained a Judgment with a legal final binding force, both in the Jakarta District Court Central and the State Administrative Court.

This agreement was reported to the OJK and the Indonesian Stock Exchange on 22 November 2019.

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38. LITIGASI (Lanjutan)

Sesuai kesepakatan perdamaian, APT telah melakukan proses pembubaran/melikuidasi perusahaan sesuai Keputusan Para Pemegang Saham APT yang tertuang dalam Akta Notaris Nomor 59 tanggal 13 Januari 2020 dan Akta Notaris Nomor 29 tanggal 28 Mei 2020 serta telah terdaftar pada Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia RI dan telah dilakukan pengumuman pada tanggal 22 Januari 2020 dan tanggal 26 Mei 2020 melalui 2 (dua) media harian berskala peredaran Nasional.

Dengan demikian, maka seluruh sengketa hukum dengan APT telah selesai sepenuhnya.

38. LITIGATION (Continued)

Accordingly, APT has carried out the process of liquidation of the company in accordance with the Decree of the APT Shareholders as set in Notarial Deed No. 59 dated 13 January 2020 and Notarial Deed No. 29 dated 28 May 2020 and has been registered in the Legal Administration System of Ministry of Law and Indonesian Human Rights and has been announced on 22 January 2020 through 2 (two) daily national media.

Thus, all legal disputes with APT have been completely resolved.

39. KONDISI WABAH PANDEMI COVID-19

Menurut Organisasi Kesehatan Sedunia (WHO), wabah penyakit COVID-19 yang pertama kali dilaporkan terjadi di Wuhan, China pada akhir Desember 2019 telah diumumkan sebagai pandemi global sejak 11 Maret 2020. Setelah tanggal 31 Maret 2020, wabah COVID-19 telah menyebar ke Indonesia dan berdampak menyeluruh dan masih berkelanjutan sampai dengan tanggal laporan ini.

Dalam rangka pengendalian virus ini, banyak negara telah mengambil langkah-langkah pencegahan dan strategi antara lain, membatasi perjalanan masuk dan keluar suatu negara, *lock down* area tertentu, menunda acara dan pertemuan, mempersempit pergerakan orang. Inisiatif ini telah memperlambat ekonomi secara umum dan berdampak buruk pada operasi banyak entitas. Kondisi ini dapat mengakibatkan ketidakpastian terhadap kondisi keuangan, likuiditas dan hasil dari operasi Perusahaan di masa mendatang.

Manajemen menyadari kondisi ini dan telah menilai dampak dari pandemik terhadap kegiatan operasional Perusahaan dan meyakini tidak ada dampak negatif yang signifikan yang perlu diperhitungkan dalam jangka pendek walaupun dampak jangka panjang sulit untuk diprediksi pada saat ini. Manajemen akan terus memantau dan mengambil tindakan yang diperlukan untuk merespon risiko terkait dan ketidakpastian mungkin terjadi di masa mendatang.

39. COVID-19 PANDEMIC OUTBREAK

According to World Health Organisation (WHO), ongoing outbreak COVID-19 disease was first reported in Wuhan, China on late December 2019 has declared by WHO as global pandemic since 11 March 2020. Subsequent to 31 March 2020, the outbreak COVID-19 has spread to Indonesia and continues evolves until the date of this report.

In order to contain the virus, many countries have adapted precautionary measures and strategies among others, such as limiting travels in and out of the countries, *lock down* of selected areas, postponing events and gatherings and discouraging movements of people. These initiatives have slowed down the economy in general and adversely affected the operations of many countries. These conditions might result to uncertainty to the Company's financial condition, liquidity, and future results of operations.

Management aware on these conditions and has assessed the effect of the event to the Company's operations and believes that no significant adverse impact should be considered in the short-term although is merely hard to predicting the long-term impact at present. Management will continues to monitoring this situation and take necessary actions as response to relates risks and uncertainty might occurs in the futures.

40. AKTIVITAS INVESTASI NON-KAS

40. NON-CASH INVESTING ACTIVITIES

	31 Desember/ December		
	2020	2019	
Aktivitas investasi non-kas			Non-cash Investing Activity
Peningkatan aset tetap melalui utang lain-lain	81.055	16	Acquisition of fixed-assets through other payable
Peningkatan aset tak berwujud melalui utang lain-lain	-	1.651	Acquisition of intangible-assets through other payable
Jumlah	81.055	1.667	Total

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41. RASIO KEUANGAN YANG RELEVAN

41. RELEVANT FINANCIAL RATIOS

Sehubungan dengan POJK No.28/POJK.05/2020 tentang Penilaian Tingkat Kesehatan Lembaga Jasa Keuangan Non-Bank, Perusahaan telah melakukan pengukuran atas rasio keuangan sebagaimana telah diatur dalam POJK No.35/POJK.05/2018, dengan hasil sebagai berikut (tidak diaudit):

Due to POJK No.28/POJK.05/2020 concerning to the Financial Soundness Level of Non-Bank Financial Service Institutions, the Company has measured the financial ratios as stipulated in POJK No.35/POJK.05/2018, with the following results (unaudited):

No.	Rasio	Ketentuan OJK/ POJK Requirement	31 Desember / December		Ratio
			2020	2019	
1	Rasio Saldo Piutang Pembiayaan Neto terhadap Total Aset	>= 40%	83.6%	91.4%	Financing-to-Assets Ratio (FAR)
2	Rasio Saldo Piutang Pembiayaan Neto terhadap Total Pinjaman	>= 50%*	163.4%	151.8%	Financing to Debt Ratio
3	Rasio Saldo Piutang Pembiayaan Investasi dan Pembiayaan Modal Kerja terhadap Total Saldo Piutang Pembiayaan	>= 10%	73.0%	64.6%	Investment and Working Capital Financing to Total Financing Ratio
4	Rasio Piutang Pembiayaan Bermasalah (Non-Performing Financing)	<= 5%	1.7%	0.9%	Non-Performing Financing Ratio
5	Rasio Permodalan	>= 10%	70.9%	48.8%	Capital Ratio
6	Gearing Ratio	<= 10 x	1.2 x	1,9 x	Gearing Ratio
7	Rasio Modal Sendiri terhadap Modal Disetor (MSMD)	>= 50%	1654.9%	1523.2%	Equity-to-Paid-up-Capital Ratio

* Target yang ditetapkan manajemen sesuai ketentuan POJK No.35/POJK.05/2018

The target set by management is in accordance with * POJK No.35/POJK.05/2018

No	Faktor Penilaian	Peringkat Individu / Individual Rating	Keterangan / Description	Scoring Factor
1	Tata Kelola Perusahaan yang Baik	1	Sangat sehat / Very healthy	Good Corporate Governance
2	Profil Risiko	2	Sehat / Healthy	Risk Profile
3	Rentabilitas	3	Cukup sehat / Quite Healthy	Rentability
4	Permodalan	2	Sehat / Healthy	Capital
	Peringkat Tingkat Kesehatan Perusahaan	2	Sehat / Healthy	Rating of Soundness of the Company

Disebutkan sebagaimana yang telah dilaporkan Perusahaan ke OJK pada tanggal 15 Februari 2021 melalui surat DIR/FL-SHG/L/II/21-0032. As reported by the Company to OJK on 15 February 2021 by the letter of DIR/FL-SHG/L/II/21-0032.

42. PERISTIWA SETELAH TANGGAL PELAPORAN KEUANGAN

42. EVENTS AFTER THE REPORTING PERIOD

Perusahaan telah melakukan perubahan susunan Komite Audit untuk Perusahaan dan entitas anaknya berdasarkan Surat Keputusan Dewan Komisaris Nomor BOC/SK/I/2021-001 tanggal 26 Januari 2021, sebagai berikut:

The Company has made change the composition of the Audit Committee of the Company and its subsidiary Based on the Virtue of the Board of Commissioner of the Company BOC/SK/I/2021-001 dated 26 January 2021, as follow:

Komite Audit

Ketua : Johanes Sutrisno
Anggota : Edy Sugito
Anggota : Friso Palilingan

Audit Committee

Chairman
Member
Member

This report is originally issued in Indonesian language

No. : 00039/3.0423/AU.1/09/1042-3/1/III/2021
Hal : Laporan Keuangan Konsolidasian
Per 31 Desember 2020

No. : 00039/3.0423/AU.1/09/1042-3/1/III/2021
Re : Consolidated Financial Statements
As of 31 December 2020

Laporan Auditor Independen

Independent Auditors' Report

Pemegang Saham, Dewan Komisaris
dan Direksi
PT BFI Finance Indonesia Tbk
Tangerang Selatan

*The Shareholders, Board of Commissioners
and Directors
PT BFI Finance Indonesia Tbk
South Tangerang*

Kami telah mengaudit laporan keuangan konsolidasian PT BFI Finance Indonesia Tbk ("Perusahaan") dan Entitas Anaknya terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2020, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

We have audited the accompanying consolidated financial statements of PT BFI Finance Indonesia Tbk (the "Company") and its Subsidiary, which comprise the consolidated statements of financial position as of 31 December 2020, and the consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Tanggung jawab manajemen atas laporan keuangan konsolidasian

Management's responsibility for the consolidated financial statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management is responsible for the preparation and fair presentation of such consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Tanggung jawab auditor

Auditors' responsibility

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian 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 yang memadai tentang apakah laporan keuangan konsolidasian bebas dari kesalahan penyajian material.

Our responsibility is to express an opinion on such consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such consolidated financial statements are free from material misstatement.



Tanggung jawab auditor (Lanjutan)

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 konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Perusahaan dan Entitas Anaknya tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Auditors' responsibility (Continued)

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 consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Company and its Subsidiary as of 31 December 2020, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Kantor Akuntan Publik
TANUBRATA-SUTANTO FAHMI BAMBANG & Rekan



Susanto Bong, SE, Ak, CPA, CA.
NiAP AP.1042/
License No. AP.1042

12 Maret 2021/ 12 March 2021

IF/am

Summary Report of the 2021-2025 Sustainable Finance Action Plan (RAKB) PT BFI Finance Indonesia Tbk



Background

- Presidential Regulation No. 59/2017 on the Implementation of Achievement of the Sustainable Development Goals;
- POJK No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies; and
- Company strategy and policies regarding Sustainability.

Sustainable Finance Vision

To become a multifinance company that is always at the forefront of the nonbank financial industry by upholding its commitment to becoming a trusted partner in the public's financial solutions, paying attention to the balance of achieving economic, social, and environmental sustainability, to support sustainable development of the nation and improve the living standards of the community wherever the Company operates

Sustainable Finance Mission

Capable of carrying out business activities in a sustainable manner, supporting the development of entrepreneurs in the low-to middle-income groups to boost the local economy and social welfare by always paying attention to environmental impacts

Sustainable Finance Goals

The Company strives to provide various financing products that are able to support the enhancement of community business activities and carry out business processes that always take sustainable development into account and support environmental sustainability for the period 2021-2025.

Governance Structure

- The President Director as the main person in charge and supervisor in the implementation of Sustainable Finance in the Company.
- Finance Director concurrently serving as Corporate Secretary as the person in charge and daily supervisor in the implementation of Sustainable Finance in the Company.

- Existence of a Compliance unit tasked with providing assistance and direction to the President Director and Finance Director concurrently serving as the Corporate Secretary in their duties and responsibilities to carry out the primary and daily supervision of the implementation of Sustainable Finance in the Company, based on GCG principles.
- Existence of three work units under the supervision of the Finance Director concurrently serving as Corporate Secretary who assists the duties and responsibilities of the Director(s) concerned in implementing the work programs related to Sustainable Finance in the Company, namely:
 - Corporate Regulatory Compliance;
 - CSR; and
 - Corporate Communication.

Programs and Goals



2021 Activity Targets

The RAKB was submitted to OJK in December 2020. It consisted of short-term (1-year) and long-term (5-year) action plans for implementing Sustainable Finance.

Broadly, the activity targets included in the short-term action plan in 2021 include:

- Activation of business and marketing activities adapted to the ongoing pandemic conditions, and adaptation to the “New Normal” by steadfastly championing the Sustainable Finance goals;
- Development of a digital risk management and operational system;
- Continuous development of HR competencies and digitalization of more selective recruitment processes;
- Corporate communication activities (including corporate branding) in general and business/marketing communications;
- Adjustment of various internal policies of the Company that support GCG principles and the concept of Sustainable Finance, with activation in terms of business, social, and environmental aspects;
- Reporting and evaluation of Sustainable Finance implementation performance in an accountable and timely manner; and
- CSR programs to be guided by the 2030 Sustainable Development Goals (SDGs) with a focus on achieving SDG 3 (Good Health and Well-Being), SDG 4 (Quality Education), SDG 6 (Clean Water and Sanitation) and SDG 17 (Partnership for the Goals), to support the development of social welfare in the scope of the Company’s operational areas, implementation of financial literacy and inclusion, and development of energy efficiency measures in various aspects of the Company’s business operations.

Determining Reporting Topics



In order to select the topics to be discussed in this Integrated Annual Report, the Company has reviewed the topics discussed in BFI Finance's Integrated Annual Report 2020, and has reiterated the definition of the material topics to be presented in this report.

Data and financial information reported in the Integrated Annual Report are in accordance with the prevailing regulations. Other topics discussed in this report have been chosen from the Company's sustainability aspects deemed material and have been adjusted with consideration to the Company's conditions during the Covid-19 pandemic, based on the Materiality Matrix shown below.

GRAPH 26 — BFI FINANCE'S MATERIALITY MATRIX

Influence on BFI Finance's Stakeholders' Perceptions	Very High		<ul style="list-style-type: none"> Human Capital (pages 94-111) Responsibility to Consumers (pages 120-123) 	<ul style="list-style-type: none"> GCG (pages 186-281) Business Development (pages 114-143)
	High	<ul style="list-style-type: none"> Environmental Conservation (pages 294-296) Social and Community Development (pages 284-293) 	Education and Training (pages 99-101)	
	Medium		Employee Productivity (page 101)	
		Medium	High	Very High
Impact to BFI Finance's Sustainability				

Material topics are determined based on discussions as well as internal and external opinions while preparing this report.

In this report, there were no changes of material topics from those stated in BFI Finance's Integrated Annual Report 2019.

The Company reports four of its Social Responsibility aspects, namely (1) environment, (2) employment practices, health and occupational safety, (3) social and community development, and (4) responsibility to consumers.

Material Topics and the Company’s Supply Chain

Engaged in the financial services industry, BFI Finance has several supply chains that are relatively simpler than those found in manufacturing companies. BFI Finance’s main suppliers consist of dealers and suppliers that provide items to be financed by BFI Finance, general and life insurance companies, consultants that provide various services including IT, and suppliers of office goods and services. All of BFI Finance’s main business processes are executed only by internal parties.

The number of suppliers as of 31 December 2020 was 4,473 and 100% were local suppliers. In 2020, there were no significant changes to the Company’s supply chain across its operations.

TABLE 141 — LIST OF MATERIAL TOPICS AND THEIR BOUNDARIES IN BFI FINANCE

No.	Topic	Internal	External		
		BFI Finance	Customers	Suppliers	Public
1	GCG	√		√	
2	Business Development	√		√	
3	Social and Community Development	√			√
4	Employment	√			√
5	Education and Training	√			√
6	Responsibility towards Customers	√	√	√	
7	Employee Productivity	√			
8	Environmental Conservation	√			√

Stakeholder Engagement

The Company's stakeholders, based on the level of engagement with the business, are the employees, customers, shareholders, suppliers, employees, business partners, the public, and regulators. The Company strives to build a transparent way of communication with the aim of creating and fostering mutual trust.

BFI Finance cultivates effective dialog with various stakeholders to understand their needs and expectations, resolve issues, mitigate impacts, and identify opportunities to create and provide optimal benefit to all parties. Due to the Covid-19 pandemic in 2020, the processes of communication and dialog mostly took place in a distanced manner, to comply with the social distancing rule and the health protocols.

TABLE 142 — SUMMARY OF BFI FINANCE'S STAKEHOLDERS ISSUES IN 2020

Stakeholder Group	Engagement Method	Issues Raised in 2020
Customers	Customer surveys, customers' complaints data, responses and comments from customers via social media	Customer service, product description (including restructuring of consumer credit), access to services
Employees	Employee survey, virtual meetings with employee representatives, email blast, Leader's Talk, Service Insight Community (SIC), BFI Agile Thought Community (BATC), webinar, and M-BEAT	Dissemination and latest information on the prevention of Covid-19, welfare and benefits, competence and career development, productivity
Shareholders	Quarterly and annual reports, one-on-one and virtual meetings with investors, potential investors and analysts, virtual conferences, GMS	Benefits, business development, governance and accountability, business financial soundness
Suppliers	Engagement based on contract	Continuity of supply, performance, timeliness
Business Partners	Engagement based on contract, performance appraisal	Performance, timeliness, contract evaluation
Public	Virtual forums and meetings, annual public expose to the mass media, partnerships with community institutions	Support to community's socioeconomic and environmental aspects (especially those related to the prevention of Covid-19), Company performance reporting
Regulators	Virtual regular meetings (including webinars and FGDs), survey filling, reporting	Compliance, business development, governance and accountability, business financial soundness

BFI Finance further engages its stakeholders through its participation in relevant external organizations that support the achievement of the Company goals.

BFI Finance is an active participant of the following organizations:

1. Indonesian Financial Services Association (IFSA/APPI) as member;
2. Indonesian Public Listed Companies Association (AEI) as member;
3. Indonesian Employers' Association (APINDO) as member;
4. Indonesian Capital Market Arbitration Board (BAPMI) as member; and
5. Badan Mediasi Pembiayaan, Pegadaian dan Ventura Indonesia (BMPPVI) as member.

Glossary

AGMS	Annual General Meeting of Shareholders	GRI	Global Reporting Initiative	OJK	Otoritas Jasa Keuangan (Financial Services Authority)
APPI	Asosiasi Perusahaan Pembiayaan Indonesia (Indonesian Financial Services Association or IFSA)	GTR	GREAT Talent Review	PDP	<i>Pasien Dalam Pengawasan</i> (patients under supervision)
AML-CFT	Anti-Money Laundering and Counter Financing of Terrorism	HAV	Human Asset Value	POJK	<i>Peraturan Otoritas Jasa Keuangan</i> (Financial Services Authority Regulation or OJK Regulation)
BATC	BFI Agile Thought Community	HC	Human Capital	PPATK	Pusat Pelaporan dan Analisis Transaksi Keuangan (Financial Transaction Reports and Analysis Center)
BCM	Business Continuity Management	HCIS	Human Capital Information System	RAKB	<i>Rencana Aksi Keuangan Berkelanjutan</i> (Sustainable Finance Action Plan)
BCP	Business Continuity Plan	IDX	Indonesia Stock Exchange (Bursa Efek Indonesia or BEI)	RI	Republic of Indonesia
Bella	BFI Employee Personal Assistant	IFAS	Indonesian Financial Accounting Standards	ROAA	Return on Average Assets
BFI 3C	BFI Corona Crisis Center	IFRS	International Financial Reporting Standards	ROAE	Return on Average Equity
BOC	Board of Commissioners	IIRC	International Integrated Reporting Council	Rp	Rupiah
BOD	Board of Directors	IPO	Initial Public Offering	RPA	Robotic Process Automation
BPJS	Badan Penyelenggara Jaminan Sosial (Social Security Administration Agency)	IR	Integrated Reporting	SBU	Sharia Business Unit
BPSK	Badan Penyelesaian Sengketa Konsumen (Consumer Dispute Settlement Agency)	IT	Information Technology	SDG	Sustainable Development Goals
CAGR	Compound Average Growth Rate	KNKG	Komite Nasional Kebijakan Governance (National Committee on Governance Policy)	SFAS	Statements of Financial Accounting Standards
COP	Car Ownership Program	KPI	Key Performance Indicator	SEOJK	<i>Surat Edaran Otoritas Jasa Keuangan</i> (Financial Services Authority Circular or OJK Circular)
Covid-19	Coronavirus Disease 2019	KSEI	Kustodian Sentral Efek Indonesia (Indonesian Central Securities Depository)	SK	<i>Surat Keputusan</i> (Decree)
CSR	Corporate Social Responsibility	KYC	Know Your Customer	SLA	Service Level Agreement
DTTOT	<i>Daftar Terduga Teroris dan Organisasi Teroris</i> (List of Suspected Terrorists and Terrorist Organizations)	M-BEAT	Mobile BFI Edustream & Training	SME	Small Medium Enterprises
EGMS	Extraordinary General Meeting of Shareholders	MESOP	Management and Employee Stock Options Program	SMS	Short Message Service
GCG	Good Corporate Governance	MIS	Management Information System	SOP	Standard Operating Procedure
GDP	Gross Domestic Product	MOP	Motorcycle Ownership Program	SR	Sustainability Report
GLP	Great Leaders Program	MPV	Multipurpose Vehicles	SSB	Sharia Supervisory Board
GMS	General Meeting of Shareholders	MTN	Medium Term Notes	USD	US dollar
GPOP	Great People Orientation Program	NBFSI	Non-Bank Financial Services Institutions	WFH	Work From Home
		NPF	Non-Performing Financing	WFO	Work From Office
		NPL	Non-Performing Loan		
		ODP	<i>Orang Dalam Pemantauan</i> (persons under surveillance)		
		OHS	Occupational Health and Safety		

Cross Reference OJK Circular No. 30/SEOJK.04/2016 on Form and Content of Annual Reports of Issuers or Public Companies



OJK Circular No.30/SEOJK.04/2016

1. Annual Report Format

1. The Annual Report is presented in the form of a printed document as well as an electronic copy
2. The Annual Report presented in printed document form is printed on brightly colored and good quality paper, A4 in size, bound and to be well-reproducible
3. The Annual Report presented in electronic copy form is a converted file of the Annual Report in PDF format

2. Annual Report Content

1. General Requirements

- a. The Annual Report must contain information regarding: ✓
 - 1) Significant Financial Highlights
 - 2) Share Information (if any)
 - 3) Board of Directors Report
 - 4) Board of Commissioners Report
 - 5) Company Profile
 - 6) Management Discussion and Analysis
 - 7) Corporate Governance
 - 8) Corporate Social and Environment Responsibility of Public Company
 - 9) Audited Financial Statements
 - 10) Statement from the Board of Directors and Board of Commissioners on the responsibility for the accuracy of the Annual Report's content
- b. The Annual Report may present information in the form of images, graphics, tables and/or diagrams by annotating clear title and description for easy read and understanding

2. Elaboration of the Annual Report Contents

- a. Significant Financial Highlights
Significant Financial Highlights contains information on Company's financial results of in the form of three (3) years comparison or from the start of business, if the Company has conducted business activities for less than 3 (three) years, and at least must contain: 18-19
 - 1) Revenue/Sales
 - 2) Gross profit
 - 3) Income (loss)
 - 4) Total Income (loss) attributed to the shareholders of the holding company and the interest of the non-controlling

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- 5) Total comprehensive income (loss)
 - 6) Total comprehensive income (loss) attributed to the shareholders of the holding company and the interest of the non-controlling
 - 7) Earnings per share
 - 8) Total assets
 - 9) Total liabilities
 - 10) Total equity
 - 11) Return on assets
 - 12) Return on equity
 - 13) Net profit (loss) margin
 - 14) Current ratio
 - 15) Liabilities to equity ratio
 - 16) Liabilities to assets ratio
 - 17) Other information or financial ratios relevant to the company and the industry
- b. Share Information
- Share information (if any) must contain at least:
- 1) shares that have been issued for every quarter (if any) presented in a comparative format for the past two years, at least including the following: 20-21
 - a) Total number of shares outstanding
 - b) Market capitalization
 - c) Highest, lowest, and closing prices
 - d) Trading volume
 - 2) In the event that any corporate action takes place, such as stock split, reverse stock, issuance of dividend shares, issuance of bonus shares, and reduction in the par value of the shares, the share price information as mentioned in no. 1 above must include information on, among others, the following: 21
 - a) Date of corporate action
 - b) Stock split ratio, reverse stock ratio, dividend shares, bonus shares, and changes in the shares' par value
 - c) Total number of shares outstanding before and after the corporate action
 - d) Share price before and after the corporate action
 - 3) In the event that the company's shares have been suspended at any point within the financial year, the annual report must contain an explanation as to the reason for the suspension. 21 (N/A)
 - 4) In the event that the company's shares are presently suspended as mentioned in no.3 as at the end of the annual reporting period, the company must provide the actions that have been taken to address the issue. 21 (N/A)
- c. Report of the Board of Directors
- The report of the board of directors must contain at least the following: 38-45
- 1) Description on the company's performance, consisting at least:
 - a) The Company's of strategic policy 39
 - b) Comparison between the results achieved and the targets 40-41

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c) The challenges faced by the Company	39-40
2) Overview of the company's business prospect	45
3) Implementation of corporate governance	44
4) Changes in the composition of the Board of Directors and the reason for such changes (if any)	N/A
d. Report of the Board of Commissioners	
The report of the board of commissioners must contain at least the following:	32-35
1) Assessment of the Directors' performance in managing the company	34-35
2) Supervision on the implementation of the Company's strategy	33-34
3) View on the Company's business prospect as prepared by the Board of Directors	35
4) View on the Company's governance implementation	35
5) Changes in the composition of the Board of Commissioners and the reason for such changes (if any)	35
6) Frequency and mechanism for advising the members of the Board of Directors	35
e. Company Profile	
The company profile section must contain at least the following:	
1) The company's name including whether there have been changes to the name and reason for such changes and the effective date for the name change occurring in the reporting year.	52
2) Access to the company including branch offices or representative offices from which the public may obtain information regarding the company, among others: address, phone number, facsimile number, email, and website.	52
3) The company's brief history.	54-57
4) The company's vision and mission.	53
5) The company's business activities as per the most recent Articles of Association, as well as the type of products and/or services provided.	61-63
6) the company's organization structure in the form of a chart, detailing at least one level under the board of directors, complete with the names and positions.	66-67
7) Profiles of the members of the board of directors, including at least:	74-76
a) Name and brief description on the duties and functions of each	
b) Latest photograph	
c) Age	
d) Nationality	
e) Education history	
f) Employment history, including:	
i. Legal basis of initial appointment in the company	
ii. Concurrent positions, either as director, commissioner, and/or committee member and other positions (if any)	
iii. Work experience in and outside of the company	
g) Training programs taken to improve competence throughout the reporting year (if any)	221
h) Disclosure on the affiliation with other members of the board of directors and the shareholders (if any)	218
8) Profiles of the members of the board of commissioners, including at least:	70-73
a) Name	
b) Latest photograph	
c) Age	
d) Nationality	

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e) Education history	
f) Employment history, including:	
i. Legal basis of appointment in the company as member of the board of commissioners, which is not as independent commissioner at the company	
ii. Legal basis of initial appointment in the company as member of the board of commissioner, which is as independent commissioner at the company	
iii. Concurrent positions, either as director, commissioner, and/or committee member and other positions (if any)	
iv. Work experience in and outside of the company	
g) Training programs taken to improve competence throughout the reporting year (if any)	210-211
h) Disclosure on the affiliation with other members of the board of directors and the shareholders (if any)	205-206
i) Statement of independence of the independent commissioners, in the event that any of the independent commissioners have held the position for more than two periods (if any)	207
9) In the event that there have been changes to the composition of the board of directors and/or the board of commissioners occurring after the end of the reporting year up to the deadline for submission of the annual report, the composition that must be presented is the latest composition as well as the preceding one	N/A
10) Number of employees and description on their level of education and age group within the reporting year	109-111
11) Names of shareholders and the percentage of ownership of the company's shares as at the end of the reporting year, including information on:	68, 84-86
a) Shareholders with ownership of more than 5% or more in the company	
b) Commissioners and directors that own the company's shares	
c) Public shareholders (less than 5%)	
12) Number of shareholders and percentage of ownership of the company's shares based on:	85
a) Ownership by local institutions	
b) Ownership by foreign institutions	
c) Ownership by local individuals	
d) Ownership by foreign individuals	
13) Information on the ultimate and controlling shareholders of the company, both directly and indirectly, up to the individual shareholders, presented in the form of a chart or diagram	86
14) Names of subsidiaries, associated companies, joint ventures in which the company retains a joint controlling power, as well as the percentage of shares held, the businesses, total assets, and operational status of such entities (if any), and for subsidiaries, their addresses must be provided	69
15) Chronology of share listing, number of shares outstanding, nominal value, and offering price from the time of the listing to the end of the reporting year as well as the name of the stock exchange on which the company's shares are listed (if any)	88-89
16) Chronology of listing of other securities, containing among others the name of the securities, year of issuance, maturity date, offering value, and the securities' ratings (if any)	90-91
17) Names and addresses of capital market supporting institutions and professions	87
18) In the event that there are institutions and professions that periodically render services to the company, the information on the services rendered, the fees for such services, and the assignment period of the services, must be provided	87
19) Awards and/or certifications obtained by the company, both on the national and international level within the reporting year (if any), containing:	13, 28-29

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- a) Name of the award/certification
 - b) Name of the awarding/certifying institution
 - c) Validity period of the award and/or certification (if any)
 - c) Masa berlaku penghargaan dan/atau sertifikat (jika ada)
- f. Management Discussion and Analysis
- The management discussion and analysis section analyzes and discusses the financial statements of the company as well as other material information with emphasis on material changes occurring during the reporting period, including at least:
- 1) Operational review for each segment of operations in line with the company's business, containing, among others:
 - a) Production, including process, capacity, and expansion
 - b) Sales/revenue
 - c) Profitability
 - 2) A comprehensive analysis on the financial statements that includes the comparison between the financial performance in the last 2 (two) fiscal years, and the explanation for the causes of the changes as well as the impact of such changes, including among others:
 - a) Current assets, noncurrent assets, and total assets
 - b) Current liabilities, noncurrent liabilities, and total liabilities
 - c) Equity
 - d) Revenue/sales, expenses, profit (loss), other comprehensive income, and total comprehensive income, and
 - e) Arus Kas
 - 3) The company's solvency and liquidity to service its debts by providing the relevant ratios
 - 4) The company's collectibility by providing the relevant ratios
 - 5) The company's capital structure and the management's policy for the capital structure and the basis for such policy
 - 6) Description on material commitments for capital goods, along with the explanation on the purpose of such commitments, including:
 - a) Purpose of such commitments
 - b) Source of funding to fulfill such commitments
 - c) Currencies in which the commitments are denominated
 - d) Measures taken by the company to mitigate its risks arising from its foreign exchange position related to such commitments
 - 7) Description on the investments on capital goods realized within the last reporting year, at least including:
 - a) Type of capital goods investment
 - b) Purpose of capital goods investment
 - c) Amount disbursed for the capital goods investment
 - 8) Material facts and information after the date of the audit of financial statements
 - 9) The company's business prospect related to the conditions in the industry, general economy, and international markets, which may be supported with quantitative data from reputable and reliable sources
 - 10) Comparison between the targets/forecasts at the beginning of the financial year and the results achieved, pertaining to:
 - a) Revenue/sales
 - b) Income (loss)

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c) Capital structure	
d) Other aspects considered material for the company	
11) Targets/projections for the next year, pertaining to:	183
a) Revenue/sales	
b) Income (loss)	
c) Capital structure	
d) Dividend policy	
e) Other aspects considered material for the company	
12) Aspect of marketing of the company's products and services, among others marketing strategy and market share	138-143
13) Description on dividends for the last 2 fiscal years (if any), including at least:	177
a) Dividend policy	
b) Date and amount of cash dividend payout and/or date of non-dividend distribution	
c) Amount of dividend per share (cash and/or non-cash)	
d) Total dividend distributed per year	
14) Realization of the utilization of public offering proceeds, under the following requirements:	177
a) In the event that during the reporting year the company had the obligation to report its realization of utilization of proceeds, the cumulative realized amount of utilization of public offering proceeds up to the end of reporting financial year must be provided	
b) In the event that there is a change to the proceeds utilization plan, as stipulated in POJK on LRPD, the company must provide an explanation on such change	
15) Material information (if any), among others as regards investment, expansion, divestment, merger/acquisition, debt/capital restructuring, transactions with related parties, transactions with conflict of interest, which occurred in the reporting year, with the descriptions on:	178
a) Date, value, and object of the transaction	
b) Names of the parties involved in the transaction	
c) Nature of the affiliation (if any)	
d) Fairness of the transaction	
e) Adherence to pertinent regulations	
16) Changes in the laws and regulations that significantly affect the company and the impacts on its financial statements (if any)	179-180
17) Changes in the accounting policy, reasons for such changes, and the impacts on the financial statements (if any)	181-182
 g. Corporate Governance	
The corporate governance section must include brief description on at least the following:	
1) Board of directors, including among others:	212-221
a) Description on the duties and responsibilities of each member of the board of directors	212, 215-216
b) Statement that the board of directors has a board of directors guideline or charter	214
c) Procedures of determination, basis for determination, structure, and amount of remuneration for each member of the board of directors and the relationship between remuneration and the company's performance	219-220
d) The company's policy and its implementation regarding the meetings of the board of directors, including joint meetings with the board of commissioners and the attendance of members of the board of directors in these meetings	227-230
e) Information on the resolutions of the previous year's general meeting of shareholders (GMS), including:	198-200

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i.	The realization thereof in the reporting year	
ii.	Reasons should there be any resolutions that have not yet been realized	
f)	Information on the resolutions of the GMS of the reporting year, including:	194-197
i.	The realization thereof in the reporting year	
ii.	Reasons should there be any resolutions that have not yet been realized	
g)	Performance assessment of the committees that support the execution of duties of the board of directors	221
2)	Board of commissioners, including among others:	201-212
a)	Duties and responsibilities of the board of commissioners	201
b)	Statement that the board of commissioners has a board of commissioners guideline or charter	203
c)	Procedures of determination, basis for determination, structure, and amount of remuneration for each member of the board of commissioners	209-210
d)	The company's policy and its implementation regarding the meetings of the board of commissioners, including joint meetings with the board of directors and the attendance of members of the board of commissioners in these meetings	223-227
e)	The company's policy on the board of directors' and the board of commissioners' performance assessment and the implementation thereof, at least including:	222
i.	Procedures for assessing performance	
ii.	Criteria used for assessing performance	
iii.	Party assigned to assess performance	
f)	Performance assessment of the committees that support the execution of duties of the board of commissioners	212
g)	In the event that the board of commissioners has not establish a Nomination and Remuneration Committee, the following information must at least be presented:	N/A
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3)	The sustainability report as discussed in point 2 above must be submitted together with the annual report	N/A
i.	Audited Financial Statements	√
	The audited financial statements incorporated into the Annual Report must be prepared in accordance with the Financial Accounting Standards in Indonesia as audited by the accounting firm. The financial statements must include a statement on the responsibility on the financial statements as stipulated in POJK on the Board of Directors' Responsibility for the Financial Statements or in POJK on Periodic Reports of Securities Companies	
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Integrated Annual Report
2020

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