

The background is a solid teal color. It features several large, overlapping, semi-transparent shapes in lighter shades of teal and green. On the right side, there is a faint, stylized line drawing of a woman's profile, facing right. She has long, flowing hair and is wearing a headpiece with a circular, spiral-like ornament. The overall aesthetic is modern and artistic.

Good Corporate **Governance**

04





Glossary

No.	Keyword/Term	Initials
1.	Accounting Education Program	PPA
2.	Annual General Meeting of Shareholders	AGMS
3.	Annual Report	AR
4.	ASEAN Corporate Governance Scorecard	ACGS
5.	Asset and Liability Committee	ALCO
6.	Audit Committee	AC
7.	Bank Indonesia	BI
8.	Bank Indonesia Circular Letter	BI Circular Letter
9.	Bank Indonesia Regulation	BI Regulation
10.	Bank Sustainability Report	Sustainability Report
11.	Corporate Social Responsibility	CSR
12.	Credit Policy Committee	CPC
13.	Credit Committee	CC
14.	Extraordinary General Meeting of Shareholders	EGMS
15.	Financial Report	FR
16.	Financial Services Institution	FSI
17.	Financial Services Authority	OJK
18.	Financial Services Authority Regulation	OJK Regulation
19.	Financial Services Authority Circular Letter	OJK Circular Letter

No.	Keyword/Term	Initials
20.	Good Corporate Governance	GCG
21.	Indonesia Deposit Insurance Corporation	IDIC
22.	Indonesia Stock Exchange	IDX
23.	Information Technology Steering Committee	ITSC
24.	Informatics Engineering Education Program	PPTI
25.	Integrated Governance Committee	IGC
26.	Integrated Risk Management Committee	IRMC
27.	Number (for Regulation)	No.
28.	Perseroan	BCA
29.	Personnel Case Advisory Committee	PCAC
30.	PT Bank Central Asia Tbk	BCA
31.	Public Accountant	PA
32.	Public Accounting Firm	PAF
33.	Remuneration and Nomination Committee	RNC
34.	Risk Management Committee	RMC
35.	Risk Oversight Committee	ROC
36.	Small Medium Enterprises	UMKM
37.	Subsidiary Company of PT Bank Central Asia Tbk	Subsidiary
38.	Value Added Tax	VAT

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CORPORATE GOVERNANCE



COMMITMENT TO THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

Good Corporate Governance (GCG) is one of the aspect of sustainability that serves as a foundation for a Bank to conduct business and carry out operational activities prudently. Bank management according to GCG principles is reflected in the soundness of the Bank which is able to gain and strengthen trust as well as provide added value for investors and stakeholders.

BCA upholds the principles of GCG and is committed to continuously improving the quality of its implementation. From time to time, BCA makes improvements, adjusts operational policies and procedures to comply with applicable regulations, adopts industry best practices, develops systems, and to raise awareness among all BCA personnel.

”

The Financial Services Sector played a critical role in maintaining resilience and encouraging national economic recovery during the COVID-19 pandemic until transitioning into recovery period in 2022. Therefore, sustainability principles are essential to be implemented continuously to establish a responsible, resilient, and strong Financial Services Sector to face future challenges. As one of the pillars of sustainability, Good Corporate Governance is crucial in strengthening BCA's business sustainability, both nationally and regionally.

We believe in Good Corporate Governance practice that goes hand-in-hand with digital innovation and business practices that concern with positive environmental and social impacts, will be able to create resilience, regain momentum, and to accelerate growth.

”

Good Corporate Governance Supports Bank Performance

Good Corporate Governance (GCG) implementation supported BCA's performance in 2022.





Awards received by BCA in the Implementation of GCG Principles include:



Purpose of Implementing Good Corporate Governance

The implementation of Good Corporate Governance principles at BCA aims, among others, to:

- Support BCA's vision, which is to become "the people's mainstay bank of choice, which acts as an important pillar of the Indonesian economy".
- Support BCA's mission, namely:
 - Build an institution that excels in the field of payment settlement and financial solutions for businesses and individual customers.
 - Recognize the various needs of customers and provide the appropriate financial services to optimize customer satisfaction.
 - Increase the value of franchise and BCA stakeholders.
- Providing benefits and added value for shareholders and stakeholders.
- Maintaining and improving healthy, competitive and sustainable business continuity.
- Increasing investor confidence in BCA.

Basis for the Implementation of Good Corporate Governance at BCA

BCA has implemented Good Corporate Governance with reference to regulatory provisions, internal regulations, and best practices on a national and international scale.

In addition, internal policies and provisions related to the implementation of Good Corporate Governance also refer to BCA's Articles of Association, ensuring that policies do not only comply with existing regulations but are also in line with BCA's business efforts.

Laws and regulations used as references in the implementation of Good Corporate Governance at BCA include the following:

- Law No. 8 of 1995 concerning Capital Markets.
- Law No. 40 of 2007 concerning Limited Liability Companies.
- OJK Regulation No. 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates.
- OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies.
- OJK Regulation No. 8/POJK.04/2015 concerning Issuer or Public Company Websites.
- OJK Regulation No. 21/POJK.04/2015 concerning the Implementation of Public Company Governance Guidelines.
- OJK Regulation No. 31/POJK.04/2015 concerning the Disclosure of Information or Material Facts by Issuers or Public Companies.

- OJK Regulation No. 5/POJK.03/2016 concerning Bank Business Plans.
- OJK Regulation No. 32/POJK.03/2016 concerning Amendments to OJK Regulation No. 6/POJK.03/2015 concerning Transparency and Publication of Bank Reports.
- OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks.
- OJK Regulation No. 29/POJK.04/2016 concerning the Annual Reports of Issuers or Public Companies.
- OJK Regulation No. 18/POJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks.
- OJK Regulation No. 39/POJK.03/2019 concerning the Implementation of Anti-Fraud Strategy.
- OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions.
- OJK Regulation No. 12 /POJK.03/2021 concerning Commercial Banks.
- OJK Regulation No. 11 /POJK.03/2022 concerning the Implementation of Information Technology by Commercial Banks.
- OJK Regulation No. 18 of 2022 concerning Written Orders.
- OJK Regulation No. 22 of 2022 concerning Equity Participation Activities by Commercial Banks.
- OJK Circular Letter No.14/SEOJK.03/2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Circular Letter No.15/SEOJK.03/2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.
- OJK Circular Letter No.32/SEOJK.04/2015 concerning Guidelines for Public Company Governance.
- OJK Circular Letter No.25/SEOJK.03/2016 concerning Business Plans for Commercial Banks.
- OJK Circular Letter No. 43/SEOJK.03/2016 concerning Transparency and Publication of Conventional Commercial Bank Reports.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks.
- OJK Circular Letter No. 16 /SEOJK.04/2021 concerning Form and Content of Annual Reports of Issuers or Public Companies.
- Roadmap of Indonesian Corporate Governance Guidelines issued by OJK.

In implementing Good Corporate Governance, BCA also refers to several best practice guidelines as follows:

- Indonesian General Guidelines for Corporate Governance (PUGKI) issued by the National Governance Policy Committee (KNKG).
- ASEAN Corporate Governance Scorecard (ACGS) issued by the ASEAN Capital Market Forum (ACMF).
- Principles of Corporate Governance issued by the Organization for Economic Cooperation and Development (OECD).
- Principles for Enhancing Corporate Governance issued by the Basel Committee on Banking Supervision.

The Implementation of Good Corporate Governance Principles

The implementation of GCG principles at BCA is based on OJK Regulation Regulation No. 55/POJK.03/2016 and OJK Circular Letter No. 13/SEOJK.03/2017 concerning the implementation of Governance for Commercial Banks based on 5 (five) basic principles: transparency, accountability, responsibility, independence, and fairness.

GCG Principles	Implementation at BCA
Transparency	<ul style="list-style-type: none"> • BCA submits a Corporate Governance Implementation Report and discloses the information in a timely, clear, and easily accessible manner for stakeholders through the BCA website. • BCA discloses material information or facts in accordance with the procedures stipulated in the capital market regulations and/or related laws. • BCA provides explanations to the public regarding news coverage in the mass media. • BCA's obligation to always comply with Bank and professional secrecy provisions is not reduced by implementation of the full disclosure principle. • All stakeholders have access to information in accordance with the principle of transparency.
Accountability	<ul style="list-style-type: none"> • Members of the Board of Directors and the Board of Commissioners have clear duties and responsibilities. • The Board of Directors and Board of Commissioners are held accountable for their performance through the Annual General Meeting of Shareholders. • Each organ has clear duties and responsibilities within the organization that are aligned with BCA's vision, mission, strategic goals, and business. This can be seen in the BCA Organizational Structure.
Responsibility	<ul style="list-style-type: none"> • BCA always adheres to the prudential banking principle in carrying out its business activities. • BCA also acts as a good corporate citizen. • BCA complies with the applicable laws and regulations.



GCG Principles	Implementation at BCA
Independence	<ul style="list-style-type: none"> • BCA acts professionally, is not subject to pressure or intervention from any party, and is objective in all decision making. • BCA always avoids conflicts of interest.
Fairness	<ul style="list-style-type: none"> • Based on the principle of equality and fairness, BCA always caters to the interests of all stakeholders equally. • BCA provides an opportunity for all shareholders at the GMS to express their opinions.

BCA's Corporate Governance Implementation Roadmap

Year	Activities
2018	<ul style="list-style-type: none"> • Amendments to the Articles of Association • Preparation: <ul style="list-style-type: none"> - Insider Trading Policy - Dividend Policy - Assessment Policy for the Board of Commissioners and Board of Directors. • Improvement: <ul style="list-style-type: none"> - Corporate Governance Guidelines - Audit Committee Charter - Implementation of Affiliate Transactions and Conflicts of Interest - Corporate Governance section of the BCA website - Good Corporate Governance (GCG) socialization facility, through GCG articles on the MyBCA portal. • Fulfillment of ASEAN Corporate Governance Scorecard (ACGS) Indicators • Disclosure of the Financial Services Authority (OJK) recommendation table along with explanation • Integrated Governance Workshop with Subsidiaries in collaboration with the National Committee on Governance Policy (KNKG)
2019	<ul style="list-style-type: none"> • Fulfillment of OJK Recommendations Regarding Governance • Improvement: <ul style="list-style-type: none"> - Corporate Governance Guidelines - Affiliate Transaction and Conflict of Interest Transaction Policy - GCG articles on MyBCA Portal. • Assessment/Analysis: <ul style="list-style-type: none"> - Code of Ethics - Annual Disclosures - Conformity of the BCA website for Governance Section. • Implementation: <ul style="list-style-type: none"> - Assessment of the performance of the Board of Commissioners and Board of Directors in accordance with OJK directions - Summons for the Annual General Meeting of Shareholders (AGMS) 28 days prior to the AGMS - Publication of the results of the AGMS on the same day as the holding of the AGMS. • Preparation of Sustainability Governance
2020	<ul style="list-style-type: none"> • Monitoring the implementation of GCG at BCA according to regulations • Improvement: <ul style="list-style-type: none"> - GCG implementation based on external assessment results - Implementation of ACGS - Implementation of Sustainability Governance - Integrated Governance Guidelines - Implementation of Integrated Governance. • Socialization: <ul style="list-style-type: none"> - Code of Ethics - Annual Disclosure Practice - GCG e-Learning materials for all employees.
2021	<ul style="list-style-type: none"> • Improvement: <ul style="list-style-type: none"> - Corporate Governance Guidelines - Guidelines and Work Rules of the Board of Commissioners - Guidelines and Work Rules of the Board of Directors. • Preparation: <ul style="list-style-type: none"> - Anti-Corruption Policy and Gratification Control - Corporate Secretary Work Guidelines. • Socialization: <ul style="list-style-type: none"> - Implementation of Affiliate Transactions and Conflict of Interest Transactions - Digitalization of Annual Disclosure - Digitalization of Special List Reports - Digitalization of the Board of Commissioners' and Board of Directors' Reports on the Company's Share Transactions.

Improvements to Governance Quality implemented by BCA throughout 2022

Throughout 2022, BCA made various efforts to improve quality and strengthen the implementation of good corporate governance (GCG) while considering developments in relevant regulations.

1. Preparation:

- Gratification Control Reporting Policy
- BCA Website Information Management Policy
- Policy on Information Disclosure and Reporting to Regulators (Information Disclosure and Reporting Manual)
- The Board of Directors' and Board of Commissioners' Statements regarding the commitment to implementing GCG principles
- Remuneration and Nomination Committee Charter

2. Socialization

- Videos for BCA employees that are broadcast on social media and internal digital publications regarding:
 - GMS
 - Dividend distribution
 - Annual report
 - Corporate Secretary
- Forum Group Discussion with Subsidiaries, with the following topics:
 - Equity participation
 - Affiliate Transactions
 - Self Assessment of TKT Mapping indicator
 - Website Management
- GCG Series, which can be accessed by BCA personnel on the MyBCA internal portal.

3. Improvement

- Updating GCG E-Learning
- Enhancement of the Enterprise Management System, BCA's internal portal, to facilitate reporting, information sharing, and integrated GCG policies, including:
 - Digitalization of GMS Quorum Recap, BCA Dividend, TKB
 - Digitalization of BCA's TKB & TKT Self Assessment Rankings
 - Digitalization of BCA Share Composition
 - Digitalization of Historical Stock
 - Digitalization of PAF/PA Recap
 - Digitalization of Corporate Secretary Data
- Upgrading of Robotic Process Automation (RPA) from attended to unattended due to KSEI effect data reduction
- Enhancement Automation of classification and monitoring change of BBKA share ownership data owned by Board of Commissioners and Board of Directors
- Implementation of GCG, referring to ACGS criteria, in the form of:
 - Issuance of Statement of Code of Ethics;
 - Implementation of orientation program for new members of the Board of Directors
 - Updating the Governance section of the BCA website company regularly
 - Audit Committee Charter
 - Risk Oversight Committee Charter

Corporate Governance Structure and Mechanism

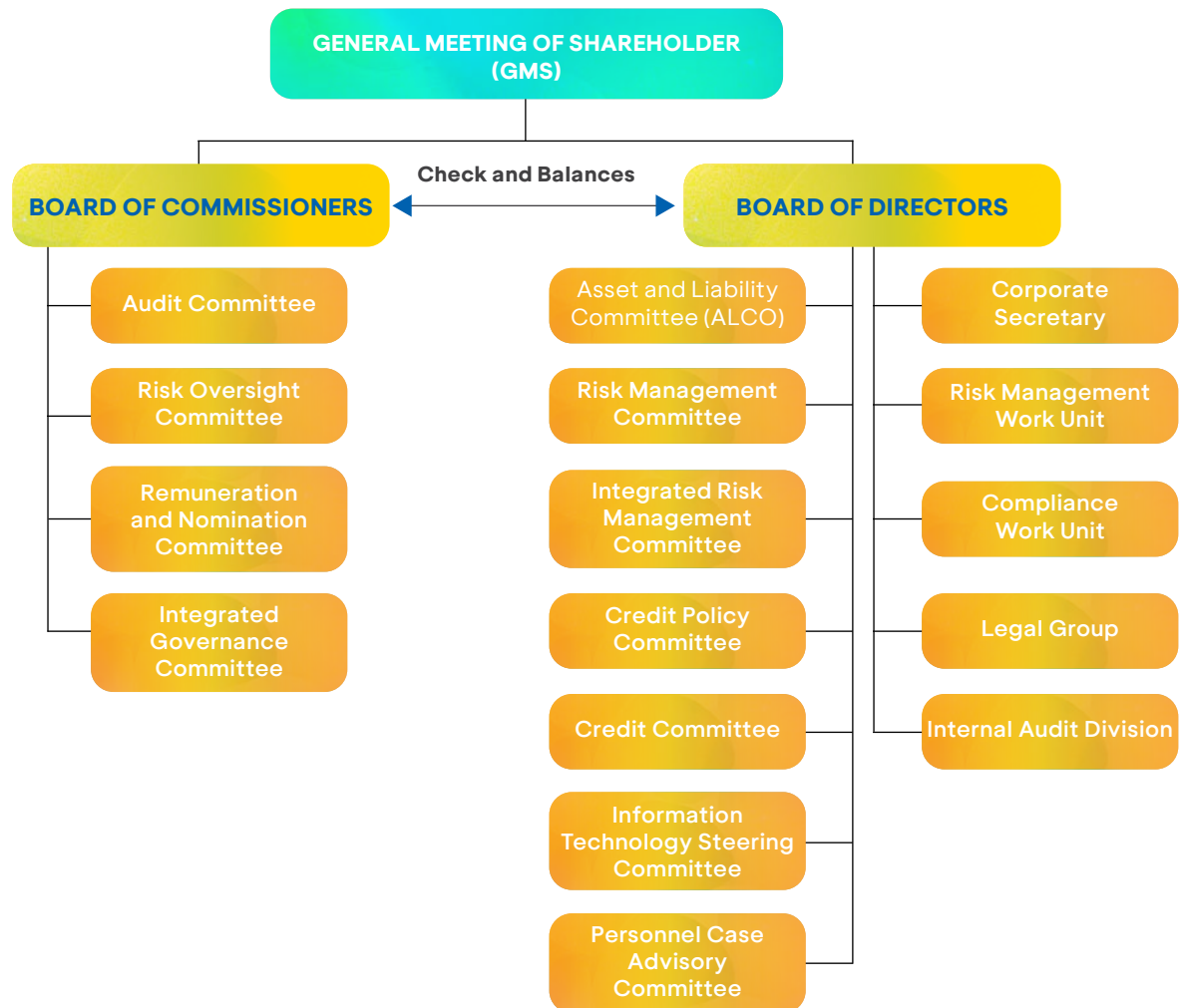
The implementation of GCG at BCA through a series of main activities (governance structure, governance process, and governance outcome) based on GCG principles and guided by company commitment.

GCG Implementation at BCA	
GCG Principles	<ul style="list-style-type: none"> • Transparency • Accountability • Responsibility • Independency • Fairness
BCA Commitment	<ul style="list-style-type: none"> • Vision • Mission • Values • Guideline/Charter • Code of Ethic
Governance Structure	<ul style="list-style-type: none"> • Main organs (GMS, Board of Commissioners, Directors) • Supporting Organs (Committee of the Board of Commissioners, Executive Commissioners, Corporate Secretary, Risk Management Work Unit, Compliance Work Unit, Legal Group, Internal Audit Division)
Governance Process	<ul style="list-style-type: none"> • Communication with stakeholders • Policy formulation & decision making • Assessment & evaluation
Governance Outcome	<ul style="list-style-type: none"> • Positive growth of the Company's performance • Bank Health Level • Assessment of credible rating agencies for corporate performance and/or BCA's GCG practices • Awards from various reputable organizations



1. Corporate Governance Structure

BCA has established a corporate governance structure that reflects the principle of checks and balances in implementing Good Corporate Governance.



2. Corporate Governance Process

BCA's commitment to implementing Good Corporate Governance is manifested, among others, through:

1. Existing internal policies related to Good Corporate Governance

BCA has an internal policy related to Good Corporate Governance as a means of fulfilling BCA's compliance with regulations as well as supporting infrastructure and the implementation of Good Corporate Governance. Several BCA policies related to Good Corporate Governance include:

Subject	Type of Internal Policies
General Provisions	Articles of Association Code of Ethics
Corporate Governance Guidelines	Board of Directors Decree No.121/SK/DIR/2021 dated June 30, 2021 regarding Adjustment of Corporate Governance Guidelines
Board of Commissioners and Board of Directors	Work Guidelines and Code of Conduct of the Board of Commissioners as well as Work Guidelines and Code of Conduct of the Board of Directors are an integral part of the Corporate Governance Guidelines contained in the Directors' Decree No.121/SK/DIR/2021 dated June 30, 2021 regarding Adjustments to Governance Guidelines.
Orientation Policy for New Members of the Board of Directors and Board of Commissioners	Board of Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020 regarding Orientation for new members of the Board of Directors and Board of Commissioners.
Committee under the Board of Commissioners	<ol style="list-style-type: none"> 1. Decree of the Board of Commissioners No. 142/SK/KOM/2022 dated August 22, 2022 concerning the Audit Committee Charter of PT Bank Central Asia Tbk. 2. Decree of the Board of Commissioners No. 111/SK/KOM/2022 dated July 11, 2022 concerning the Risk Oversight Committee Charter. 3. Decree of the Board of Commissioners No. 035/SK/KOM/2017 dated February 24, 2017 concerning the Structure of the Remuneration and Nomination Committee. 4. Decree of the Board of Commissioners No. 114/SK/KOM/2021 dated July 8, 2021 concerning the Charter of the Integrated Governance Committee - BCA. 5. Chapter 3 of the BCA Governance Guidelines concerning the Guidelines and Rules of Committees Supporting the Board of Commissioners.
Corporate Secretary	Corporate Secretary Charter
Integrated Governance	<ol style="list-style-type: none"> 1. Board of Directors Decree No. 217/SK/DIR/2020 December 30, 2020 concerning the Guidelines for Integrated Governance of PT Bank Central Asia Tbk (BCA) and Subsidiaries. 2. Decree of the Board of Directors No. 037/SK/DIR/2017 dated March 27, 2017 concerning Integrated Compliance Risk Management Policy. 3. Corporate Charter - BCA Financial Conglomerate.
Affiliate and Conflict of Interest Transactions	<ol style="list-style-type: none"> 1. Decree of the Board of Directors No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions Containing Conflicts of Interest. 2. Circular Letter No. 319/SE/POL/2019 dated December 27, 2019 concerning Instructions for Implementation of Affiliated Transactions and Transactions Containing Conflicts of Interest. 3. Decree of the Board of Directors No. 219/SK/DIR/2003 dated November 10, 2003 concerning Provisions Concerning Conflicts of Interest
Anti Fraud	<ol style="list-style-type: none"> 1. Decision Letter No. 114/SK/DIR/2021 dated June 17, 2021 concerning Adjustments to the Anti-Fraud Strategy Policy. 2. Decree of the Board of Directors No. 139/SK/DIR/2020 dated July 30, 2020 concerning the Anti-Fraud Declaration and Integrity Pact
Audit and Internal Control	<ol style="list-style-type: none"> 1. Board of Directors Decree No. 078/SK/DIR/2019 dated May 28, 2019 concerning Internal Audit Charter. 2. Decree of the Board of Directors No. 183/SK/DIR/2017 dated December 13, 2017 concerning Guidelines for Internal Control System Standards (PSSPI) of PT Bank Central Asia Tbk.
Risk Management	Board of Directors Decree No. 243/SK/DIR/2021 December 6, 2021 concerning the Basic Risk Management Policy of PT Bank Central Asia Tbk



Subject	Type of Internal Policies
Anti-Money Laundering	Board of Directors Decree No. 242/SK/DIR/2022 dated December 23, 2022 concerning Anti-Money Laundering and Prevention of the Financing of Terrorism guidelines
Whistleblowing System	Board of Directors Decree No. 146/SK/DIR/2017 dated November 1, 2017 concerning the Implementation of the Whistleblowing System at BCA
Procurement	<ol style="list-style-type: none"> 1. Board of Directors Decree No. 075/SK/DIR/2022 dated May 31, 2022 concerning Procurement Guidelines of Goods or Services 2. Board of Directors Decree 038/SK/DIR/2022 dated March 4, 2022 concerning Procurement Guidelines of Goods or Services 3. Circular Letter No. 085/SE/POL/2022 dated March 4, 2022 concerning adjustment of Process Procurement of Goods or Services.
Insider Trading	Chapter 11 BCA Governance Guidelines concerning Insider Transactions.
Gratification Control	<ol style="list-style-type: none"> 1. Board of Directors Decree No.269/SK/DIR/2021 concerning Anti-Corruption Policy and Gratification Control. 2. Circular Letter No.336/SE/POL/2022 concerning Reporting of Gratification Control.
Disclosure of Information	<ol style="list-style-type: none"> 1. Chapter 9 of Bab 9 Corporate Governance Guidelines of Information Disclosure. 2. Circular Letter No.480/SE/POL/2022 dated December 15, 2022 concerning of BCA website information management.
Others Related Guidelines	<ol style="list-style-type: none"> 1. The dividend policy is regulated in the BCA Governance Guidelines. 2. Policies for handling emergencies are regulated in the Integrated Business Continuity Policy of the BCA Financial Conglomerate. 3. Information Technology Governance Policy. 4. Loan Policy for the Board of Directors and the Board of Commissioners.

Corporate Governance Guidelines

BCA has governance guidelines that have been updated and ratified through Directors Decree No.121/SK/DIR/2021 dated June 30, 2021, concerning Adjustments to Corporate Governance Guidelines. The rules in the guidelines include discussion of:

- Principles of Good Corporate Governance.
- General Meeting of Shareholders (GMS) and its implementation.
- The Board of Commissioners and its guidelines and rules.
- Supporting Committees of the Board of Commissioners and their guidelines and rules.
- The Board of Directors and its guidelines and rules.
- Communication and Information Functions.
- Information Disclosure.
- Insider Trading
- Dividend distribution.
- Self-assessment Report on Implementation of Governance and Integrated Governance.
- Annual Report on the Implementation of Corporate Governance and Integrated Governance.

The main principles of BCA's governance guidelines are available for download on the BCA website in the Governance section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

BCA has several policies that meet the ACGS standard principles and recommendations as part of its efforts to implement good corporate governance, which include:

1. Insider Trading Policy

The Insider Transaction Policy is regulated in the BCA Governance Guidelines, which include rules regarding the legal basis for the policy, prohibitions, exclusions, and compliance with the insider transaction policy. BCA personnel must comply with applicable capital market regulations and uphold the values of the BCA Code of Ethics to support the implementation of this policy. BCA personnel must ensure that personal interests do not conflict with the interests of BCA as a banking entity or customer, do not abuse their position or authority for personal or family interests, and do not commit disreputable acts that could harm the image of their profession or the image of BCA in general. The main insider trading policies are available for download on the BCA website in the Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

2. Dividend Policy

The dividend policy is regulated in the BCA Governance Guidelines, which include rules regarding the legal basis for policies, considerations for dividend distribution, proposed dividend distribution, and GMS decisions regarding dividends. Announcements (publications), schedules, and procedures for paying dividends refer to the provisions and/or applicable laws and regulations, including regulations from BI, the OJK, the IDX, taxation, and the Articles of Association of BCA. The main points of the dividend policy are available for download on the BCA website in the Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>). Throughout 2022, the realization of dividend payments has been carried out in accordance with applicable regulations.

3. Conflict of Interest Policy

BCA has a Conflict of Interest Policy based on Directors Decree No. 219/SK/DIR/2003 concerning Provisions Concerning Conflicts of Interest. This policy is a guideline for individuals in BCA to always prioritize values in dealings with customers, partners, and fellow employees in the context of implementing good corporate governance practices and increasing public trust. The main points of the conflict of interest policy are available for download on the BCA website in the Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

4. Policies for Handling Emergencies

Policies for handling emergencies are regulated in the Integrated Business Continuity Policy of the BCA Financial Conglomerate. This policy contains the implementation of Business Continuity to ensure the continuity of the business of BCA and members of the BCA Financial Conglomerate in the event of a disturbance. Issues regulated in this policy include business continuity plan policies, protocols from BCA to members of the BCA Financial Conglomerate and vice versa, as well as the priority order of recovery.

5. Information Technology Governance Policy

Along with the rapid development and use of technology in providing banking services, BCA has in place Information Technology

Governance Guidelines, which cover policies related to information technology risk, management of changes in information technology, management of information technology problems, information technology quality control, information technology capacity management, information technology communication network management, and data center physical security. BCA has also carried out measurements of the maturity level of information technology. The main information technology governance policies are available for download on the BCA website in Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

6. Procurement Policy

To support banking business activities, BCA requires the procurement of goods and services. This need has prompted BCA to develop procurement guidelines so that it can obtain goods and/or services of the expected quality in accordance with applicable regulations and the principles of Good Corporate Governance. Procurement policy at BCA includes policies on the procurement of goods and/or logistics and building services as well as procurement related to information technology.

Policies on the procurement of goods and/or logistics and building services regulate procurement terms and authorities, centralized and decentralized procurement systems, types of goods and/or services, handling of procurement issues, grouping of activities, supporting documents, procurement processes/flows, and vendor selection. Procurement policies related to information technology regulate procurement, trial activities, end user computing, procurement recommendations and approvals, procurement recommendation and approval authorities, multi principal/multi vendor/multi brand implementation, as well as procurement implementation guidelines. The procurement policy also stipulates a mechanism for finding and selecting potential vendors by considering factors such as the cost of the goods/services offered and the professionalism and credibility of the vendor. The main points of the procurement policy are available for download on the BCA website in the Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).



Regarding procurement vendors, BCA personnel must comply with the Code of Ethics Relating to Vendors, which can be found on page 539 under the Code of Ethics Section of this Annual Report. Throughout 2022, BCA has carried out procurement and/or the process of appointing suppliers/contractors in accordance with BCA's internal policies regarding the Procurement of Goods/Services/Information Technology and other provisions.

7. Communication Policy

BCA recognizes the importance of a communication policy that governs communication between BCA and stakeholders. BCA already has a Communication and Information Disclosure Policy as outlined in the Governance Guidelines. The policy includes regulations related to the Corporate Secretary, Reporting and Disclosure, Investor Relations, Communication Media, Access to Information, Determining the Level of Disclosure, Transparency Aspects of BCA Conditions, and Disclosure of Information or Material Facts. BCA always makes it convenient for stakeholders and the general public to communicate and access BCA information and data. The main points of the communication policy are available for download on the BCA website in the Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/ACGS/Kebijakan-GCG>).

8. Affiliate Transaction and Conflict of Interest Transaction Policy

Affiliate Transaction and Conflict of Interest Transaction policies can be found on page 510 under the Information on Affiliated Transactions and Conflict of Interest Transactions section of this Annual Report.

9. Loan Policy for the Board of Directors and the Board of Commissioners

The Loan Policy for the Board of Directors and Board of Commissioners can be found on page 542 under the Provision of Funds to Related Parties section of this Annual Report.

10. Orientation Policy for New Members of the Board of Directors and Board of Commissioners

BCA has in place an Orientation Policy for new members of the Board of Directors and Board of Commissioners based on Board of Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020. The policy aims to allow newly appointed members of the Board of Directors

and Board of Commissioners to take part in an orientation program to gain an understanding of BCA in a short time.

2. Fulfillment of Good Corporate Governance Principles

BCA has complied with the principles of Good Governance, including through:

- a. OJK Circular Letter Recommendation No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance;
- b. Governance Principles from the Organization for Economic Cooperation and Development (OECD);
- c. Guidelines of Corporate Governance Principles for Banks issued by the Basel Committee on Banking Supervision;
- d. Indonesian General Guidelines for Corporate Governance (PUGKI); and
- e. ASEAN CG Scorecard (ACGS) Indicators

A detailed description of the fulfillment of the principles of Good Governance can be found on page 560 under the Information Related to the Implementation of Corporate Governance section.

3. Internalization

An effective effort in encouraging the realization of the implementation of Good Corporate Governance at BCA is internalization at all levels of BCA from employees at the basic level up to management. Internalization activities supporting the implementation of Good Corporate Governance by BCA include:

- a. Statement of Commitment to Implementation of Good Corporate Governance.

As a concrete manifestation of BCA's commitment to continuously improving the implementation of the principles of Good Corporate Governance in accordance with applicable regulations, every year BCA requires employees of at least echelon 5 and above to sign an Annual Disclosure.

The written statement in the Annual Disclosure is as follows:

- 1) A statement of whether or not there is ownership of shares/share participation of 10% or more in a company on behalf of oneself, a wife/husband and/or child, either individually or jointly;

- 2) A statement of whether the individual concerned is a Commissioner/Director/worker/partner/allied/management at the company mentioned in point 1) above and/or other companies;
 - 3) A statement of whether, during the reporting period, the company/ies referred to in points 1) or 2) above received credit from or became a partner to BCA;
 - 4) A statement of whether or not there is transaction involvement in the process of granting credit/transactions as partners;
 - 5) A statement of whether or not there is a family relationship with the owner, Commissioners/Directors and/or BCA partners;
 - 6) A statement of whether the individual is an administrator/member of any other organization that may result in a conflict of interest;
 - 7) A statement of whether or not the individual has received gifts/rewards from parties related to BCA that may have a negative impact and/or influence BCA's decisions and/or are of a value that exceeds reasonable limits; as well as
 - 8) Other statements relating to the Conflict of Interest other than those covered in the points above.
- b. Socialization of BCA Values.
- The following are the BCA corporate values that are instilled in each individual employee:
- 1) Customer Focus
The implementation of Customer Focus includes SMART SOLUTION activities, namely programs intended to achieve excellent BCA service to meet customer needs and provide financial solutions, evaluate the Branch Service Quality Index, and evaluate Customer Engagement.
 - 2) Integrity
Implementation of integrity, among others, through cultural internalization activities, namely the spirit of One BCA (One Goal, One Soul, One Joy) and Senada (Senantiasa di Sisi Anda).
 - 3) Teamwork
The implementation of teamwork includes the TEAAA (Team

Engagement Action, Action, and Action) and Share Your TEX (Team Engagement Xperience) programs, where each leader can share stories about action plans to improve Team Engagement activities carried out in their work units through BCA's internal social media, namely MyXperience.

- 4) Continuous Pursuit of Excellence
The implementation of the Continuous Pursuit of Excellence includes the BCA Innovation Award program, which is open to all employees to provide innovative ideas for the development of BCA.

The principles of Good Corporate Governance are included in each of BCA's values, especially the values of integrity and pursuit of excellence. Vision, Mission, and Values can be found on the BCA website (<https://www.bca.co.id/en/tentang-bca/korporasi/visi-misi>).

Socialization activities, which are intended to internalize BCA's culture and values, are carried out through sharing sessions, face-to-face socialization with leaders and colleagues in one Community of Practice, the creation of comics containing values, outreach via the intranet, and screenings of videos on the internal portal, which can be downloaded at any time.

- c. Socialization of Good Corporate Governance.
Socialization of Good Corporate Governance, among others, is carried out through:
 - 1) Dissemination of the Principles and Implementation of Good Corporate Governance.
This socialization is carried out through the Corporate Governance bulletin (GCG Series bulletin) on the MyBCA internal portal, which can be accessed by all employees, and the broadcast of videos and infographics, for example, on the themes of GCG principles, affiliate transactions and conflicts of interest, filling mechanisms, annual disclosure, etc.
 - 2) Socialization of the Code of Ethics.
In order to make it easier for BCA employees to understand the Code of Ethics, socialization in 2022 was carried out by playing a video that all BCA employees must access on the BCA internal portal, myVideo.



3) Socialization of GMS video

This socialization was carried out using plasma TV facilities at Head Office, which are spread across Divisions/Work Units, and internal displays at BCA Branch Offices. By playing on repeat a video about the rationale for the GMS, it is hoped that BCA personnel will be able to better understand the intent, purpose, and meaning of the GMS.

4) Socialization of the Annual Report Video

This socialization was carried out using plasma TV facilities at Head Office, which are spread across Divisions/Work Units, and internal displays at BCA Branch Offices. By playing on repeat a video about the annual report, it is hoped that BCA staff will have a better understanding and be able to actively contribute according to their authority in preparing the Annual Report.

5) Socialization of the Corporate Secretary Video

This socialization was carried out using plasma TV facilities at Head Office, which are spread across Divisions/Work Units, and internal displays at BCA Branch Offices. By playing on repeat a video about the Corporate Secretary, it is hoped that BCA personnel will be able to better understand the function of the Corporate Secretary.

6) Socialization of Anti Fraud Awareness (AFA) and Integrity Pact

BCA has Guidelines for Implementing Anti-Fraud Strategies, which contain strategy implementation, risk management implementation, reports that must be submitted to regulators, and sanctions imposed. BCA is also active in disseminating fraud awareness and anti-gratification by distributing anti-fraud comics, Anti-Fraud Statements, anti-fraud application slides and a whistleblowing system that employees can download on the MyBCA internal portal, AFA videos, posters, the COP for Implementation of the Anti-Fraud Strategy, e-learning that must be followed by all employees, and so on.

BCA implements the AFA program so that each employee can play an active role in implementing an anti-fraud culture as an effort to implement the principles of

responsibility and independence in Good Corporate Governance, so as to create a conducive work environment free of fraud. One AFA program currently being promoted is the Anti-Fraud Declaration and the completion of the Integrity Pact, which are mandatory for every BCA employee.

7) Socialization of Affiliated Transactions and Conflict of Interest Transactions.

BCA plays an active role in implementing information disclosure, or reports on affiliate transactions and conflict of interest transactions, as a form of implementing the principles of Good Corporate Governance. Policies related to affiliate transaction reports and conflict of interest transactions are set forth in the Board of Directors' Decree No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions Containing Conflicts of Interest and Circular Letter No. 319/SE/POL/2019 dated December 27, 2019 concerning Instructions for Implementation of Affiliated Transactions and Transactions Containing Conflicts of Interest. This policy can be downloaded from the MyBCA intranet portal which can be accessed by all BCA employees throughout Indonesia. Socialization is carried out through communication forums and sharing sessions between work units.

Implementation of Good Corporate Governance is an important factor in maintaining the trust of shareholders and other stakeholders in BCA. The need to implement Good Corporate Governance is becoming increasingly significant so that BCA can maintain its business continuity amid increasing business risks and challenges in the banking industry. Through the application of the principles of Good Corporate Governance, it is hoped that BCA will be able to maintain a healthy and sustainable level of business continuity.

3. Corporate Governance Outcomes

Achievement indicators for the implementation of Good Corporate Governance are assessed internally and externally. The corporate governance assessment policy can be found in the BCA Governance Guidelines, which are available for download on the BCA website in the GCG Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/ACGS/Kebijakan-GCG>).

1. Internal Assessment

BCA conducts an internal assessment of the Implementation of Good Corporate Governance every semester using the self-assessment working paper method, referring to OJK Regulation No. 55/POJK.03/2016 and OJK Circular Letter No.13/SEOJK.03/2017 concerning the implementation of Governance for Commercial Banks.

a. Procedure

BCA's Corporate Secretary and Integrated GCG Team collect relevant data and information for the self-assessment regarding the adequacy and effectiveness of Good Corporate Governance Implementation. The assessment covers all aspects of governance and considers the principles of significance and materiality. After the data is collected, the positive and negative factors of each aspect of governance can be concluded, namely:

1. Governance structure
Assessing the adequacy of BCA's Governance structure and infrastructure so that the process of implementing the principles of Good Corporate Governance produces outcomes in line with the expectations of BCA's Stakeholders.
2. Governance processes
Assessing the effectiveness of the process of Good Corporate Governance implementation, which is supported by the adequacy of BCA's Governance structure and infrastructure.
3. Governance outcomes
Assessing the quality of outcomes that meet the expectations of BCA Stakeholders, which are the result of the process of Good Corporate Governance implementation and are supported by the adequacy of the BCA Governance structure and infrastructure.

b. Assessment criteria

The criteria used in the assessment are as stipulated in OJK Circular Letter No. 13/ SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks, including at least eleven factors for evaluating the implementation of Good Corporate Governance, namely:

1. Implementation of the duties and responsibilities of the Board of Directors;
2. Implementation of the duties and responsibilities of the Board of Commissioners;
3. Completeness and execution of committee duties;
4. Handling conflicts of interest;
5. Implementation of the compliance function;
6. Implementation of the internal audit function;
7. Implementation of the external audit function;
8. Implementation of risk management, including the internal control system;
9. Provision of funds to related parties and large exposures;
10. Transparency of the Bank's financial and non-financial conditions, reports on the implementation of governance, and internal reporting; and
11. The Bank's strategic plan.

c. The party conducting the assessment

Self-assessment of the eleven assessment factors involves related functions or units, including the Board of Commissioners, the Board of Directors, Committees, DAI, Compliance Work Unit, Risk Management Work Unit, Corporate Secretary, and other related work units.

d. Self-Assessment Results

The self-assessment results for the implementation of Good Corporate Governance in semesters I and II of 2022 were rank 1, with the following details:

**Results of Self-Assessment on the Implementation of Good Corporate Governance Individually:**

	Rating	Rating Definition
Semester I	1	BCA management has generally implemented very good governance. This result is reflected in the adequate fulfillment of the Governance principles. If there are weaknesses in the application of the principles of Governance, in general, these weaknesses are not significant and can be resolved by normal actions by BCA management.
Semester II	1	BCA management has generally implemented very good governance. This result is reflected in the adequate fulfillment of the Governance principles. If there are weaknesses in the application of the principles of Governance, in general, these weaknesses are not significant and can be resolved by normal actions by BCA management.

2. External Assessment

In addition to self-assessments, the corporate governance implementation at BCA is evaluated by an independent third party, RSM Indonesia, which serves as Indonesia's Domestic Ranking Body (DRB) for the ASEAN Corporate Governance Scorecard (ACGS) assessment.

The ASEAN Corporate Governance Scorecard (ACGS) is one of the initiatives of the ASEAN Capital Market Forum (ACMF) supported by the Asian Development Bank (ADB), to improve corporate governance practices in ASEAN. Indonesia is one of the six ASEAN countries participating in this initiative. BCA is committed to implementing aspects of the ACGS assessment in order to improve Good Corporate Governance practices.

In 2022, one hundred Listed Companies with the largest market capitalization value in each ASEAN country (Indonesia, the Philippines, Malaysia, Singapore, Thailand and Vietnam) are assessed based on the ACGS criteria. BCA is one of the Indonesian Listed Companies.

a. The party conducting the assessment

The party conducting the assessment is RSM Indonesia, which was appointed by the OJK and the Indonesia Stock Exchange (IDX) to become Indonesia's Domestic Ranking Body (DRB).

b. Assessment aspects

The ASEAN CG Scorecard scoring practice is based on publicly accessible information. In general, aspects of the ACGS assessment are based on the governance principles issued by the Organization for Economic Cooperation and Development (OECD).

ACGS assessment aspects include:

1. Rights of shareholders,
2. Fair treatment of shareholders,
3. The role of stakeholders,
4. Disclosure and transparency, and
5. Responsibilities of the Board of Commissioners and Directors

c. Rating result

The result of the 2021 ACGS assessment announced in 2022 is 106.64. The implementation of the ACGS indicators is the benchmark for the assessment results. BCA has implemented indicators and is able to exceed the minimum implementation standards, which are further explained as follows:

1. The summary of the results of the GMS is published on the following working day after the date of the Annual GMS and Extraordinary GMS.
2. An internationally recognized Sustainability Report framework has been implemented.
3. BCA may use third party services in order to search for candidates for the Board of Commissioners and/or the Board of Directors.

4. Policies and completeness related to governance processes around information technology issues, including disturbance handling, cybersecurity, and disaster recovery.
5. BCA conducts a self-assessment of the ACGS indicators to facilitate assessors in assessing and measuring their implementation. The ACGS self-assessment can be accessed through the BCA website at <https://www.bca.co.id/en/tentang-bca/tata-kelola/ACGS>.

BCA has implemented Good Corporate Governance practices in accordance with applicable regulations. The issues that are of concern to ACGS are still being discussed internally at BCA.

3. Assessment of BCA Subsidiaries

Every semester, BCA conducts an internal assessment of the Implementation of Good Corporate Governance using the self-assessment method.

a. Procedure

GCG Team collect relevant data and information for self-assessment regarding the adequacy and effectiveness of Good Corporate Governance Implementation. The assessment is carried out by considering all aspects of governance while adhering to the principle of significance. Following the collection of data, aspects of governance structure, process, and outcome can be concluded.

b. Assessment criteria

The criteria used in the assessment are as stipulated in the OJK Regulation and OJK Circular Letter in relation to the business fields of each Subsidiary.

c. The party making the assessment

The self-assessment of the eleven assessment factors is carried out by the Integrated Corporate Secretariat and GCG Unit.

d. Self-Assessment Results

Overall, the results of BCA's assessment of the implementation of Corporate Governance in BCA Subsidiaries in semesters I and II of 2022 were "Highly Comply."



GENERAL MEETING OF SHAREHOLDERS

The General Meeting of Shareholders (GMS) is the highest organ in BCA's Corporate Governance structure, functions as a tool for shareholders to exercise their rights and obligations. The GMS has its own authority, which is not granted to the Board of Directors or the Board of Commissioners, within the limits specified in the laws and/or BCA's Articles of Association.

The legal basis for organizing the GMS of BCA refers to:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. OJK Regulation No. 15/POJK.04/2020 dated April 21, 2020 Planning and Holding General Meeting of Shareholders of Public Limited Companies.
3. OJK Regulation No. 16/POJK.04/2020 dated April 21, 2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Limited Companies.
4. BCA's Articles of Association can be seen on (can be seen on BCA website <https://www.bca.co.id/en/tentang-bca/tata-kelola/Akta-Perusahaan>).
5. Corporate Governance Guideline (can be seen on BCA website, <https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

1. Shareholders' Rights

The rights of the shareholders, among others:

- a. Attend the GMS.
- b. Propose GMS agenda in accordance to prevailing regulations.
- c. Obtain published GMS material no later than 28 days prior to the GMS.
- d. Receive opportunity to raise questions and/or opinions on each GMS agenda.

- e. Receive equal treatment from BCA.
- f. Voting at the GMS.
- g. Nominates candidates for the Board of Commissioners and/or the Board of Directors.
- h. Appoint a member of the Board of Directors and/or the Board of Commissioners or more to increase the number of existing members of the Board of Directors and/or the Board of Commissioners or to replace members of the Board of Directors and/or the Board of Commissioners who are dismissed.
- i. Dismiss members of the Board of Directors and the Board of Commissioners at any time before their ending term through GMS.
- j. Receive dividend payments in accordance with applicable procedures and regulations.
- k. Execute other rights and/or authorities pursuant to the BCA's Articles of Association and applicable laws and regulations, including the right to participate in case of authorizing the increase of capital, amend BCA's Articles of Association, and transfer all or part of assets that cause the sale of the company.

The rights, authorities and responsibilities of the Shareholders are regulated in BCA's Articles of Association that can be accessed directly to the BCA website www.bca.co.id. BCA reminds to all shareholders and/or their attorneys to attend the General Meeting of Shareholders held by BCA.

2. Annual GMS Financial Year 2021

In 2022, BCA held Annual GMS (AGMS). The agenda (along with the explanation of each agenda) discussed at the AGMS financial Year 2021 is available at the Secretariat and Corporate Communication Division - BCA head office and has been uploaded on the BCA website on the same date as the notice for GMS was released with the following details:

1. AGMS:

Day/Date	Thursday, 17 March 2022	
Time	10.39 – 13.31 WIB	
Venue	Menara BCA Grand Indonesia, Jl. M.H. Thamrin No. 1, Jakarta 10310	
Quorum	The number of share present or represented in the 2021 AGMS was 108,002,777,982 shares or equal to 87.611% of the total outstanding shares of BCA with valid voting rights, namely 123,275,050,000 shares, therefore the quorum as required by Article 23 Paragraph 1 letter a of the BCA's Articles of Association has been met.	
Attendance of: The Board of Commissioners	Ir. Djohan Emir Setijoso	President Commissioner
	Tonny Kusnadi	Commissioner
	Cyrellus Harinowo	Independent Commissioner
	Raden Pardede	Independent Commissioner
	Sumantri Slamet	Independent Commissioner
	All members of Board of Commissioners attend the AGMS (100%)	
Attendance of: The Board of Directors	Jahja Setiaatmadja	President Director
	Suwignyo Budiman	Deputy President Director
	Armand Wahyudi Hartono*	Deputy President Director
	Tan Ho Hien/Subur atau disebut juga Subur Tan	Director
	Rudy Susanto	Director
	Lianawaty Suwono	Independent Director
	Santoso	Director
	Vera Eve Lim	Director
	Gregory Hendra Lembong	Director
	Haryanto Tiara Budiman	Director (concurrently as Director of Compliance)
	Frengky Chandra Kusuma	Director
	John Kosasih	Director
	* Attend the AGMS via video conferences, thus allowing him to see and listen to one another as well as participate in the AGMS.	
	All members of Board of Directors attend the AGMS (100%)	
Attendance of: Audit Committee	Sumantri Slamet	Chairman
	Fanny Sagitadewi*	Member
	Rallyati A Wibowo*	Member
	* Attend the AGMS through video conferences, which enabled them to see and listen to one another during the AGMS.	
	All members of Audit Committee attend the AGMS (100%)	
Attendance of: Risk Oversight Committee	Cyrellus Harinowo	Chairman
	Endang Swasthika Wibowo*	Member
	Subianto Rustandi*	Member
	* Attend the AGMS through video conferences, which enabled them to see and listen to one another during the AGMS.	
	All members of Risk Oversight Committee attend the AGMS (100%)	



Attendance of: Remuneration and Nomination Committee	Raden Pardede	Chairman
	Ir. Djohan Emir Setijoso	Member
	Rudi Lim*	Member
* Attend the AGMS through video conferences, which enabled him to see and listen to one another during the Meeting.		
All members of Remuneration and Nomination Committee attend the AGMS (100%)		
Attendance of: Integrated Governance Committee	Cyrillus Harinowo	Chairman
	Prabowo*	Member
	Sulistiyowati*	Member
	Gustiono Kustianto*	Member
	Sutedjo Prihatono*	Member
	Irianto Sutanto*	Member
	Mendari Handaya*	Member
	Hendra Iskandar Lubis*	Member
	Sri Indrajanti Dewi*	Member
* Attend the AGMS through video conferences, which enabled them to see and listen to one another during the Meeting.		
9 members of Integrated Governance Committee attend the AGMS (81.81%)		

3. Procedures for Organizing AGMS

The AGMS at BCA are organized with the following procedures:

a. Notification

BCA submits its notification of the AGMS agenda to the OJK no later than 5 (five) working days prior to the announcement of the AGMS.

b. Announcement

- Announcements of the AGMS are made no later than 14 (fourteen) days prior the notice of AGMS.
- Announcement of the AGMS are submitted to BCA's shareholders through at least at eASY.KSEI, the Indonesia Stock Exchange (IDX) website, and the BCA website. Moreover, it is also published in Bisnis Indonesia and The Jakarta Post.
- Individual or more shareholders who jointly represent $\frac{1}{20}$ (one twentieth) or more of the total number of shares and have valid voting rights issued by BCA can propose agendas for the GMS. Proposals from shareholder must be received no later than 7 (seven) days prior the notice of GMS and will be included in the agenda of the GMS if they meet the provisions of Article 21 Paragraph 4 of the BCA Articles of Association and Article 16 of the OJK Regulation No. 15/POJK.04/2020 dated April 20, 2020 on Planning and Holding General Meeting of Shareholders of Public Limited Companies.

c. Notice of GMS

- The time period for the notice of AGMS is 28 days prior to the day of AGMS. BCA also submitted explanation for each agenda that requires shareholder approval.
- Notice of the AGMS shall be made in at least at eASY.KSEI (e-Proxy), the IDX website, and the BCA website. Moreover, the notice of AGMS are also published in Bisnis Indonesia and The Jakarta Post.
- To facilitate shareholders, proxy forms can be downloaded on the BCA website in the corporate governance section or can be obtained from PT Raya Saham Registra, BCA's Securities Administration Bureau, on working days and hours at Plaza Sentral Building 2nd Floor Jalan Jendral Sudirman Kavling 47-48, Jakarta, 12930.

d. Implementation

- Shareholders or shareholders' representatives who were entitled to attend the AGMS are shareholders whose names are registered in the Register of Shareholders on February 16, 2022 at 16:00 WIB.

- In accordance with Article 23 Paragraph 1 of BCA's Articles of Association, the GMS is valid and therefore may be validly conducted and may adopt binding resolutions if the BCA's shareholders are present and/or represented at the GMS are more than ½ (one half) of the total number of shares and have valid voting rights issued by BCA, unless otherwise specified.
- Each share issued has 1 (one) right to vote, the provisions in the BCA Articles of Association do not divide more than one classification of shares that can affect different voting rights.

e. Minutes of Meeting

- Summary minutes of the AGMS are announced to the public through the BCA website within 1 (one) working day after the AGMS are held and published in Bisnis Indonesia and The Jakarta Post and the IDX website no later than 2 (two) working days after the AGMS are held. Moreover, the summary minutes of AGMS are announced through eASY.KSEI.
- The proof of announcements of the summary minutes of the AGMS are submitted to the OJK no later than 2 (two) working days after the announcement is made.
- The minutes of the AGMS are submitted to OJK and IDX no later than 30 (thirty) days after the AGMS are held. A copy of the minutes can be accessed and/or downloaded by the public on the BCA website in the Corporate Governance section, <https://www.bca.co.id/en/tentang-bca/tata-kelola/Akta-Perusahaan>.

AGMS Procedures

Activity	AGMS
Notification	Notified to OJK by sending letter No.097/DIR/2022 dated January 25, 2022.
Announcement	<ul style="list-style-type: none"> • Published the AGMS Announcement through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on February 2, 2022. • Proof of the AGMS Announcement was submitted by sending hardcopy and e-reporting to OJK and IDX on February 2, 2022.
Notice of GMS	<ul style="list-style-type: none"> • The time period for the notice of AGMS was 28 (twenty-eight) days prior to the day of AGMS. • Published the Notice of AGMS through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on February 17, 2022. • Proof of the Notice of AGMS was submitted by sending hardcopy and e-reporting to OJK and IDX on February 17, 2022. • At the time of the Notice of AGMS, BCA also submitted the hardcopy and softcopy 2021 BCA Annual Report to the OJK. In addition, the 2021 BCA Annual Report is also available on the BCA website that can be accessed by stakeholders (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-tahunan).
Implementation	Thursday, 17 March 2022
Summary of Minutes of Meeting	<ul style="list-style-type: none"> • Published through BCA website on March 17, 2022. • Published through KSEI website on March 21, 2022. • Published through daily newspapers, Bisnis Indonesia and The Jakarta Post on March 21, 2022. • Proof of publication was submitted by sending hardcopy and e-reporting to OJK and IDX on March 21, 2022.
Minutes of Meeting	<ul style="list-style-type: none"> • Published through BCA website on April 18, 2022. • Minutes of meeting was submitted by sending hardcopy and e-reporting to OJK and IDX on April 13, 2022.

4. Attendance of Management, Committees, and Shareholders

A further description on the attendance of the management, committees, and shareholders in the AGMS is listed on page 335-336 of this Annual Report.

5. Chairperson of AGMS

The GMS was chaired by Mr. Ir. Djohan Emir Setijoso as the President Commissioner, in accordance with Article 22 Paragraph 1 (a) of BCA's Articles of Association.



6. Rules of Conduct of GMS and Procedure for Vote Count

BCA also provides information related to voting procedures at the AGMS in the rules of the meeting which are always read out before starting the AGMS.

Shareholders or their representatives who attend the AGMS (“the Meeting”) are advised to observe the following rules:

- 1) Procedure for bringing up matters relating to the Meeting agenda:
 - a) The shareholder or the shareholder’s proxy that physically attends the Meeting may ask questions and/or express opinions, subject to the following provisions:
 - i. The shareholder or the shareholder’s proxy submits the questions and/or opinions in writing by completing a form, which will be provided to all the shareholders or their proxies before they enter the Meeting room, and the shareholder or the shareholder’s proxy must complete the form with the shareholder’s name, the number of shares owned/represented, the email address, and the questions and/or opinions to be asked or expressed; and
 - ii. The shareholder or the shareholder’s proxy can submit the questions and/or opinions by raising hand and submitting the form to the Meeting helpers, and they can submit the questions and/or opinions only when the Chairperson of the Meeting gives the shareholders or their proxies the opportunity to do so before voting on the relevant agenda item takes place.
 - b) The shareholder or the shareholder’s proxy that electronically attends the Meeting may ask questions and/or express opinions, subject to the following provisions:
 - i. The questions and/or opinions are submitted in writing through the chat feature in the “Electronic Opinions” column on the E-Meeting Hall screen of the eASY.KSEI application as long as the “General Meeting Flow Text” column is still displaying “Discussion started for agenda item no. []”.
The Company will disable the “raise hand” and “allow to talk” features in the Zoom webinar on the AKSes facility.
 - ii. When asking a question, the shareholder or the shareholder’s proxy must provide information on the shareholder’s name, the number of shares owned/represented, and the shareholder’s email address.
- c) Only the shareholders or their legitimate proxies that physically or electronically attend the Meeting are entitled to ask questions and/or express opinions in writing on the Meeting agenda item under discussion.
- d) BCA has the right to not answer any question that is raised without the shareholder’s name and the number of shares owned/represented.
- e) The questions asked and/or opinions expressed must have a direct bearing on the Meeting agenda item under discussion.
- f) To give a fair opportunity to all shareholders, each shareholder or the shareholder’s proxy that physically or electronically attends the Meeting may only ask and/or express a maximum of 3 (three) questions/opinions.
- g) If several questions are related or about the same thing, the questions will be answered together.
- h) BCA will answer questions in accordance with the order in which the questions are submitted as much as possible.
- i) To ensure the Meeting runs more effectively and efficiently, the duration of the question and answer in each agenda item is a maximum of 10 (ten) minutes.
- j) The Chairperson of the Meeting has the right to determine the questions that will be answered in writing.
- k) The questions that have not been answered directly (orally) will be answered in writing within 3 (three) business days after the date of the Meeting. BCA will send the response to the email address provided by the shareholder or the shareholder’s proxy in the form provided for submitting questions or through the chat feature in the “Electronic Opinions” column on the E-Meeting Hall screen of the eASY.KSEI application. If the shareholder or the shareholder’s proxy does not provide an email address, BCA’s response will be sent by mail to the shareholder’s address as recorded in BCA’s Register of Shareholders.

- 2) Procedure for voting and vote count:
The vote count will be carried out with reference to the provisions of Company Law, OJK Regulation No. 15/POJK.04/2020 dated April 21, 2020 concerning the Planning and Holding General Meeting of Shareholders of Public Limited Companies (the "OJK REG ON GMS"), OJK Regulation No. 16/POJK.04/2020 dated April 21, 2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Limited Companies and BCA Articles of Association, as follows:
 - a) The Meeting resolutions shall be adopted by means of deliberation for consensus;
 - b) If the Meeting cannot adopt a resolution by deliberation for consensus, the resolution will be adopted by voting. During the voting, the shareholders or their proxies will have the right to cast their votes as AGREE, DISAGREE, or ABSTAIN on each meeting agenda item of the Company;
 - c) Any resolution on a proposal put forward at the Meeting shall be valid if approved by more than ½ (one half) of the total votes present and/or represented at the Meeting;
 - d) Under the provisions of Article 47 of the OJK REG ON GMS, any shareholders that ABSTAIN shall be deemed to cast the same votes as the majority votes cast by the shareholders at the Meeting.
- 3) Voting by the shareholders or their proxies that physically attend the Meeting shall be done under the following procedure:
 - a) The Chairperson of the Meeting will ask the shareholders or their proxies that DISAGREE or ABSTAIN on the relevant proposal to raise their hands and submit their ballots to the Meeting helpers;
 - b) If the shareholder has granted power to a proxy but casts votes through eASY.KSEI application, the votes that will be counted are those cast by the shareholders through eASY.KSEI application, and therefore the shareholder's proxy need not raise his/her hand and submit the ballot to the Meeting helpers;
 - c) The shareholders or the shareholders' proxies that do not raise their hands to submit the ballots containing votes of DISAGREEMENT or ABSTENTION on the relevant proposal shall be deemed to have approved the relevant proposal without the Chairperson of the Meeting having to ask each of the shareholders or the shareholders' proxies to raise their hands to indicate agreement;
 - d) For the vote count, the Meeting helpers will scan the barcodes on the ballots containing votes of DISAGREEMENT and ABSTENTION, which have been submitted to them;
 - e) The shareholders or the shareholders' proxies that have registered their attendance but leave the Meeting room without reporting to the registration staff before the close of the meeting will be deemed to be present at the Meeting and approve the proposals put forward at the Meeting.
- 4) Voting by the shareholders or their proxies that electronically attend the Meeting through the eASY.KSEI application shall be done under the following procedure:
 - a) The voting process takes place through the eASY.KSEI application on the E-Meeting Hall menu, Live Broadcasting submenu;
 - b) The shareholders that are present or have granted e-proxy in the Meeting through eASY.KSEI application but have not cast their votes will have the opportunity to cast their votes during the voting period determined by the Company through the E-Meeting Hall screen in the eASY.KSEI application;
 - c) During the electronic voting process, the status "Voting for agenda item no [] has started" will appear in the 'General Meeting Flow Text' column;
 - d) The time allocated for direct e-voting through the eASY.KSEI application is 2 (two) minutes;
 - e) Shareholders who have voted before the Meeting starts and shareholders or their proxies who have registered through the eASY.KSEI application on the date of the Meeting will be deemed valid to attend the Meeting even though they do not attend the Meeting until the end for any reason;
 - f) If the shareholder or the shareholder's proxy fails to cast any vote until the Meeting status shown in the 'General Meeting Flow Text' column changes to "Voting for agenda item no [] has ended", the shareholder or the shareholder's proxy will be deemed to ABSTAIN on the relevant Meeting agenda item.
- 5) Subsequently, the votes cast by the shareholders or their proxies either physically or electronically will be counted by BCA's Securities Administration Bureau and then verified by a Notary as an independent public official.
- 6) The results of the vote count will be displayed on the screens in the Meeting room and GMS Video Streaming.



Independent Parties who Conducts Counting and/or Validation of the Votes in the AGMS

The independent parties that count and/or validate the votes at the 2022 AGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Christina Dwi Utami, SH, M.Hum., M.Kn., as the Public Notary who verified the vote count.

7. 2022 AGMS Decision and its Realizations

The decision of the 2022 AGMS and its realizations are as follows:

No.	Agenda	2022 AGMS Decision	Realization								
1.	First Agenda Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2021 and grant of release and discharge of liability (acquit et decharge) to members of the Board of Directors for their actions related to the management of the Company and to members of the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 2021.	I. Approving the Annual Report, including: <ol style="list-style-type: none"> the Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2021, audited by the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), as evident from its report Number 00027/2.1025/AU.1/07/1124-2/1/1/2022 dated 24 January 2022 with an unmodified audit opinion, as contained in the 2021 Annual Report; and the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2021, as contained in the 2021 Annual Report. II. Granting a release and discharge of liability (acquit et decharge) to all members of the Board of Directors for their actions related to the management of the Company and the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 2021, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended 31 December 2021 and the relevant supporting documents thereof.	Realized.								
		Voting Results: <table> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>107,436,498,995 (99.476%)</td><td>545,965,487 (0.505%)</td><td>20,313,500 (0.019%)</td><td>1</td></tr> </table>	Agree	Disagree	Abstain	Questions	107,436,498,995 (99.476%)	545,965,487 (0.505%)	20,313,500 (0.019%)	1	
Agree	Disagree	Abstain	Questions								
107,436,498,995 (99.476%)	545,965,487 (0.505%)	20,313,500 (0.019%)	1								

No.	Agenda	2022 AGMS Decision	Realization												
2.	Second Agenda Appropriation of the Company's Net Profits for the financial year ended 31 December 2021.	<p>I. Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2021, audited by the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), the Company's net profits for the financial year ended 31 December 2021 amounted to Rp31,422,660,252,170.00 (thirty-one trillion four hundred twenty-two billion six hundred sixty million two hundred fifty-two thousand one hundred seventy rupiah) ("Net Profits for 2021").</p> <p>II. Appropriating the Company's Net Profits for 2021 as follows:</p> <ol style="list-style-type: none"> 1. An amount of Rp314,226,602,522.00 (three hundred fourteen billion two hundred twenty-six million six hundred two thousand five hundred twenty-two rupiah) will be appropriated for reserve fund. 2. An amount of Rp17,874,882,250,000.00 (seventeen trillion eight hundred seventy four billion eight hundred eighty two million two hundred fifty thousand rupiah) or Rp145 (one hundred forty-five rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2021 to the shareholders entitled to receive cash dividends; such amount includes the interim dividends of Rp3,081,876,250,000.00 (three trillion eighty-one billion eight hundred seventy-six million two hundred fifty thousand rupiah) or equal to Rp25.00 (twenty-five rupiah) per share already paid out by the Company on 7 December 2021; accordingly, the remaining amount of dividends is Rp14,793,006,000,000.00 (fourteen trillion seven hundred ninety-three billion six million rupiah) or equal to Rp120.00 (one hundred twenty rupiah) per share. <p>As regards such dividend payments, the following terms and conditions shall apply:</p> <ol style="list-style-type: none"> (i) the remaining amount of dividends for the financial year 2021 will be paid out for each share issued by the Company as recorded in the Company's Register of Shareholders as at the record date, which will be determined by the Board of Directors; (ii) as regards the payments on the remaining dividends for the financial year 2021, the Board of Directors shall withhold tax on such dividends in accordance with the tax regulations in force; (iii) the Board of Directors is granted the power and authority to stipulate any matters concerning the payment of the remaining dividends for the financial year 2021, including (but not limited to): <ol style="list-style-type: none"> (aa) stipulating the record date as referred to in item (i) to determine the shareholders of the Company eligible to receive payments on the remaining dividends for the financial year 2021; and (bb) stipulating the date of payment of the remaining dividends for the financial year 2021 and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; <ol style="list-style-type: none"> 3. The remainder of the Net Profits for 2021 that has not been appropriated for any particular use will be determined as retained earnings. <p>III. Stating that the grant of power and authority under point II item 2 of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>	Realized.												
<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>107,569,711,722 (99.599%)</td><td>217,375,150 (0.201%)</td><td>215,691,110 (0.200%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	107,569,711,722 (99.599%)	217,375,150 (0.201%)	215,691,110 (0.200%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,569,711,722 (99.599%)	217,375,150 (0.201%)	215,691,110 (0.200%)	-												



No.	Agenda	2022 AGMS Decision	Realization
3.	Third Agenda Change of the composition of the Company's Board of Directors.	<p>I. Upon considering the resolution of the Annual General Meeting of Shareholders held in 2021 in relation to the term of office of Mr. Ir. SUWIGNYO BUDIMAN as a Deputy President Director of the Company, confirming the expiration of the term of office of Mr. Ir. SUWIGNYO BUDIMAN as a Deputy President Director of the Company with effect from the date on which the appointment of his successor has become effective.</p> <p>II. Expressing the highest gratitude and appreciation to Mr. Ir. SUWIGNYO BUDIMAN for his service and contribution during his term of office as a member of the Company's Board of Directors.</p> <p>III. Appointing Mr. GREGORY HENDRA LEMBONG as Deputy President Director of the Company, which will be effective on the first business day of the following month after the Company obtains approval from the Financial Services Authority for such appointment, with a term of office until the close of the Company's Annual General Meeting of Shareholders that will be held in 2026 (two thousand twenty-six), provided that if the appointment of Mr. GREGORY HENDRA LEMBONG as Deputy President Director of the Company is not approved by the Financial Services Authority, the appointment of Mr. GREGORY HENDRA LEMBONG as Deputy President Director of the Company shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders, and Mr. GREGORY HENDRA LEMBONG will remain in office as a Director of the Company until the close of the Company's Annual General Meeting of Shareholders that will be held in 2026 (two thousand twenty-six).</p> <p>IV. Replacing the Company's Director in charge of the compliance function, previously held by Mr. HARYANTO TIARA BUDIMAN, with Mrs. LIANAWATY SUWONO, which will be effective on the first business day of the following month after the Company obtains approval from the Financial Services Authority for the appointment of Mrs. LIANAWATY SUWONO as the Director in charge of the compliance function, with a term of office of Mrs. LIANAWATY SUWONO as the Director in charge of the compliance function until the close of the Company's Annual General Meeting of Shareholders that will be held in 2026 (two thousand twenty-six). Before the approval for the appointment of Mrs. LIANAWATY SUWONO as the Company's Director in charge of the compliance function is obtained from the Financial Services Authority, Mr. HARYANTO TIARA BUDIMAN will remain in office as the Company's Director in charge of the compliance function until the appointment of his successor has become effective. If the Financial Services Authority does not approve the appointment of Mrs. LIANAWATY SUWONO as the Company's Director in charge of the compliance function, then Mr. HARYANTO TIARA BUDIMAN will remain in office as the Company's Director in charge of the compliance function, and Mrs. LIANAWATY SUWONO will remain in office as the Company's Director until the close of the Company's Annual General Meeting of Shareholders that will be held in 2026 (two thousand twenty-six) and the appointment of Mrs. LIANAWATY SUWONO as the Company's Director in charge of the compliance function shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders.</p> <p>V. Appointing Mr. ANTONIUS WIDODO MULYONO as Director of the Company, which will be effective on the first business day of the following month after the Company obtains approval from the Financial Services Authority for such appointment, with a term of office until the close of the Company's Annual General Meeting of Shareholders that will be held in 2026 (two thousand twenty-six), provided that if the appointment of Mr. ANTONIUS WIDODO MULYONO as a Director of the Company is not approved by the Financial Services Authority, such appointment shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders.</p>	Realized.

No.	Agenda	2022 AGMS Decision	Realization
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Third Agenda
(continued)

- VI. Confirming that after bold of the change of composition of the Board of Directors of the Company as referred to in points I, III, IV and V of this resolution and with the composition of the Board of Commissioners remaining unchanged, the composition of the Company's Board of Commissioners and Board of Directors is as follows:

Board of Commissioners

President Commissioner	Mr. Insinyur Djohan Emir Setijoso
Commissioner	Mr. Tonny Kusnadi
Independent Commissioner	Mr. Cyrillus Harinowo
Independent Commissioner	Mr. Doktor Insinyur Raden Pardede
Independent Commissioner	Mr. Sumantri Slamet

Board of Directors

President Director	Mr. Jahja Setiaatmadja
Deputy President Director	Mr. Armand Wahyudi Hartono
Deputy President Director	Mr. Gregory Hendra Lembong
Director	Mr. Tan Ho Hien/Subur or called Subur Tan
Director	Mr. Rudy Susanto
Director (concurrently serving as Director of Compliance)	Mrs. Lianawaty Suwono
Director	Mr. Santoso
Director	Miss Vera Eve Lim
Director	Mr. Haryanto Tiara Budiman
Director	Mr. Frengky Chandra Kusuma
Director	Mr. John Kosasih
Director	Mr. Antonius Widodo Mulyono

- VI. Granting power and authority to the Board of Commissioners to determine the duties and authorities of and among the members of the Board of Directors of the Company in accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association.
- VIII. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to cause the resolution on the composition of the Board of Directors to be expressed in a deed made before a Notary, after the Company obtains an Approval Letter from the Financial Services Authority in respect of such Meeting resolution, and further file any necessary notice with the competent authorities, as well as taking any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations.
- IX. Stating that the grant of power and authority under points VII and VIII of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.

Voting Results:			
Agree	Disagree	Abstain	Questions
106,233,503,339 (98.362%)	1,758,547,985 (1.628%)	10,726,658 (0.010%)	-



No.	Agenda	2022 AGMS Decision	Realization												
4.	Fourth Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2022 as well as bonus payments (tantieme) for the financial year 2021 payable to members of the Board of Directors and the Board of Commissioners of the Company.	<p>I. Granting power and authority to:</p> <p>a. PT DWIMURIA INVESTAMA ANDALAN as the current majority shareholder of the Company to:</p> <ol style="list-style-type: none"> determine the type and/or amount of honorarium, benefits and/or facilities for the members of the Board of Commissioners serving the Company in and over the financial year 2022, with due regard to the recommendations from the Board of Commissioners, which will take into account the recommendations from the Remuneration and Nomination Committee; determine the amount of bonus payments (tantieme) and the distribution thereof to each member of the Board of Commissioners and the Board of Directors of the Company that served the Company in and over the financial year 2021, including all matters related to such bonus payments. <p>b. the Board of Commissioners to determine the type and/or amount of honorarium, benefits and/or facilities for the members of the Board of Directors of the Company serving the Company over the financial year 2022, with due regard to the recommendations from the Remuneration and Nomination Committee.</p> <p>II. The amount of salary or honorarium, benefits, and/or facilities to be paid by the Company to the members of the Board of Directors and the Board of Commissioners serving the Company in and over the financial year 2022 and the amount of bonus payments (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners of the Company who served the Company in and over the financial year 2021 will be set out in the Annual Report for the financial year 2022.</p> <p>III. Stating that the grant of power and authority under point I of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>	Realized.												
<table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>98,805,225,024 (91.484%)</td><td>9,154,288,998 (8.476%)</td><td>43,263,960 (0.040%)</td><td>-</td></tr> </tbody> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	98,805,225,024 (91.484%)	9,154,288,998 (8.476%)	43,263,960 (0.040%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
98,805,225,024 (91.484%)	9,154,288,998 (8.476%)	43,263,960 (0.040%)	-												

No.	Agenda	2022 AGMS Decision	Realization												
5.	Fifth Agenda Appointment of the Registered PAF (including the Registered PA practising through such Registered PAF) to audit/examine the Company's books and accounts for the financial year ended 31 December 2022.	<p>I. Appointing the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) as the PAF registered with the Financial Services Authority to audit/examine the books and records of the Company for the financial year ended 31 December 2022.</p> <p>II. Appointing Mr. Jimmy Pangestu, a PA registered with the Financial Services Authority and practicing through the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) to audit/examine the books and records of the Company for the financial year ended 31 December 2022.</p> <p>III. Granting power and authority to the Board of Commissioners to:</p> <ol style="list-style-type: none"> appoint another PAF if the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) for any reason whatsoever is unable to duly finish auditing/examining the books and records of the Company for the financial year ended 31 December 2022; appoint another PA practicing through the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) if Mr. Jimmy Pangestu for any reason whatsoever is unable to duly finish auditing/examining the books and records of the Company for the financial year ended 31 December 2022; and take any other actions deemed necessary in relation to the appointment and/or replacement of the PAF and/or PA registered with the Financial Services Authority including, without limitation, determine the amount of fee and other requirements in relation to the appointment of such Registered PAF and PA registered with the Financial Services Authority; <p>with due regard to the recommendations from the Audit Committee and the prevailing laws and regulations.</p> <p>IV. Stating that the grant of power and authority under point III of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>107,910,303,547 (99.914%)</td><td>82,646,835 (0.077%)</td><td>9,827,600 (0.009%)</td><td>-</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	107,910,303,547 (99.914%)	82,646,835 (0.077%)	9,827,600 (0.009%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,910,303,547 (99.914%)	82,646,835 (0.077%)	9,827,600 (0.009%)	-												
6.	Sixth Agenda Grant of power and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2022.	<p>I. Granting power and authority to the Company's Board of Directors subject to the approval of the Board of Commissioners, to the extent the financial condition of the Company permits and with observance of the prevailing laws and regulations, to determine and pay out interim dividends for the financial year ended 31 December 2022, provided that to ensure compliance with Article 72 the Company Law, if the interim dividends are to be distributed, then the distribution must be made to the shareholders before the end of the financial year 2022, including to determine the form, amount and method of payment of such interim dividends.</p> <p>II. Stating that the grant of power and authority under point I of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>107,626,656,872 (99.652%)</td><td>321,701,530 (0.298%)</td><td>54,419,580 (0.050%)</td><td>-</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	107,626,656,872 (99.652%)	321,701,530 (0.298%)	54,419,580 (0.050%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,626,656,872 (99.652%)	321,701,530 (0.298%)	54,419,580 (0.050%)	-												



No.	Agenda	2022 AGMS Decision	Realization												
7.	Seventh Agenda Approval of the Revised Recovery Plan of the Company.	<p>Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 2022, which has been recorded in the supervisory administrative system of the Financial Services Authority, as evident in the letter from the Financial Services Authority Number S-13/PB.3/2022 dated 7 February 2022 on the Update of the Recovery Plan of PT Bank Central Asia Tbk 2022.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>107,939,484,282 (99.941%)</td><td>16,885,500 (0.016%)</td><td>46,408,200 (0.043%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	107,939,484,282 (99.941%)	16,885,500 (0.016%)	46,408,200 (0.043%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,939,484,282 (99.941%)	16,885,500 (0.016%)	46,408,200 (0.043%)	-												

8. 2021 AGMS Decision and its Realizations

The decision of the 2021 AGMS and its realizations are as follows:

No.	Agenda	2021 AGMS Decision	Realization												
1.	First Agenda Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2020 and grant of release and discharge of liability (acquit et decharge) to members of the Board of Directors for their actions related to the management of the Company and to members of the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 2020	<p>I. Approving the Annual Report, including:</p> <ol style="list-style-type: none"> the Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2020, audited by the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), as evident from its report Number 00032/2.1025/AU.1/07/1124- 1/1/1/2021 dated 29 January 2021 with an unmodified audit opinion, as contained in the 2020 Annual Report; and the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2020, as contained in the 2020 Annual Report. <p>II. Granting a release and discharge of liability (acquit et decharge) to all members of the Board of Directors for their actions related to the management of the Company and the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 2020, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended 31 December 2020 and any relevant supporting documents thereof.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,408,496,653 (99.860%)</td><td>3,932,200 (0.018%)</td><td>26,197,371 (0.122%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,408,496,653 (99.860%)	3,932,200 (0.018%)	26,197,371 (0.122%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,408,496,653 (99.860%)	3,932,200 (0.018%)	26,197,371 (0.122%)	-												

No.	Agenda	2021 AGMS Decision	Realization												
2.	Second Agenda Appropriation of the Company's Net Profits for the financial year ended December 2020	<p>I. Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2020, audited by the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), the Company's net profits for the financial year ended 31 December 2020 amounted to Rp27,131,109,059,999,- (twenty-seven trillion one hundred thirty-one billion one hundred nine million fifty-nine thousand nine hundred ninety-nine rupiah) ("Net Profits for 2020").</p> <p>II. Appropriating the Company's Net Profits for 2020 as follows:</p> <ol style="list-style-type: none"> An amount of Rp530,- (five hundred thirty rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2020 to the shareholders entitled to receive cash dividends; such amount includes the interim dividends of Rp2,416,190,980,000,- (two trillion four hundred sixteen billion one hundred ninety million nine hundred eighty thousand rupiah) or equal to Rp98,- (ninety-eight rupiah) per share already paid out by the Company on 22 December 2020; accordingly, the remaining amount of dividends is Rp10,650,964,320,000,- (ten trillion six hundred fifty billion nine hundred sixty-four million three hundred twenty thousand rupiah) or equal to Rp432,- (four hundred thirty-two rupiah) per share. As regards such dividend payments, the following terms and conditions shall apply: <ol style="list-style-type: none"> the remaining amount of dividends for the financial year 2020 will be paid out for each share issued by the Company as recorded in the Company's Register of Shareholders as at the record date, which will be determined by the Board of Directors; as regards the payments on the remaining dividends for the financial year 2020, the Board of Directors shall withhold tax on such dividends in accordance with the tax regulations in force; the Board of Directors is granted the power and authority to stipulate any matters concerning the payment of the remaining dividends for the financial year 2020, including (but not limited to): <ol style="list-style-type: none"> stipulating the record date as referred to in item (i) to determine the shareholders of the Company eligible to receive payments on the remaining dividends for the financial year 2020; and stipulating the date of payment of the remaining dividends for the financial year 2020, and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; An amount of Rp271,311,090,599,- (two hundred seventy-one billion three hundred eleven million ninety thousand five hundred ninety-nine rupiah) will be appropriated as reserve fund; The remainder of the Net Profits for 2020 that has not been appropriated for any particular use will be determined as retained earnings. <p>III. Stating that such power and authority as described in point II item 1 of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>	Realized.												
		<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,379,372,950 (99.724%)</td><td>37,171,037 (0.173%)</td><td>22,082,237 (0.103%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,379,372,950 (99.724%)	37,171,037 (0.173%)	22,082,237 (0.103%)	-	
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,379,372,950 (99.724%)	37,171,037 (0.173%)	22,082,237 (0.103%)	-												



No.	Agenda	2021 AGMS Decision	Realization																												
3.	Third Agenda Confirmation of the expiration of the term of office of and the appointment of the members of the Board of Commissioners and the Board of Directors of the Company	<p>I. Confirming that the expiry of the term of office of the members of the Board of Commissioners and the Board of Directors is effective from the close of the Meeting, and further granting a release and discharge of liability (acquit et decharge) to all members of the Board of Commissioners of the Company for their actions related to the supervision of the Company and the Board of Directors for their actions related to the management of the Company during their respective terms of office, to the extent that such actions were reflected in the Company's books and records.</p> <p>II.a. Reappointing the members of the Company's Board of Commissioners and Board of Directors with the following composition:</p> <p>Board of Commissioners</p> <table><tr><td>President Commissioner</td><td>Mr. Insinyur Djohan Emir Setijoso</td></tr><tr><td>Commissioner</td><td>Mr. Tonny Kusnadi</td></tr><tr><td>Independent Commissioner</td><td>Mr. Cyrillus Harinowo</td></tr><tr><td>Independent Commissioner</td><td>Mr. Doktor Insinyur Raden Pardede</td></tr><tr><td>Independent Commissioner</td><td>Mr. Sumantri Slamet</td></tr></table> <p>Board of Directors</p> <table><tr><td>President Director</td><td>Mr. Jahja Setiaatmadja</td></tr><tr><td>Deputy President Director</td><td>Mr. Armand Wahyudi Hartono</td></tr><tr><td>Director</td><td>Mr. Tan Ho Hien/Subur or called Subur Tan</td></tr><tr><td>Director</td><td>Mr. Rudy Susanto</td></tr><tr><td>Director</td><td>Mrs. Lianawaty Suwono</td></tr><tr><td>Director</td><td>Mr. Santoso</td></tr><tr><td>Director</td><td>Miss Vera Eve Lim</td></tr><tr><td>Director</td><td>Mr. Gregory Hendra Lembong</td></tr><tr><td>Director (concurrently serving as Director of Compliance)</td><td>Mr. Haryanto Tiara Budiman</td></tr></table> <p>the term of office of the members of the Board of Commissioners and the Board of Directors mentioned above shall be effective from the close of the Meeting until the close of the Annual General Meeting of the Company which will be held in 2026 (two thousand twenty-six);</p> <p>b. Reappointing Mr. Ir. SUWIGNYO BUDIMAN as Deputy President Director of the Company with effect from the close of this Meeting until:</p> <p>(i) his successor is appointed by the Company's Annual General Meeting of Shareholders which will be held in 2022 (two thousand twenty-two), and</p> <p>(ii) the Company has obtained approval from the Financial Services Authority for the appointment of his successor,</p> <p>(iii) the appointment of his successor has become effective;</p> <p>c. Appointing Mr. JOHN KOSASIH as Director of the Company, which will be effective on the date as determined by the Board of Directors of the Company after the Company obtains approval from the Financial Services Authority for such appointment, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2026 (two thousand twenty-six), provided that if the appointment of Mr. JOHN KOSASIH as a Director of the Company is not approved by the Financial Services Authority, such appointment shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders;</p>	President Commissioner	Mr. Insinyur Djohan Emir Setijoso	Commissioner	Mr. Tonny Kusnadi	Independent Commissioner	Mr. Cyrillus Harinowo	Independent Commissioner	Mr. Doktor Insinyur Raden Pardede	Independent Commissioner	Mr. Sumantri Slamet	President Director	Mr. Jahja Setiaatmadja	Deputy President Director	Mr. Armand Wahyudi Hartono	Director	Mr. Tan Ho Hien/Subur or called Subur Tan	Director	Mr. Rudy Susanto	Director	Mrs. Lianawaty Suwono	Director	Mr. Santoso	Director	Miss Vera Eve Lim	Director	Mr. Gregory Hendra Lembong	Director (concurrently serving as Director of Compliance)	Mr. Haryanto Tiara Budiman	Realized.
President Commissioner	Mr. Insinyur Djohan Emir Setijoso																														
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No.	Agenda	2021 AGMS Decision	Realization												
	Third Agenda (continued)	<p>d. Appointing Mr. FRENGKY CHANDRA KUSUMA as Director of the Company, which will be effective on the first business day of the following month after the Company obtains approval from the Financial Services Authority for such appointment, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2026 (two thousand twenty- six), provided that if the appointment of Mr. FRENGKY CHANDRA KUSUMA as a Director of the Company is not approved by the Financial Services Authority, such appointment shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders.</p> <p>III. Expressing the highest appreciation and gratitude to Mr. HENRY KOENAIPI for his service during his term of office as a Director of the Company.</p> <p>IV. Expressing the highest appreciation and gratitude to Mr. ERWAN YURIS ANG for his service during his term of office as an Independent Director of the Company.</p> <p>V. Granting power and authority to the Board of Directors of the Company to determine the effective date for the appointment of Mr. JOHN KOSASIH as a Director of the Company after the Company obtains approval from the Financial Services Authority for the appointment of Mr. JOHN KOSASIH as a Director of the Company.</p> <p>VI. Granting power and authority to the Board of Commissioners to determine the duties and authorities of and among the members of the Board of Directors of the Company in accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association.</p> <p>VII. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to cause the resolution on the composition of the Board of Commissioners and the Board of Directors as described above to be expressed in a deed made before a Notary, including a subsequent deed containing the composition of the Board of Commissioners and the Board of Directors after the Company obtains an Approval Letter from the Financial Services Authority in respect of such Meeting resolution, and further file any necessary notice with the competent authorities, as well as taking any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations.</p> <p>VIII. Stating that the grant of power and authority under point V and VII of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>													
<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,226,168,194 (99.009%)</td><td>207,047,993 (0.966%)</td><td>5,410,037 (0.025%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	21,226,168,194 (99.009%)	207,047,993 (0.966%)	5,410,037 (0.025%)	-
Voting Results:															
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21,226,168,194 (99.009%)	207,047,993 (0.966%)	5,410,037 (0.025%)	-												



No.	Agenda	2021 AGMS Decision	Realization												
4.	Fourth Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2021 as well as bonus payments (tantieme) for the financial year 2020 payable to members of the Board of Directors and the Board of Commissioners of the Company.	<p>I. a. PT DWIMURIA INVESTAMA ANDALAN as the current majority shareholder of the Company is granted the power and authority to determine the type and/or amount of honorarium, benefits and/or facilities for the members of the Board of Commissioners serving the Company over the financial year 2021, with due regard to the recommendations from the Board of Commissioners, which will take into account the recommendations from the Remuneration and Nomination Committee;</p> <p>b. the Board of Commissioners is granted the power and authority to determine the type and/or amount of honorarium, benefits and/or facilities for the members of the Board of Directors of the Company serving the Company over the financial year 2021, with due regard to the recommendations from the Remuneration and Nomination Committee.</p> <p>II. Upon considering the performance of the Company and the performance of the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2020, and with due observance of Regulation of the Financial Services Authority No. 55/POJK.03/2016 on the Implementation of Corporate Governance for Commercial Banks in conjunction with Article 71 paragraph 1 of Law Number 40 of 2007 on Limited Liability Companies, and after receiving inputs from the Board of Commissioners, which also took into account the inputs from the Company's Board of Directors and the recommendations from the Remuneration and Nomination Committee, we proposed that the Meeting determine a maximum amount of Rp445,000,000,000 (four hundred forty- five billion rupiah) for the bonus payments (tantieme) payable to the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2020.</p> <p>In relation to such bonus payments (tantieme), we proposed that PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, be granted the power and authority to determine the amount of bonus payments (tantieme) and determine the distribution thereof to each member of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2020, including all matters related to such bonus payments.</p> <p>III. The amount of salary or honorarium and benefits to be given by the Company to the members of the Board of Directors and the Board of Commissioners of the Company serving in and over the financial year 2021 and the amount of bonus payments (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners of the Company who served in and over the financial year 2020 will be set out in the Annual Report for the financial year 2021.</p> <p>IV. Stating that the grant of power and authority under point (i) and (ii) of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>20,915,025,666 (97.558%)</td><td>449,894,819 (2.098%)</td><td>73,705,739 (0.344%)</td><td>-</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,915,025,666 (97.558%)	449,894,819 (2.098%)	73,705,739 (0.344%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
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No.	Agenda	2021 AGMS Decision	Realization												
5.	Fifth Agenda Appointment of the Registered PAF (including the Registered PA practising through such Registered PAF) to audit/ examine the Company's books and accounts for the financial year ended 31 December 2021	<p>I. Appointing the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), as the PAF registered with the Financial Services Authority, to audit/examine the books and records of the Company for the financial year ended 31 December 2021.</p> <p>II. Granting power and authority to the Board of Commissioners to:</p> <p>a. appoint the PA registered with the Financial Services Authority practicing through the KAP of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) and its successor (if relevant) to audit/examine the books and records of the Company for the financial year ended 31 December 2021;</p> <p>b. appoint another PAF if the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) for any reason whatsoever is unable to duly finish auditing/examining the books and records of the Company for the financial year ended 31 December 2021; and</p> <p>c. take any other actions deemed necessary in relation to the appointment and/or replacement of the PAF registered with the Financial Services Authority including, without limitation, determine the amount of fee and other requirements in relation to the appointment of such Registered PAF registered with the Financial Services Authority;</p> <p>with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations.</p> <p>III. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,433,031,824 (99.974%)</td><td>0 (0%)</td><td>5,594,400 (0.026%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,433,031,824 (99.974%)	0 (0%)	5,594,400 (0.026%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,433,031,824 (99.974%)	0 (0%)	5,594,400 (0.026%)	-												
6.	Sixth Agenda Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2021.	<p>I. Granting power and authority to the Company's Board of Directors subject to the approval of the Board of Commissioners, to the extent the financial condition of the Company permits and with observance of the prevailing laws and regulations, to determine and pay out interim dividends for the financial year ended 31 December 2021, provided that to ensure compliance with Article 72 of Law No. 40 of 2007 on Limited Liability Companies, if the interim dividends are to be distributed, then the distribution must be made to the shareholders before the end of the financial year 2021, including determine the form, amount and method of payment of such interim dividends.</p> <p>II. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,379,370,650 (99.724%)</td><td>37,171,037 (0.173%)</td><td>22,084,537 (0.103%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,379,370,650 (99.724%)	37,171,037 (0.173%)	22,084,537 (0.103%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,379,370,650 (99.724%)	37,171,037 (0.173%)	22,084,537 (0.103%)	-												
7.	Seventh Agenda Approval of the Revised Recovery Plan of the Company.	<p>Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 2021, which has been recorded in the supervisory administrative system of the Financial Services Authority, as evident from the letter from the Financial Services Authority Number S-2/PB.3/2021 dated 11 January 2021 on the Update of the Recovery Plan of PT Bank Central Asia Tbk 2021.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,434,141,087 (99.979%)</td><td>0 (0%)</td><td>4,485,137 (0.021%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,434,141,087 (99.979%)	0 (0%)	4,485,137 (0.021%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,434,141,087 (99.979%)	0 (0%)	4,485,137 (0.021%)	-												



9. 2021 EGMS Decision and its Realizations

The decision of the 2021 EGMS and its realizations are as follows:

No.	Agenda	2021 EGMS Decision	Realization												
1.	Agenda Approval of the Company's Stock Split	<p>I. Approving the Company's stock split, in which 1 (one) share of the Company currently with a nominal value of Rp62.50 (sixty-two rupiah and fifty cents) is divided into 5 (five) shares each with a nominal value of Rp12.50 (twelve rupiah and fifty cents), with a consequence that a shareholder currently owning 1 (one) share with a nominal value of Rp62.50 (sixty-two rupiah and fifty cents) will own 5 (five) shares, each with a nominal value of Rp12.50 (twelve rupiah and fifty cents).</p> <p>II. In connection with the Company's stock split as described in point I of this resolution, approving the amendment of the Company's Articles of Association, namely modifying the provisions of Article 4 paragraphs 1 and 2 of the Company's Articles of Association as described in the Comparative Table of Amendments to the Company's Articles of Association, which has been provided to the shareholders or their proxies as the Meeting materials and also presented during the Meeting.</p> <p>III. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to take any and all necessary actions in respect of the implementation of the Company's stock split, including but not limited to determining and stipulating the procedure and schedule for the implementation of the stock split in accordance with the applicable regulations in the Capital Markets sector, causing such resolution to be restated/expressed in a notarial deed, amending the provisions of the Company's Articles of Association according to the resolution described in point II, including confirming the composition of the Company's shareholders (if necessary), and further filing any necessary notice with the competent authorities in respect of this Meeting resolution and/or the amendment to the Company's Articles of Association referred to in this Meeting resolution, as well as taking any and all necessary actions in accordance with the prevailing laws and regulations.</p> <p>IV. Stating that the grant of power and authority under point III of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>	Realized.												
<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,428,300,688 (99.989%)</td><td>23,063 (0.001%)</td><td>2,321,400 (0.010%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	21,428,300,688 (99.989%)	23,063 (0.001%)	2,321,400 (0.010%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,428,300,688 (99.989%)	23,063 (0.001%)	2,321,400 (0.010%)	-												

Independent Parties who Conducts Counting and/or Validation of the Votes in the AGMS and EGMS

The independent parties that count and/or validate the votes at the 2021 AGMS and EGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Christina Dwi Utami, SH, M.Hum., M.Kn., as the Public Notary who verified the vote count.

10. Realization of Dividend Payment

- Information related to the procedure of proposal and dividend distribution or payment, shareholders who are entitled to receive dividends, and related tax provisions are regulated in the BCA Dividend Distribution Policy. The main policy can be downloaded on the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>) in the Corporate Governance-Corporate Action-Dividend section.
- Dividend payments (interim or final/annual) were made by BCA punctually and based on the principle of fairness. All shareholders are treated equally and dividends are paid no later than 30 (thirty) days after the announcement of an interim dividend and/or GMS approving the distribution of the final dividend.
- Payment of cash dividends for financial year 2021 was paid on April 19, 2022 and interim dividend payments for financial year 2022 were made on December 20, 2022.
- BCA published the announcement and procedure for payment of cash dividends 2021 on March 21, 2022 in daily newspaper namely Bisnis Indonesia and The Jakarta Post. The announcement and procedure for payment of the 2021 interim dividend was published on November 23, 2022 in daily newspaper namely Bisnis Indonesia and The Jakarta Post.

- The historical amount of dividend distribution can be seen on page 20-21 of this Annual Report.

11. Statements Regarding Unrealized GMS Resolutions

BCA has implemented all recommendations from the Annual GMS decision dated March 17, 2022, therefore, there is no information pertaining to any reason with regards to decisions that has not been realized.



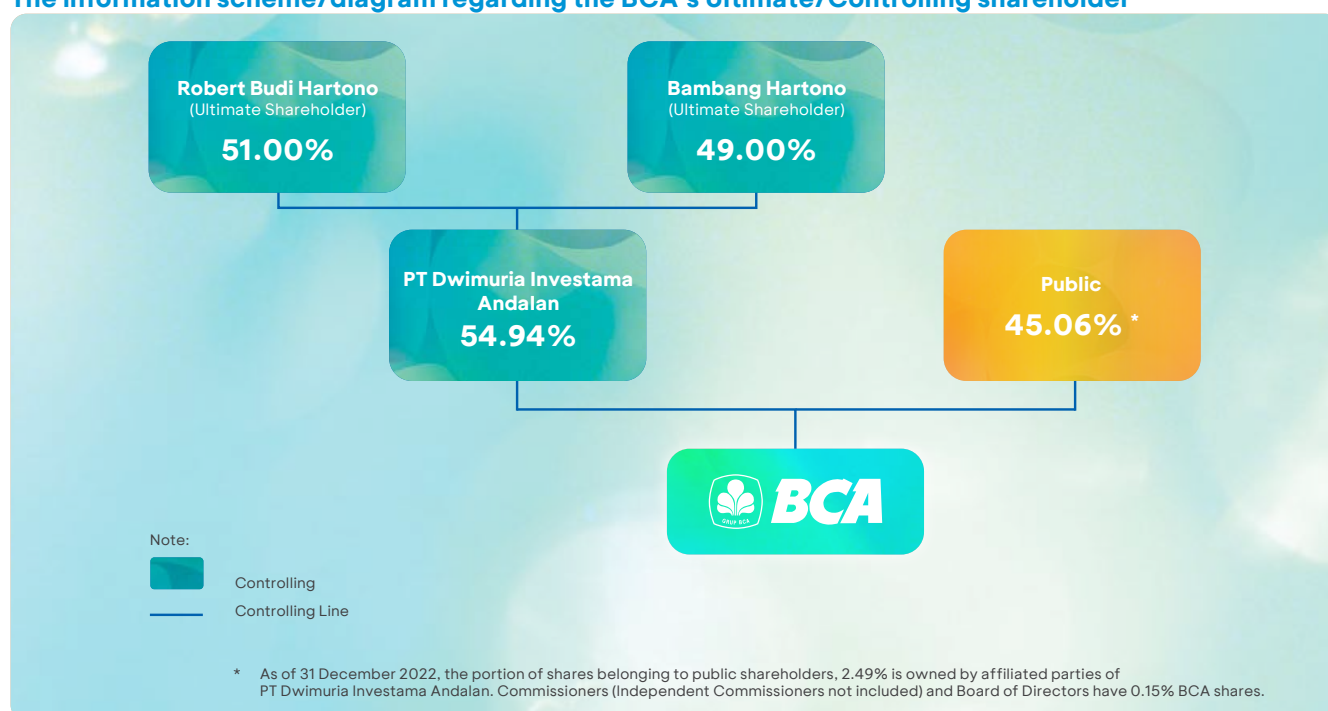
INFORMATION ON ULTIMATE/CONTROLLING SHAREHOLDER

Since November 11, 2016, BCA's ultimate/controlling shareholder is PT Dwimuria Investama Andalan. OJK has approved the changes of BCA's Controlling Shareholder through the letter No. KEP-15/D.03/2017 dated February 1, 2017 concerning the Results of Fit and Proper Test of PT Dwimuria Investama Andalan as a Prospective BCA's Controlling Shareholder.

In connection with the changes of the controlling shareholder, there was no change in control of BCA which the BCA's ultimate Controlling Shareholders remained Robert Budi Hartono and Bambang Hartono.

The information scheme or diagram regarding the BCA's Ultimate/Controlling shareholder, both directly and indirectly up to the individual shareholder is presented as follows:

The information scheme/diagram regarding the BCA's Ultimate/Controlling shareholder



Information regarding the BCA's Ultimate/Controlling shareholder can be seen on the BCA's website (www.bca.co.id) in the investor relations section.

BOARD OF COMMISSIONERS

Based on Law No. 40 of 2007 concerning Limited Liability Companies, the Board of Commissioners is the corporate organ that has the duty and responsibility to carry out general and/or special supervision in accordance with the Articles of Association, provide advice to the Board of Directors, and ensure the implementation of governance principles in every business activity at all levels of the organization.

1. The Board of Commissioners' Charter

In carrying out duties and responsibilities, the Board of Commissioners of BCA is guided by the Board of Commissioners' Charter so each member can perform the supervisory function effectively, efficiently, accountably, transparently and independently. The Board of Commissioners' Charter refers to OJK Regulation No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks and OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies. These guidelines are evaluated and updated periodically with reference to the prevailing laws and regulation.

The Board of Commissioners' Charter is listed in the BCA Governance Guidelines and can be accessed by the public through BCA website in the Corporate Governance Section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

In general, the Board of Commissioners' Charter regulates the following:

- a. Composition and Criteria for the Board of Commissioners;
- b. Criteria/Requirements of the Board of Commissioners;
- c. Independent Commissioner;
- d. Criteria for the Independent Commissioner;
- e. Term of Office of the Board of Commissioners;
- f. Appointment of the Board of Commissioners;
- g. Concurrent Position of Board of Commissioners;
- h. Obligations, Duties, Responsibilities and Authorities of the Board of Commissioners;
- i. Main Duties of the President Commissioner;
- j. Approval and Actions of the Board of Commissioners;
- k. Prohibition of the Board of Commissioners;
- l. Transparency Aspects for the Board of Commissioners;
- m. Orientation of the Board of Commissioners;
- n. Training for the Board of Commissioners;
- o. Ethics and Working Hours of the Board of Commissioners;
- p. Board of Commissioners meeting;
- q. Reporting and Accountability;
- r. Remuneration;
- s. Lending to the Board of Commissioners; as well as
- t. Self-Assessment of the Board of Commissioners.

2. Duties and Responsibilities of the Board of Commissioners

The duties and responsibilities of the BCA Board of Commissioners include the following:

- a. Supervise BCA management policies and the general management activities for the interest of BCA in accordance with BCA's purposes and objectives.
- b. Directing, monitoring and evaluating the implementation of BCA's strategic policies and giving advise to the Board of Directors in accordance with the purposes and objectives of the BCA's Articles of Association.
- c. Ensure the implementation of the principles of the Corporate Governance are carried out in every business activity at all levels of BCA organization, at least through monitoring of the following:
 - 1) Implementation of the duties and responsibilities of the Board of Commissioners and the Board of Directors;
 - 2) Completeness and implementation of the duties of the committees and work units that carry out the internal control function;
 - 3) Implementation of remuneration policy and periodic evaluation of the remuneration policy;
 - 4) Implementation of the compliance, internal auditor and external auditor functions;
 - 5) Implementation of risk management, including internal control systems;
 - 6) Provision of funds to related parties and provision of large funds;
 - 7) BCA's strategic plan;
 - 8) Transparency of the financial and non-financial conditions;
 - 9) Approve and periodically review the BCA's vision, mission and core values.
- d. Supervise the implementation of Integrated Governance.
- e. Ensure that the Board of Directors has followed up on audit findings and recommendations from the Internal Audit Division, external auditors, the results of supervision by the OJK, Bank Indonesia, and/or other authorities.
- f. Provide approval on the merger, consolidation, and/or integration plan, which contains summary information from the independent appraiser's report.



- g. Notifying the OJK/Bank Indonesia no later than 7 (seven) working days since the finding of violation of laws and regulations in the financial and banking sector and/or circumstances or predicted condition that may endanger the business continuity of BCA.
- h. Establish:
 - 1) Audit Committee;
 - 2) Risk Oversight Committee;
 - 3) Remuneration and Nomination Committee; and
 - 4) Integrated Governance Committee.

The Board of Commissioners must ensure that the committees established perform their duties effectively and evaluate the performance of the committees at the end of the fiscal year.
- i. Hold meetings and prepare minutes of meeting in carrying out the following:
 - 1) Regular meetings of the Board of Commissioners at least once every 2 (two) months or 6 (six) times per year in accordance with applicable laws and regulation.
 - 2) Regular meetings of the Board of Commissioners with the Board of Directors at least once every 4 (four) months.
- j. Under certain conditions, holding the Annual GMS and other GMS in accordance with respective authorities as stipulated in the applicable laws and regulations, and BCA's Articles of Association.
- k. Create and submit reports to the Annual GMS, the OJK or other parties.
- l. Approved the Bank's Business Plan and Sustainable Financial Action Plan prepared by the Board of Directors.

Duties and Responsibilities of President Commissioner

The President Commissioner carries out the same duties and responsibilities as the Board of Commissioners above, added with other duties and responsibilities, as follows:

- a. Summon for meetings of the Board of Commissioners.
- b. Lead the Board of Commissioners meetings.
- c. Lead the General Meeting of Shareholders.
- d. Coordinate the implementation of the duties and responsibilities of the Board of Commissioners.

In accordance with their duties and responsibilities, the Board of Commissioners of BCA was not involved in making decisions about BCA's operational activities throughout 2022.

3. Authorities of the Board of Commissioners

In carrying out its duties and responsibilities, the BCA Board of Commissioners has the authority to:

- a. Entering buildings or other locations used or controlled by BCA, inspecting all books, letters, and other evidence, inspecting and matching the condition of cash and other items, and being aware of all actions taken by the Board of Directors.
- b. Request for clarifications from the Board of Directors on all matters regarding BCA.
- c. Temporarily terminate one or more members of the Board of Directors, should any of the member of the Board of Directors act contrary to the BCA's Articles of Association, cause harm to BCA, neglect obligations, and/or violate the prevailing laws and regulations.
- d. Propose replacement and/or appointment of members of the Board of Directors to the GMS with due regard to the recommendations of the Remuneration and Nomination Committee.
- e. Evaluate and decide upon the Board of Directors' requests related to the transactions that require the approval of the Board of Commissioners in accordance with BCA's Articles of Association as follows:
 - 1) Lend money or providing credit facilities or other banking facilities that resembles or result in money borrowing:
 - i. to related parties as stipulated in the provisions of Bank Indonesia, the OJK or other authorized institutions concerning the Legal Lending Limit for Commercial Banks;
 - ii. which exceeds a certain amount that from time to time shall be determined by the Board of Commissioners.
 - 2) Provide a collateral or debt security (borgtocht):
 - i. in order to guarantee payment obligations of related parties to other parties as stipulated in the provisions of Bank Indonesia, the OJK or other authorized agencies concerning the Legal Lending Limit for Commercial Banks;
 - ii. in order to guarantee the obligations of other parties for amounts exceeding a certain amount which from time to time will be determined by the Board of Commissioners.
 - 3) Purchase or otherwise acquire immovable property, except for the purpose of implementing what is stipulated in point q paragraph 2 Article 3 of BCA's Articles of Association which exceeds

a certain amount from time to time will be determined by the Board of Commissioners, that is to carry out other activities that are commonly carried out by banks as long as they are not contrary to prevailing laws and regulations, including actions in the context of restructuring or saving credit including buying collateral, either in whole or in part, through an auction or other means, in the event that the debtor does not fulfill its obligations to the bank provided that the collateral purchased is mandatory disbursed as soon as possible.

- 4) Establish a new company, undertake or dispose or reduce capital participation or increase capital participation, except:
 - i. Additional capital participation from BCA stock dividends, or;
 - ii. Equity participation in the context of credit rescue;
 with due regard to the prevailing laws and regulation.
- 5) Borrow money that is not included in regulation that referred to the Articles of Association of BCA, namely collecting funds from the public in the form of deposits such as current account, time deposits, certificates of deposit, savings, and/or other equivalent forms.
- 6) Transfer or relinquish BCA claim rights which have been written off, either in a part or in a whole, the amount of which will be determined from time to time by the Board of Commissioners.
- 7) Sell, transfer or relinquish rights or collateralizing/guaranteeing BCA's assets above a certain value that will be determined from time to time by the Board of Commissioners but less than or equal to ½ (one-half) of the total net worth of BCA recorded in the BCA balance sheet, either in 1 (one) transaction or in several independent transactions or related to each other in 1 (one) fiscal year.
- 8) Carry out legal actions or transactions that are strategic in nature and may have a significant impact to the continuity of BCA's business, that the type of legal action or transaction from time to time will be determined by the Board of Commissioners.

The Board of Commissioners observes the provisions of the BCA's Articles of Association, the Board of Commissioners' Charter, and the prevailing laws and regulations in order to carry out its duties, responsibilities and authority.

4. Criteria for the Members of the Board of Commissioners

Members of the Board of Commissioners of BCA are individuals who meet the criteria and requirements in accordance with OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies, OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks, and OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties of Financial Service Institutions. The criteria for members of the Board of Commissioners can also be found in the Board of Commissioners' Charter which can be downloaded in the Organizational Structure Section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>).

The criteria for the Board of Commissioner members are as follows:

- a. Have good character, morals and integrity.
- b. Be competent in carrying out legal actions.
- c. Within 5 (five) years before appointment and during their tenure:
 - 1) Have never been convicted of a criminal offense that is detrimental to the state finances and/or related to the financial sector; and
 - 2) Have never been a member of the Board of Directors and/or a member of the Board of Commissioners who during their tenure:
 - i. Not held an Annual GMS
 - ii. Accountability as a member of the Board of Directors and/or a member of the Board of Commissioners has been rejected by the GMS or does not provide accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and
 - iii. Had caused a company that has obtained permits, approvals, or registrations from OJK fail to comply its obligation to submit annual reports and/or financial reports to OJK.
- d. Has a commitment to comply with laws and regulations.
- e. Has knowledge and/or expertise in the fields required by BCA.



- f. Meet the following requirements for integrity, competence and financial reputation:
- 1) Integrity requirements, including:
 - i. capable of carrying out legal actions;
 - ii. has good character and morals, at least shown by the attitude of complying with applicable provisions, including have never been convicted for a crime in a certain period before being nominated;
 - iii. has a commitment to comply with laws and regulations and uphold OJK policies;
 - iv. has a commitment towards the development of a healthy financial services institution;
 - v. not included as a party prohibited from being a main party;
 - vi. have a commitment not to commit and/or repeat actions and/or activity that cause the person concerned to be included as a party prohibited from becoming a Main Party.
 - 2) Competency requirements, including:
 - i. knowledge in banking which is adequate and relevant to the position;
 - ii. experience and expertise in banking and/or financial sector.
 - 3) Financial reputation requirements, at least evidenced by:
 - i. not having bad credit and/or non performing loan; and
 - ii. has never been declared bankrupt and/or has never been a shareholder, controller of an insurance company who is not a shareholder, a member of the Board of Directors, or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt within the last 5 (five) years before being nominated.
 - 4) Has passed the Fit and Proper Test in accordance with OJK Regulations.

5. Nomination for Members of the Board of Commissioners

The nominations for members of the Board of Commissioners refer to Article 7 and Article 26 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and The Board of Commissioners of Issuers or Public Companies and Article 27 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks.

Nomination Mechanism

BCA has arrangements related to the nomination mechanism in the Mechanism for Nomination of Members of the Board of Commissioners and the Board of Directors documents, which can be accessed by the public through the BCA website in the Corporate Governance Section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

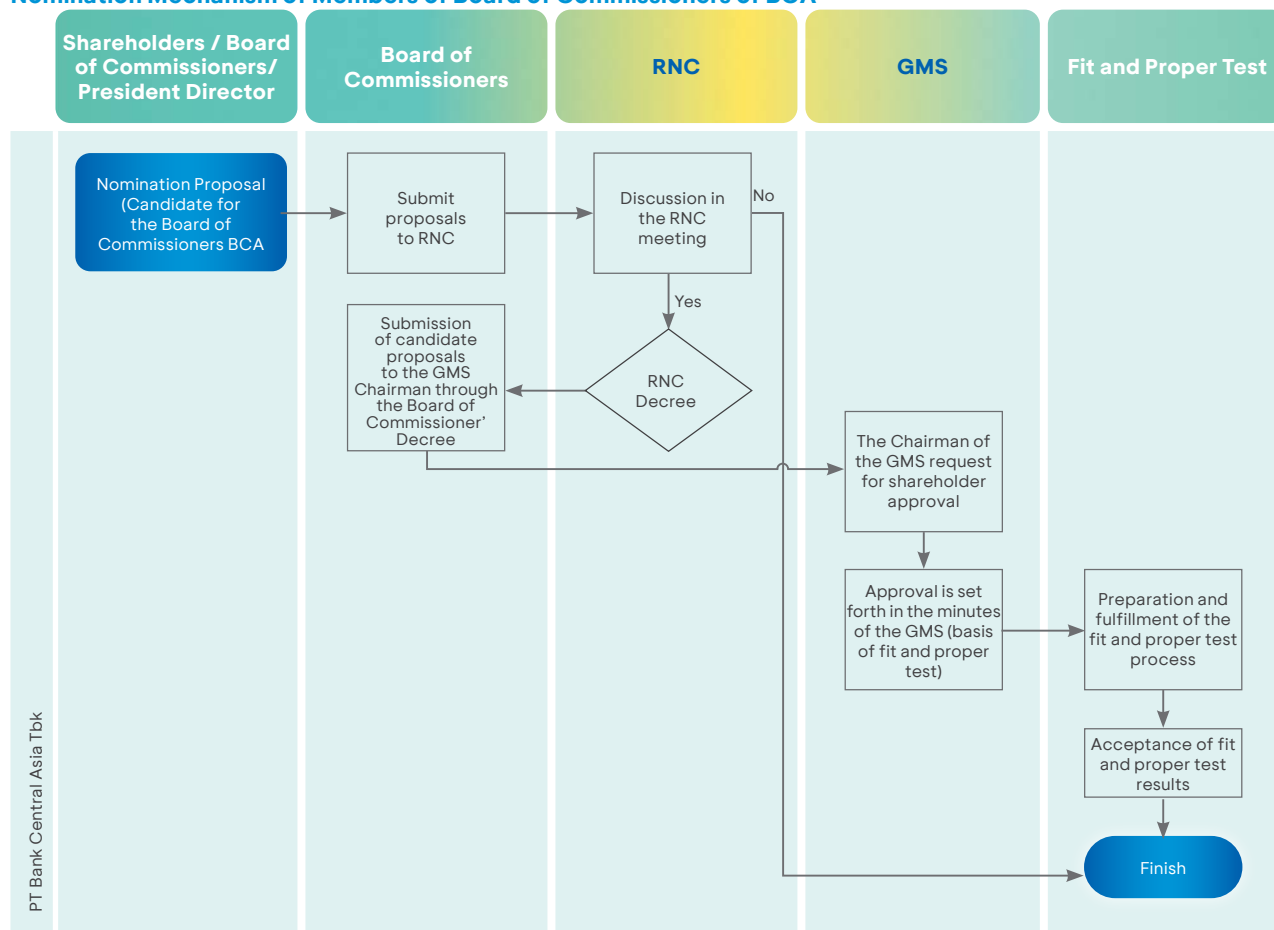
Referring to Article 49 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks, the mechanism for nominating members of the Board of Commissioners is as follows:

- a. Proposals from Shareholders/Board of Commissioners/President Director related to the nominations of the Board of Commissioners are submitted to the Board of Commissioners.
- b. The Board of Commissioners requests the Remuneration and Nomination Committee (RNC) to discuss proposals related to the nomination of the Board of Commissioners.
- c. RNC conducts discussions related to the proposal in the RNC. The discussion is outlined in the minutes of the RNC meeting. Matters to be considered in the meeting includes:
 - 1) Reasons and/or considerations for the proposal (among other things based on interview results, financial reputation studies, experience, track record, and public opinion circulating in various media);
 - 2) Criteria and qualifications for the candidate in accordance with the direction of the BCA strategy;
 - 3) RNC has carried out the following steps:
 - i. Pay attention to external and internal conditions in accordance with the direction of BCA's strategy;
 - ii. Communicate with the Controlling Shareholder (if the proposal is not from the Controlling Shareholder).
- d. After conducting the discussion, RNC provides recommendations to the Board of Commissioners as outlined in the RNC Decree.
- e. Based on the RNC's recommendations, the Board of Commissioners submits candidates for the Board of Commissioners to the chairman of the GMS through the Board of Commissioners' Decree.
- f. The GMS Chairman requests for Shareholders' approval in the GMS agenda related to the nominations of the Board of Commissioners.

- g. After obtaining approval from the GMS, the approval shall be set forth in the minutes of the GMS which form the basis of the Fit and Proper Test of the candidates for the Board of Commissioners.
- h. BCA may use third parties' services to search for candidates of the Board of Commissioners.

The explanation of the nomination flow above is shown in the diagram below:

Nomination Mechanism of Members of Board of Commissioners of BCA



6. Number and Composition of the Members of the Board of Commissioners

BCA has determined the number and composition of members of the Board of Commissioners in accordance with OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks.

OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks	BCA Implementation
Have at least 3 (three) people and at most the same as the number of members of the Board of Directors.	There are 5 (five) members of the Board of Commissioners
Have at least 1 (one) member of the Board of Commissioners domiciled in Indonesia.	All members of the BCA's Board of Commissioners are domiciled in Indonesia.
Have Independent Commissioner at least 50% (fifty percent) of the total members of the Board of Commissioners.	The number of BCA Independent Commissioners is 3 (three) people or 60% (sixty percent) of the total members of the Board of Commissioners of BCA.



As of December 31, 2022, BCA has 5 (five) members of the Board of Commissioners, consisting of 1 (one) President Commissioner, 1 (one) Commissioner, and 3 (three) Independent Commissioners. The number of BCA Board of Commissioners members does not exceed the number of BCA Board of Directors members. The number of BCA Independent Commissioners is 60% (sixty percent) of the total members of BCA Board of Commissioners. All members of the BCA Board of Commissioners are domiciled in Indonesia.

Since there were no changes to the Board of Commissioners' composition throughout 2022, BCA does not present reasons for changes to the Board of Commissioners' composition in this Annual Report. The composition of member of BCA Board of Commissioners in 2022 is contained in the Statement of Meeting Resolutions Deed of PT Bank Central Asia Tbk No. 33 dated May 10, 2022, made in the presence of Christina Dwi Utami, S.H. M.Hum., M.Kn., Notary in Jakarta.

The Composition of BCA Board of Commissioners as of December 31, 2022

Name	Position	Approval Letter No.	Term of Office
Djohan Emir Setijoso	President Commissioner	13/99/GBI/DPIP/Rahasia dated August 25, 2011	2021 – 2026
Tonny Kusnadi	Commissioner	5/4/DpG/DPIP/Rahasia dated September 4, 2003	2021 – 2026
Cyrrillus Harinowo	Independent Commissioner	5/4/DpG/DPIP/Rahasia dated September 4, 2003	2021 – 2026
Raden Pardede	Independent Commissioner	8/84/DPB3/TPB3-2 dated August 16, 2006	2021 – 2026
Sumantri Slamet	Independent Commissioner	SR-117/D.03/2016 dated July 11, 2016	2021 – 2026

All members of the Board of Commissioners of BCA have obtained approval from Bank Indonesia (currently the OJK) and have passed the fit and proper test from Bank Indonesia (currently the OJK) before carrying out their duties and functions. This is in accordance with Bank Indonesia Regulation No. 12/23/PBI/2010 concerning Fit and Proper Test and Bank Indonesia Circular Letter No. 13/8/DPNP concerning Fit and Proper Test as amended by Bank Indonesia Circular Letter No. 13/26/DPNP dated November 30, 2011.

7. Term of Office of the Board of Commissioners

In accordance with BCA's Articles of Association, the term of office of members of the Board of Commissioners is 5 (five) years from the date specified in the GMS. The term of office of the members of the Board of Commissioners for this period will end when BCA Annual GMS is closed in 2026. The GMS still has the authority to dismiss one or more members of the Board of Commissioners at any time before its term ends.

8. Orientation Program for New Board of Commissioners Members

New members of the Board of Commissioners participate in the orientation program in order to carry out their duties and responsibilities as members of the Board of Commissioners properly.

The Board of Commissioners orientation program are regulated in:

- BCA Governance Guidelines Chapter 3 concerning the Board of Commissioners' Charter
- Board of Directors' Decree No. 189/SK/DIR/2020 dated December 4, 2020 concerning Orientation Guidelines for New Members of the Board of Directors and Board of Commissioners of PT Bank Central Asia Tbk.

The orientation program includes, among others:

- Knowledge about BCA's Vision, Mission, Values, Strategy;
- BCA's mid term and long-term plans (RBB for the year)
- BCA's performance and finances; and
- Issues relevant to the banking world.

Orientation Procedures

The orientation for the new members of the Board of Commissioners may be conducted by:

- Presentation by work units of head office (UKKP)
- Visits to various BCA's activity locations.
- Meetings and discussions with other members of the Board of Directors and the Board of Commissioners to discuss various BCA's issues or other information required.
- Learn various BCA's informations that available electronically (online base).

In 2022, there was no implementation of orientation program for members of the Board of Commissioners because there was no appointment of new members of the Board of Commissioners.

9. Training Programs In Order to Enhance the Board of Commissioners Competence

BCA has a Board of Commissioners training program policy that is regulated in the Board of Commissioners'

Charter. BCA requires members of the Board of Commissioners to attend a training program at least once a year to support the implementation of their duties and responsibilities. As additional information, the training programs for the Board of Commissioners in 2022 were implemented offline and online due to the COVID-19 pandemic. The list of training programs attended by members of the Board of Commissioners throughout 2022 is as follows:

Training Program Attended by Members of the Board of Commissioners in 2022

No.	Name	Training Program	Organizer	Date
1	D.E. Setijoso	Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022
		BCA Wealth Summit 2022	BCA	September 8, 2022
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022
		Panel Discussion: Optimization of the Board of Commissioners' Active Oversight in BANI Era (Brittle, Anxious, Non-linear and Incomprehensible)	BSMR	December 19, 2022
2	Tonny Kusnadi	Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022
3	Cyrillus Harinowo	Launching of the 2021 Bank Indonesia Transparency and Accountability Report and the G20 International Seminar Series	Bank Indonesia	January 26, 2022
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022
		Economy Outlook	BCA	April 27, 2022
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022
		Customer Engagement Gathering: Renewable energy business opportunities	BCA	November 11, 2022
		2022 BCA Logistic Division Supplier Gathering	BCA	November 18, 2022
		ASEAN Global Leadership Program	New York University, SRW&Co.	December 5-9, 2022
4	Raden Pardede	BCA Trading Trends 2022	BCA	January 14, 2022
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022
		Economy Outlook	BCA	April 25, 2022
		BCA Wealth Summit 2022	BCA	September 8, 2022
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022



No.	Name	Training Program	Organizer	Date
5	Sumantri Slamet	BCA Trading Trends 2022	BCA	January 14, 2022
		Online event: Omicron is Coming Our Way: Will It Hasten the COVID-19 Pandemic's End?	BCA	January 28, 2022
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022
		Online event: Implications of NIK becoming NPWP for Entrepreneurs	BCA	August 5, 2022
		BCA Wealth Summit 2022	BCA	September 8, 2022
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022
		Credit Risk Analysis Professional Certificate	New York Institute of Finance	October 17-21, 2022
		Advanced Credit Risk Professional Certificate	New York Institute of Finance	October 24-28, 2022
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022

Pursuant to Bank Indonesia Regulation No. 11/19/PBI/2009 dated June 4, 2009 as amended by Bank Indonesia Regulation No. 12/7/PBI/2010 dated April 19, 2010 concerning Risk Management Certification for Management and Official of Commercial Banks, all of the Board of Commissioners members attained the Risk Management Certification and/or Refreshment in accordance with applicable regulations.

10. The Board of Commissioners Share Ownership Amounted 5% or More of the Paid-Up Capital

BCA policy that regulates the share ownership report for the the Board of Commissioners refers to the Article 39 of OJK Regulation No. 55/POJK.03/2016 Concerning Implementation of Good Corporate Governance for Commercial Banks and Article 2 of OJK Regulation No.11/POJK.04/2017 concerning Report of Ownership or Any Changes to Share Ownership in Public Companies and OJK Circular Letter No.13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance for Commercial Bank

Implementation of the Ownership Reporting Policy or Any Changes in Share Ownership

The Board of Commissioner' Charter governs the following:

- The Board of Commissioner obligation to disclose the share ownership of 5% or more of the paid up capital, which includes the type and number of shares in BCA, other banks, non-bank financial institutions and other companies, which are domiciled in and outside the country. In addition, BCA has also held and stored a Special List as regulated in Article 50 of the Limited Liability Company Law.

- The Board of Commissioner obligation to submit the information regarding the ownership and any changes in the ownership of the BCA's shares no later than 3 (three) working days after the occurrence of ownership or any change in ownership of the shares of the Public Company. This policy is in accordance with the Article 3 of OJK Regulation No.11/POJK.04/2017 concerning Report of Ownership or Any Changes to the Share Ownership in Public Companies and has been socialized through the Memorandum No. 120/MO/DCS/2017 dated April 25, 2017 by the Corporate Secretary to the entire Board of Directors and Board of Commissioners.

As a form of compliance with internal and external policies regarding share ownership reports, BCA has also submitted a report on BCA's share ownership for the Board of Commissioners at the beginning of each month and for any change in share ownership for the Board of Commissioners in 2022 through the e-reporting system to OJK and IDX.

Table of the Board of Commissioners Share Ownership Amounted 5% or more of Paid-up Capital as of December 31, 2022

Name	The Board of Commissioners Share Ownership amounted 5% or more of paid-up capital at:			
	BCA	Other Bank	Non-Bank Financial Institution	Other Companies
Djohan Emir Setijoso	-	-	-	√
Tonny Kusnadi	-	-	-	√
Cyrillus Harinowo	-	-	-	√
Raden Pardede	-	-	-	√
Sumantri Slamet	-	-	-	-

Table of BCA Share Ownership Number by the Board of Commissioners in 2022

Name	Number of Ownership at Beginning of the Year (as of January 1, 2022)	Number of Ownership at the End of the Year (as of December 31, 2022)
Djohan Emir Setijoso	106,217,895	106,395,297
Tonny Kusnadi	6,762,050	6,907,197
Cyrillus Harinowo	N/A	N/A
Raden Pardede	N/A	N/A
Sumantri Slamet	N/A	N/A

Table of BCA Share Ownership Number by the Board of Commissioners in 2022

Name	Number of Ownership at Beginning of the Year (as of January 1, 2021) before stock split	Number of Ownership at the End of the Year (as of December 31, 2021) after stock split
Djohan Emir Setijoso	21,200,121	106,217,895
Tonny Kusnadi	1,217,653	6,762,050
Cyrillus Harinowo	N/A	N/A
Raden Pardede	N/A	N/A
Sumantri Slamet	N/A	N/A

11. Concurrent Position of the Board of Commissioners Members

Throughout 2022, BCA ensured that the Board of Commissioners complied with the regulations related to the Board of Commissioners concurrent position in accordance with OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies and OJK Regulation No.55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks.

- a. BCA's Board of Commissioners Members do not hold concurrent positions as the members of the Board of Directors, the Board of Commissioners, or executive officers:
- 1) In financial institutions or financial company, both banks and non-banks;
 - 2) In more than 1 (one) non-financial institution or non-financial company, both domestic and overseas.

- b. The following conditions are not considered concurrent positions, as referred to in the paragraph above, if:

- 1) Members of the Board of Commissioners serve as members of the Board of Directors, members of the Board of Commissioners, or executive officers who perform supervisory functions in 1 (one) non-bank subsidiary company controlled by BCA;
- 2) Non-Independent Commissioners perform functional tasks from bank shareholders in the form of legal entities in the BCA's business group; and/or
- 3) Members of the Board of Commissioners hold positions in non-profit organizations or institutions.

The duties and functions referred to in point b above can be carried out as long as the person concerned does not neglect the implementation of duties and responsibilities as a member of the Board of Commissioners of BCA.



- c. BCA's Board of Commissioners members do not hold concurrent positions in more than 5 (five) Committees within the institutions/companies where they function as members of the Board of Director or members of the Board of Commissioner.

Tabel of Concurrent Position of the Board of Commissioners of BCA in 2022

Name	Position in BCA	Position at other Banks	Position at other Institution/Company	Industry
Djohan Emir Setijoso	President Commissioner	-	-	-
Tonny Kusnadi	Commissioner	-	President Commissioner of PT Sarana Menara Nusantara Tbk	Telecommunications Tower Operators
Cyrillus Harinowo	Independent Commissioner	-	-	-
Raden Pardede	Independent Commissioner	-	Independent Commissioner of PT Global Digital Niaga Tbk	Retail trading through Digital Platform
Sumantri Slamet	Independent Commissioner	-	Member of the Risk Committee at the University of Indonesia	Education

Table of Concurrent Positions of the Board of Commissioners in Committees at BCA in 2022

Name	Position in BCA	Period	Position in Committee
Djohan Emir Setijoso	President Commissioner	2021-2026	• Member of the Remuneration and Nomination Committee
Tonny Kusnadi	Commissioner	2021-2026	-
Cyrillus Harinowo	Independent Commissioner	2021-2026	• Chairman of the Risk Oversight Committee • Chairman of the Integrated Governance Committee
Raden Pardede	Independent Commissioner	2021-2026	• Chairman of the Remuneration and Nomination Committee
Sumantri Slamet	Independent Commissioner	2021-2026	• Chairman of the Audit Committee

12. Report on the Implementation of Duties and Evaluation of Committees under the Board of Commissioners

The committees under the Board of Commissioners that have been formed to support the implementation of the duties of the Board of Commissioners are:

- Audit Committee (AC)
- Risk Oversight Committee (ROC)
- Remuneration and Nomination Committee (RNC)
- Integrated Governance Committee (IGC)

The Board of Commissioners carries out an assessment of these committees with the following provisions:

1. Criteria

The assessment criteria for the committees under the Board of Commissioner are based on their compliance towards the Chapter and the realization of work/implementation of the duties of each committee.

2. Process

The assessment is performed by the Board of Commissioners once per year.

3. Result

The Board of Committees claims that all of the committees under the Board of Commissioners have effectively carried out their duties and responsibilities, and have worked by upholding excellent competency and quality standards throughout 2022.

Assessment Results of Committees under the Board of Commissioners

Committee	Assessment
1. Audit Committee (AC)	<p>AC has ensured internal control implementation and effectively assisted the Board of Commissioners in supervising the implementation of internal and external audit functions, corporate governance implementation, and compliance with applicable laws and regulations.</p> <p>Throughout 2022, AC performed its duties effectively and has held 23 (twenty three) meetings, participated in education or training, and implemented the AC work program.</p> <p>The Audit Committee Chapter on pages 419 contains information about meeting attendance, education or training, and the AC work program.</p>
2. Risk Oversight Committee (ROC)	<p>ROC has ensured that BCA has a risk management system in place to protect it from the risks it faces.</p> <p>Throughout 2022, the ROC has held 8 (eight) meetings, participated in education or training, and implemented the ROC work program.</p> <p>The Risk Oversight Committee Chapter on pages 425 contains information about meeting attendance, education or training, and the ROC work programs.</p>
3. Remuneration and Nomination Committee (RNC)	<p>RNC has carried out its duties by making recommendations to the Board of Commissioners on BCA's overall remuneration policies.</p> <p>RNC held 5 (five) meetings in 2022, participated in education or training, and implemented the RNC work program.</p> <p>The Remuneration and Nomination Committee Chapter on pages 431 contains information about meeting attendance, education or training, and the RNC work programs.</p>
4. Integrated Governance Committee (IGC)	<p>The IGC support the Board of Commissioners in overseeing the integrated implementation of governance at BCA and its subsidiaries.</p> <p>Throughout 2022, the IGC held 6 (six) meetings, participated in education or training, and implemented the IGC work program.</p> <p>The Integrated Governance Committee Chapter on pages 435 contains information about meeting attendance, education or training, and the IGC work program.</p>

The Committees under the Board of Commissioners Chapter on pages 419 of this Annual Report contains detailed explanations of the committees under the Board of Commissioners.

13. Report on the implementation of the duties of the Board of Commissioners Members

The complete Report on the Implementation of the Board of Commissioners' Duties is presented on pages 36 under the Report of the Board of Commissioners Section of this Annual Report.

The policies and implementation of the Board of Commissioners' meetings, including joint meetings with the Board of Directors, and the full attendance rate of each member of the Board of Commissioners are presented on pages 392 and 402 under the Meetings of the Board of Commissioners, Directors and Joint Meetings Section of this Annual Report.

14. Performance Assessment of the Corporate Governance Outcomes

Assessment of the performance of members of the Board of Commissioners, namely related to the procedure for implementing performance appraisal, the criteria used, and the party conducting the assessment, can be found on page 409 under the Performance Assessment of the Board of Commissioners and the Board of Directors Section of this Annual Report.



INDEPENDENT COMMISSIONER

As of December 31, 2022, the number of Independent Commissioners of BCA were 3 (three) out of a total of 5 (five) members of the Board of Commissioners, or representing 60% (sixty-percent) of the total members of the Board. In this case, the composition of the members of the Board Commissioners has complied with OJK Regulation No. 55/POJK.03/ 2016 concerning the Implementation of Corporate Governance for Commercial Banks and OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks, which governs that the number of Independent Commissioners is at least 50% (fifty-percent) of the total members of the Board of Commissioners.

1. Independent Commissioner Criteria

The criteria that need to be met by all Independent Commissioners of BCA include:

1. Not a person who is employed or has the authority and responsibility to plan, lead, control, or oversee BCA activities within the last 6 (six months), except for re-appointment as an Independent Commissioner of BCA in the following period;
2. Have no share in BCA, directly or indirectly;
3. Have no affiliation with BCA, other members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of BCA;
4. Have no direct or indirect business relationships related to BCA business activities;
5. Meet other requirements for Independent Commissioners in accordance with prevailing regulations;
6. Prospective Independent Commissioners who are former members of the Board of Directors or BCA executive officers or other parties having relationships with BCA must undergo a cooling off period of at least 1 (one) year before becoming an Independent Commissioners. This provision does not apply to former Directors or Executive Officers who only perform supervisory functions;

7. Non-Independent Commissioners who will shift to Independent Commissioners must undergo a cooling off period of at least 6 (six) months;

In addition to the criteria mentioned above, Independent Commissioners must also meet the general requirements for prospective members of the Board of Commissioners.

2. Terms of Office of Independent Commissioners

The Independent Commissioner's term of office follows the general term of the Board of Commissioners. Independent Commissioners who have served for 2 (two) consecutive terms of office may be reappointed as Independent Commissioners in the following period if:

- The Board of Commissioners meeting believes that Independent Commissioners can still act independently; and
- Independent Commissioner declares his independence at the GMS.

BCA has Independent Commissioners who have been appointed for more than 2 (two) periods, namely Cyrillus Harinowo and Raden Pardede. Based on the meeting of the members of the Board of Commissioners, both of them can still act independently, and each has made a Statement of Independence, which is declared at the appointment of members of the Independent Commissioners at the 2021 BCA Annual GMS.

3. Statement of Independence of Independent Commissioners

The current BCA Independent Commissioners were appointed in 2021, and the appointment decision will be valid until 2026. Each BCA Independent Commissioner has made a Statement of Independence in accordance with the aspects of independence that refer to OJK Regulation no. 33/POJK.04/2014, Article 25 Paragraph 1, concerning Directors and Board of Commissioners of Issuers or Public Companies and has submitted it to OJK.

Independency Aspects	Cyrillus Harinowo	Raden Pardede	Sumantri Slamet
Not a person who is employed or has the authority and responsibility to plan, lead, control, or oversee BCA activities within the last 6 (six months), except for re-appointment as an Independent Commissioner of BCA in the following period.	✓	✓	✓
Have no share in BCA, directly or indirectly	✓	✓	✓
Have no affiliation with BCA, other members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of BCA.	✓	✓	✓
Have no direct or indirect business relationships related to BCA business activities.	✓	✓	✓

BOARD OF DIRECTORS

Based on Law No. 40 of 2007 concerning Limited Liability Companies, the Board of Directors is the organ of the company that has the authority and full responsibility to manage the company for the interest of the company, in accordance with the purposes and objectives of the company, as well as to represent the company, either in or out of court, in accordance with the provisions of the Articles of Association and the applicable laws and regulations.

1. Guideline and Code of Conduct of the Board of Directors (Board of Directors Charter)

In performing its duties and responsibilities, the Board of Directors of BCA has been guided by the Board of Directors' Charter that is formulated based on Article 18 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks and Article 35 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. The Board of Directors' Charter has been evaluated and updated on a regular basis with reference to prevailing laws and regulations.

The Board of Directors' Charter is listed in the BCA Governance Guidelines and can be accessed by the public through the BCA website in the Corporate Governance section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

In general, the Board of Directors' Charter governs:

- Legal basis;
- Values;
- Composition, criteria, and independence of the board of directors;
- Terms of office of the Board of Directors;
- Concurrent positions of the Board of Directors;
- Appointment of the Board of Directors;
- Obligation, duties, responsibilities and authorities of the Board of Directors;
- Transparency and prohibitions for the Board of Directors;
- Orientation and training of the Board of Directors;
- Ethics and working hours of the Board of Directors;
- Board of Directors' Meetings;
- Reporting and accountability; and
- Board of Directors Self-Assessment.

2. Duties and Responsibilities of the Board of Directors

The duties and responsibilities of the Board of Directors include the following:

1. The Board of Directors is fully responsible for managing the company for the interests and objectives of the company. The main duties of the Board of Directors are
 - a. Lead and manage BCA in accordance with the purposes and objectives of the BCA's Articles of Association.
 - b. Control, maintain, and manage BCA's assets for its interest.
 - c. Create internal control structure, ensure the implementation of internal audit function in every level of management, and follow up on Internal Audit Division (DAI) findings in accordance with policies or directions given by the board of commissioners.
2. Each member of the Board of Directors must carry out their duties in good faith and with full responsibility, while adhering to all applicable laws and regulations.
3. The Board of Directors represents the company inside and outside the court on all matters and in all events, binds the company to other parties and other parties to the company, and carries out all actions, both regarding management and ownership, with the limitation that the Board of Directors must obtain prior written approval from the Board of Commissioners for actions following those listed below.
 - a. Make a loan or provide credit or other banking facilities that resemble or result in a loan of money:
 - 1) To related parties, as stipulated in Bank Indonesia Regulations concerning legal lending limits for commercial banks;
 - 2) Exceeding a certain amount, as determined by the Board of Commissioners from time to time.
 - b. Providing guarantees or debt guarantees (*borgtocht*):
 - 1) To guarantee payment obligations of related parties to third parties as specified in BI, the OJK, or other authorized agencies' provisions concerning the legal lending limit for commercial banks;
 - 2) To guarantee the obligations of other parties in excess of a certain amount, as determined by the Board of Commissioners from time to time;



- c. Purchase, or in other ways obtain, immovable property, except in the context of carrying out other activities commonly carried out by the company as long as it does not conflict with applicable laws and regulations, including, among others, actions in the context of credit restructuring or rescue, including buying collateral, whether all or part of it, through auction or in other ways, in the event that the debtor does not fulfill his obligations to the company, provided that the collateral purchased must be disbursed as soon as possible and exceeds a certain amount determined from time to time by the Board of Commissioners;
- d. Establishing a new company, making or releasing or reducing equity participation, or increasing equity participation, is prohibited unless:
 - 1) Additional capital participation originating from the company's stock dividends; or
 - 2) Equity participation in the context of saving credit:
 - with due observance of the applicable laws and regulations;
- e. Borrow money that is not included in the activity of collecting funds from the public in the form of demand deposits, time deposits, certificates of deposit, savings, and/or other equivalent forms, the amount of which will be determined by the Board of Commissioners from time to time;
- f. Transfer or relinquishing the company's written-off collection rights, either partially or completely, the amount of which will be determined by the Board of Commissioners from time to time;
- g. Sell or transfer, release rights to, or pledge/guarantee, the company's assets above a certain value determined from time to time by the Board of Commissioners, but whose value is less than or equal to ½ (one-half) of the total net worth of the company listed in the company's balance sheet, either in 1 (one) transaction or in several transactions that stand alone or are related to one another in 1 (one) fiscal year;
- h. Carry out strategic legal actions or transactions that can have a significant impact on the company's business continuity; the types of legal actions or transactions will be determined from time to time by the Board of Commissioners;

The Board of Commissioners' approval for the actions of the Board of Directors can be given for 1 (one) action or more than 1 (one) action, and that can be reviewed from time to time, subject to applicable laws and regulations.

- 4. To carry out one of the following actions:
 - a. Transfer, relinquishing rights, and/or making debt guarantees totaling more than ½ (one-half) of the company's total net worth or constituting all of the company's assets, either in a single transaction or several transactions that are independent or related to one another in a single fiscal year; or
 - b. Apply to the competent authority regarding the bankruptcy of the company or a request for the company to be granted a suspension of debt payment obligations (surseance van betaling);

The Board of Directors must obtain prior approval from the GMS, which is attended by (the) shareholders of the company and/or their legal proxies representing at least ¾ (three-quarters) of the total number of shares of the company with valid voting rights that the company has issued, and the proposal submitted is approved by more than ¾ (three-quarters) of the total number of votes legally cast at the meeting in question.
- 5. In terms of:
 - a. A member of the Board of Directors is not authorized to represent the company in matters or transactions in which the member of the Board of Directors concerned has a conflicting interest with the interests of the company, so the company must be represented by another member of the Board of Directors (subject to the provisions of BCA Articles of Association);
 - b. If all members of the Board of Directors have conflicting interest with the company, the Board of Commissioners of the company has the authority to act for, on behalf of, and represent the company in such issues or transactions.
 - c. The clauses in points 5.a and 5.b above do not affect BCA Articles of Association's prohibition on "Transactions Containing Conflicts of Interest".

6. Without reducing the Board of Directors' responsibilities, the Board of Directors has the authority to appoint one or more persons with the authority and conditions specified by the board of directors in a special power of attorney for certain actions.
7. In addition to the above-mentioned primary duties of the Board of Directors, the Board is required to:
 - a. Seek and ensure that the company's business and activities are carried out in accordance with the company's objectives and business field;
 - b. Prepare and submit to the Board of Commissioners the company's development plan, work plan, and annual budget, as well as other plans related to the company's business implementation;
 - c. Organize and maintain the company's bookkeeping and administration in accordance with company custom;
 - d. Create an accounting system based on internal control principles, particularly the separation of management, recording, storage, and supervision functions;
 - e. Provide accountability and all information regarding the condition and operation of the company in the form of reports on the company's activities, including financial reports, both in the form of annual reports and in the form of other periodic reports, in the manner and time specified in the company's Articles of Association, whenever requested by the Board of Commissioners;
 - f. Prepare the organizational structure of the company, complete with details of the duties;
 - g. Carry out other obligations in accordance with BCA Articles of Association or based on the instructions of the Board of Commissioners or GMS meeting.
8. Other Obligations:
 - a. Carry out GCG Principles in every business activity of the company at all levels or phases of the company's organization;
 - b. Develop an internal control framework to identify, measure, monitor, and control all risks faced by the company;
 - c. Follow up on audit findings and recommendations from the company's DAI, an external auditor, monitoring results from BI, OJK, and/or monitoring results from other authorities;
 - d. Establish a DAI that is independent of operational work units and effectively implements the internal audit function in accordance with applicable regulations.
 - e. Establish a risk management work unit, as well as a risk management committee and a compliance work unit.
 - f. Submit the annual work plan, which also includes the company's annual budget, to the Board of Commissioners for approval prior to the start of the next fiscal year, taking into consideration the laws and regulations applicable in the capital market sector;
 - g. Submit the company's financial statements for audit to a PA;
 - h. Disclose to employees strategic company employment policies, including various employment policies in decrees and circulars that all employees can access, as well as the Collective Labor Agreement (PKB) book, the company's website, and policies concerning the recruitment system, promotion system, and remuneration system. Such disclosure must be made through medias that are known or easily accessed by employees;
 - i. Provide the Board of Commissioners with accurate, relevant, and timely data and information;
 - j. Appoint members of the Board of Directors' supporting committees based on the decision of the Board of Directors meeting;
 - k. Hold the annual GMS and/or other GMS/EGMS in accordance with BCA's needs and applicable regulations;
 - l. Deliver accountability for the company's management for 1 (one) year to the GMS no later than 6 (six) months after the company's fiscal year ends;
 - m. Submit reports and disclosure of information to Bapepam-LK, the Indonesia Stock Exchange, and other authorized agencies in accordance with laws and regulations.



3. Authority of the Board of Directors

Based on BCA's Articles of Association and other relevant regulations, the Board of Directors' authorities includes:

1. Establish policies for leading and managing the company;
2. Regulate the provisions regarding the company's employment, including the determination of salaries, pensions or old-age benefits, and other income for company employees, based on applicable laws and regulations and/or GMS decisions (if any);
3. Appoint and dismiss the company's employees based on the company's employment regulations;
4. Regulate the delegation of powers by the Board of Directors to one or more members of the Board of Directors specifically appointed for that purpose, or to one or more employees of the company, either alone or in collaboration with other people or bodies;
5. Carry out other actions, both in terms of management and ownership, in accordance with the provisions stipulated further by the Board of Commissioners, taking into consideration the provisions of the applicable laws and regulations.

Without reducing other provisions in the BCA Articles of Association, the following apply:

1. The President Director and another member of the Board of Directors have the right and authority to act for and on behalf of the Board of Directors and represent the company;
2. If the President Director is not appointed, has not been appointed for any reason, is unavailable, or is not in place (this does not need to be proven to other parties), then the Deputy President Director, along with one member of the Board of Directors, has the right and authority to act to and on behalf of the Board of Directors and represent the company;
3. If the President Director and Deputy President Directors, for any reason, are not or have not been appointed, are unavailable, or are not in place (regarding this issue, there is no need to prove this to other parties), then 2 (two) directors are entitled and authorized to act for and on behalf of the Board of Directors as well as representing the company;

The Board of Directors must carry out their duties, responsibilities, and authorities in good faith, with a full sense of responsibility and prudence, and pay attention to the provisions of BCA's Articles of Association, guidelines, and rules of procedure of the Board of Directors, as well as applicable laws and regulations.

4. Criteria for Members of the Board of Directors

Members of the Board of Directors of BCA are individuals who meet the criteria and requirements in accordance with OJK Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies, Article 6 of OJK Regulation No. 55/POJK.03/2016 concerning the implementation of governance for commercial banks, and OJK Regulation No. 27/POJK.03/2016 concerning fit and proper test for the main parties of financial services Institutions. The criteria for members of the Board of Directors can also be seen in the Board of Directors Charter, which can be downloaded in the Organizational Structure section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

Criteria for members of the Board of Directors are as follows:

- Good ethics, morals, and integrity.
- Be able to perform legal actions.
- Within 5 (five) years before appointment and during the term of office:
 - Has not been punished for committing a crime detrimental to the state finances or relating to the financial sector; and
 - Has not been a member of the Board of Directors and/or Board of Commissioners in which during his/her terms of office:
 - 1) Did not hold an Annual GMS;
 - 2) His/Her accountability as members of the Board of Directors and/or members of the Board of Commissioners has never been accepted by the GMS or has failed to provide accountability as members of the Board of Directors and/or members of the Board of Commissioners to the GMS; and
 - 3) Have caused a company that has obtained a license, approval, or registration from OJK to fail to fulfill its obligation to submit annual reports and/or financial reports to OJK;
- Has a commitment to comply with laws and regulations.

- Has knowledge and/or expertise in the fields required by BCA.
- Meet the integrity requirements, which includes:
 - 1) Capable of performing legal actions, the definition of being able to perform legal actions refers to the Civil Code;
 - 2) Has good characters and morals, for at least could be shown by the attitudes that comply with prevailing provisions, including have never been convicted to criminal offense in a certain period before being nominated; What is meant by “criminal acts” as referred above are:
 - i. Criminal acts in the financial services sector whose crimes were completed within the last 20 (twenty) years before being nominated;
 - ii. Criminal offenses, namely crimes listed in the Criminal Code (KUHP) and/or similar Criminal Code abroad, with the threat of imprisonment for 1 (one) year or more, whose sentence was completed within the last 10 (ten) years before being nominated; and/or
 - iii. Other criminal acts punishable by imprisonment for one (one) year or more, including corruption, money laundering, narcotics/psychotropics, smuggling, customs, excise, human trafficking, illegal weapons trade, terrorism, counterfeiting money, in the field of taxation, forestry, environment, maritime affairs, and fisheries, whose sentence was completed within the last 20 (twenty) years prior to nomination;
 - 3) Has a commitment to comply with laws and regulations and support the Financial Service Authority policies;
 - 4) Has a commitment to the development of a healthy Bank;
 - 5) Not included as a party barred from becoming a main party, among others, is a candidate not listed on the Disqualified List (DTL) for the fit and proper test. In accordance with regulations related to the fit and proper test, the main parties include Controlling Shareholders, members of the Board of Directors and members of the Board of Commissioners;
 - 6) Has a commitment not to commit and/or repeat actions and/or deeds that would disqualify the person from becoming the main party.
- Meet the competency requirements, which include:
 - 1) Adequate and relevant banking knowledge for the position. What is meant by knowledge in the banking sector, among others, knowledge of bank regulations and operations, including an understanding of risk management;
 - 2) Knowledge of the main business activities and risks of Financial Services Institutions in a Financial Conglomerate, as well as knowledge of the Main Entity’s duties and responsibilities;
 - 3) Experience in banking and/or finance, including experience in operations, marketing, accounting, auditing, funding, credit, money market, capital market, law, or experience in supervision of Financial Services Institutions;
 - 4) The ability to carry out strategic management in the context of developing a healthy bank;
 - 5) Has experience of at least 5 (five) years in the field of operations and at the minimum level as a Bank Executive Officer.
- Meet the financial reputation requirements, which include:
 - 1) Does not have bad credit and/or bad financing; and
 - 2) Has never been declared bankrupt or have never been a shareholder, an Insurance Company Controller who is not a shareholder, a member of the Board of Directors or a member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt, within the last 5 (five) years before being nominated.



5. Nomination for Members of the Board of Directors

The nomination for members of the Board of Directors refers to Article 7 of OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers of Public Companies and Article 6 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks.

Nomination Mechanism

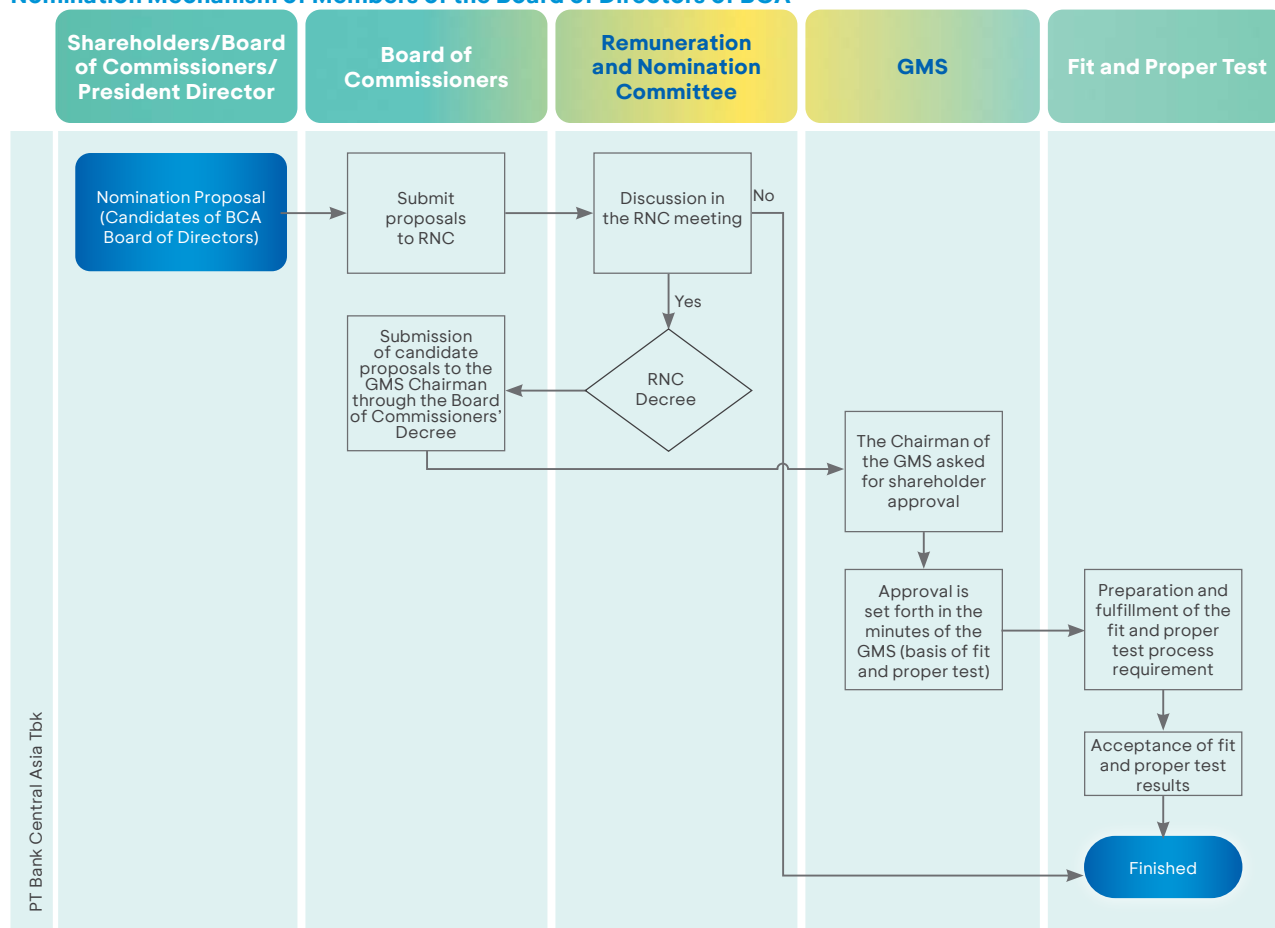
BCA has regulations related to the nomination mechanism in the document Nomination Mechanism of the Board of Commissioners and the Board of Directors, which is accessible for the public through the BCA website in the Corporate Governance Section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

Referring to Article 49 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks, the flow of the nomination mechanism for members of the Board of Directors is as follows:

1. Proposal from Shareholder/Board of Commissioners/President Director related to the nomination of the Board of Directors submitted to the Board of Commissioners.
2. The Board of Commissioners requests the Remuneration and Nomination Committee (RNC) to discuss proposals regarding nominations or the Board of Directors.
3. RNC holds discussions regarding the proposal in question at the RNC meeting. The discussion was outlined in the Minutes of the RNC Meeting. During the meeting, several matters were considered, including:
 - a. Reasons and/or considerations for the proposal (among other things, based on the interview results, financial reputation study, track record experience, and public opinion circulating in various media);
 - b. Candidate criteria and qualifications in accordance with the Bank's strategy;
- c. RNC has taken steps, including:
 - Paying attention to external and internal conditions;
 - Communicating with the controlling shareholder (if the proposal is not from the controlling shareholder).
4. Following the conclusion of the discussion, RNC makes recommendations to the Board of Commissioners. The recommendation is in the form of a RNC Decree.
5. Based on the recommendation of the RNC, the Board of Commissioners decided to recommend candidates for the Board of Directors to the Chairman of the GMS. The decision of the Board of Commissioners is stated in the form of a Board of Commissioners' Decree.
6. On the GMS agenda, the GMS Chairman requests for shareholders' approval with regards to the nomination of the Board of Directors.
7. Following GMS approval, the approval is documented in the Minutes of GMS, which serve as the foundation for the fit and proper test of candidates for the Board of Directors.
8. BCA may use third-party services to find candidates for the Board of Directors.

The explanation of the nomination flow above is shown in the diagram below:

Nomination Mechanism of Members of the Board of Directors of BCA



The Board of Directors' succession policy is prepared by RNC BCA. The policy regarding the succession of the Board of Directors can be seen in the Remuneration and Nomination Committee section of this Annual Report.

6. Number and Composition of members of the Board of Directors

BCA has complied with the provisions for the number and composition of members of the Board of Directors in accordance with Article 4 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks, which stipulates that banks are required to have at least 3 (three) members of the Board of Directors.

Article 4 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks

Banks are required to have at least 3 (three) members of the Board of Directors.

All members of the Board of Directors must be domiciled in Indonesia.

The Board of Directors must be led by a President Director or Main Director

Implementation at BCA

BCA has 12 members of the Board of Directors.

All members of the Board of Directors domiciled in Indonesia

Board of Directors of BCA is led by a President Director



As of December 31, 2022, the number of members on the Board of Directors of BCA is 12 (twelve), consisting of:

- 1 (one) President Director;
- 2 (two) Deputy President Directors;
- 1 (one) Compliance Director; and
- 8 (eight) other Directors.

From the composition above, BCA has a member of its Board of Directors who is also the Director in charge of the Compliance function. The President Director comes from a party that is independent of the Controlling Shareholders.

Based on the AGMS decision on the Third Agenda in 2022, BCA changed the composition of its Board of Directors in 2022. Changes in the composition of the Board of Directors can be found in the section of this Annual Report devoted to the General Meeting of Shareholders. The composition of BCA's Board of Directors in 2022 is contained in the Deed of Statement of Meeting Resolutions of PT Bank Central Asia Tbk No. 33, made in the presence of Christina Dwi Utami, S.H., M.Hum., M.Kn., Notary in Jakarta on May 10, 2022.

Composition of BCA Board of Directors members for the January-March 2022 period

Name	Position	Approval Letter No.	Terms of office based on the AGMS
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011	2021-2026
Suwignyo Budiman	Deputy President Director	38/KDK.03/2019 dated August 14, 2019	2021-2022
Armand Wahyudi Hartono	Deputy President Director	SR-106/D.03/2016 dated June 21, 2016	2021-2026
Tan Ho Hien/ Subur/ Subur Tan	Director	4/69/DpG/DPIP/Rahasia dated August 13, 2002	2021-2026
Rudy Susanto	Director	SR-119/D.03/2014 dated July 21, 2014	2021-2026
Lianawaty Suwono	Director	SR-137/D.03/2016 dated July 27, 2016	2021-2026
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016	2021-2026
Vera Eve Lim	Director	SR-79/PB.12/2018 dated April 23, 2018	2021-2026
Gregory Hendra Lembong	Director	13/KDK.03/2020 dated May 14, 2020	2021-2026
Haryanto T. Budiman	Director of Compliance	14/KDK.03/2020 dated May 14, 2020	2021-2026
Frengky Chandra Kusuma	Director	39/KDK.03/2021 dated April 26, 2021	2021-2026
John Kosasih	Director	40/KDK.03/2021 dated April 26, 2021	2021-2026

Composition of BCA Board of Directors members for the April-December 2022 period

Name	Position	Approval Letter No.	Terms of office based on the AGMS
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011	2021-2026
Armand Wahyudi Hartono	Deputy President Director	SR-106/D.03/2016 dated June 21, 2016	2021 - 2026
Gregory Hendra Lembong	Deputy President Director	10/KDK.03/2022 dated April 22, 2022	2021-2026
Tan Ho Hien/ Subur/ Subur Tan	Director	4/69/DpG/DPIP/Rahasia dated August 13, 2002	2021-2026
Rudy Susanto	Director	SR-119/D.03/2014 dated July 21, 2014	2021-2026
Lianawaty Suwono	Director (concurrently serving as Director in charge of the Compliance function)	SR-137/D.03/2016 dated July 27, 2016	2021-2026

Name	Position	Approval Letter No.	Terms of office based on the AGMS
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016	2021-2026
Vera Eve Lim	Director	SR-79/PB.12/2018 dated April 23, 2018	2021-2026
Haryanto T. Budiman	Director	14/KDK.03/2020 dated May 14, 2020	2021 - 2026
Frengky Chandra Kusuma	Director	39/KDK.03/2021 dated April 26, 2021	2021 - 2026
John Kosasih	Director	40/KDK.03/2021 dated April 26, 2021	2021 - 2026
Antonius Widodo Mulyono	Director	9/KDK.03/2022 dated April 22, 2022	2022 - 2026

Before carrying out their duties and functions in their positions, all members of BCA's Board of Directors have obtained approval from Bank Indonesia and/or OJK and passed the fit and proper test from Bank Indonesia and/or OJK. This is in accordance with BI Regulation No. 12/23/PBI/2010 concerning Fit and Proper Test and BI Circular Letter No. 13/8/DPNP concerning Fit and Proper Test as amended by Bank Indonesia Circular Letter No. 13/26/DPNP dated November 30, 2011 and OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions. As additional information, since supervision in the banking sector shifted from Bank Indonesia to OJK on December 31, 2013, the fit and proper test process for the Board of Directors after that date was carried out by OJK.

7. Terms of Office of the Board of Directors

Terms of office for BCA Board of Directors will expire when the fifth of AGMS is closed since the enforcement of GMS appointed relevant members of the Board of Directors, without reducing the authority of GMS to dismiss one or more members of the Board of Directors any time before the position

ends. BCA Article of Association state that members of the Board of Directors whose terms of office has ended can be reappointed.

8. Division of Duties and Responsibilities of the Board of Directors

The division of duties and authorities among members of the Board of Directors is determined based on the Board of Directors' approval with approval based on the Board of Commissioners' Decree No. 138/SK/KOM/2022 dated August 15, 2022 concerning the Division of Duties and Responsibilities of the Board of Directors and the Main Organizational Framework of PT Bank Central Asia Tbk and supplemented by Directors Decree No. 138/SK/DIR/2022 dated September 9, 2022 regarding the Organizational Structure of Corporate Communication & Social Responsibility, Board of Directors Decree No. 149/SK/DIR/2022 dated September 27, 2022 concerning the Organizational Structure of the CFO Office and Directors Decree No.176/SK/DIR/2022 dated 20 October 2022 concerning the Organizational Structure of Wholesale Transaction Banking Product Development (WBD), which is explained in the following table:

No.	Name	Position	Duties and Responsibilities	Substitute Director I	Substitute Director II	Substitute Director III
1	Jahja Setiaatmadja (JS)	President Director (PD)	- Internal Audit *) (DAI) - Anti Fraud (BAF)	DRM DCH	DCH DRM	DJW DJW
2	Gregory Hendra Lembong (HL)	Deputy President Director (IT & Digital Banking) (DPD1) **)	- Strategic Information Technology (GTI) - Operation Strategy & Development (POL) - Bank Digital BCA - Central Capital Ventura	DPD2 DPD2 DTP DTP	DFC DJW DCB DPD2	DTP DTP DFC DFC
3	Armand W. Hartono (AH)	Deputy President Director (Business Banking & Operation) (DPD2)	- Contact Center & Digital Services (CDG) - E-Channel & Settlement Services (CSV) - International Banking Services (GTP)	DJW DJW DPD1	DPD1 DPD1 DBK	DTP DTP DJW



No.	Name	Position	Duties and Responsibilities	Substitute Director I	Substitute Director II	Substitute Director III
4	Subur Tan (ST)	Credit Risk & Legal Director (DKR)	- Credit Risk Analysis (ARK)	DJW	PD	DPD1
			- Credit Recovery (RPK)	DJW	PD	DPD1
			- Legal (GHK)	DJW	DRM	DFC
5	Santoso (SL)	Transaction Banking Director (DTP)	- Transaction Banking Business Development (DTB)	DCB	DPD1	DPD2
			- Transaction Banking Partnership Solution Development (DST)	DBK	DPD1	DPD2
			- Transaction Banking Product Development (DPD)	DCB	DPD2	DPD1
			- Wholesale Transaction Banking Product Development (WBD)	DCB	DPD2	DPD1
			- Transaction Banking Services (GLT)	DCB	DPD2	DPD1
6	Rudy Susanto (RS)	Corporate Banking & Treasury Director (DBK) **)	- Corporate Banking & Transaction (GBK)	DKS	DCB	DPD1
			- Corporate Finance (GCF)	DKS	DCB	DPD1
			- Corporate Branch (KCK)	DKS	DJW	DCB
			- Treasury (DTR)	PD	DKS	DCB
			- International Banking (DPI)	PD	DKS	DCB
			- BCA Finance Ltd. (Hongkong)	PD	DKS	DCB
			- BCA Sekuritas	DCB	PD	DKS
7	John Kosasih (JK)	Commercial & SME Banking Director (DKS) **)	- SME & Commercial Business (DKM)	DBK	DJW	PD
			- Cash Management (DCM)	DTP	DBK	DPD1
			- Credit Administration Services (SLK)	DKR	DJW	DBK
			- Asuransi Umum BCA (BCA Insurance)	DCB	DBK	DKR
			- BCA Syariah	DJW	DKR	DCB
8	Haryanto T. Budiman (HB)	Consumer Banking Director (DCB) **)	- Consumer Finance (DBK)	DKS	DBK	DTP
			- Individual Customer Business Development (ICB)	DTP	DPD2	DKR
			- Wealth Management (DWM)	DTP	DPD2	DKR
			- Asuransi Jiwa BCA (BCA Life)	DKS	DTP	DBK
			- BCA Finance	DKS	DKR	DTP
			- BCA Multi Finance	DKS	DKR	DTP
9	Frengky Chandra Kusuma (FC)	Branch & Network Director (DJW) #)	- Regional & Branch Banking Management (Kanwil & Cabang)	DKS	DPD2	DFC
			- Branch Network Management (JPW)	DPD2	DKS	DFC
			- Procurement & Facility Management (LOG)	DKR	DKS	DTP
10	Antonius Widodo (AW)	Risk Management Director (DRM) ***)	- Risk Management *) (MRK)	DCH	DFC	DKR
			- Enterprise Security (ETS)	DCH	DPD2	DFC
			- Corporate Communication & Social Responsibility (CCR)	PD	DJW	DFC
11	Lianawaty Suwono (LS)	Compliance & Human Capital Mgmt. Director (DCH) ***)	- Compliance *) (SKK)	DRM	DFC	DKR
			- Human Capital Management (HCM)	DKR	DRM	DPD2
			- Learning & Development (DPP)	DKR	DRM	DPD2

No.	Name	Position	Duties and Responsibilities	Substitute Director I	Substitute Director II	Substitute Director III
12	Vera Eve Lim (VL)	Finance & Corporate Planning Director (DFC) ***)	<ul style="list-style-type: none"> - Corporate Strategy & Planning (DCSP) - Industry & Economic Research (REI) - Tax (TAX) - Accounting (ACT) - Investor Relations (IVR) - Environmental Sustainability Governance (ESG) 	DPD1	PD	DPD2
				DPD1	DBK	DKR
				DPD1	PD	DBK
				DPD1	PD	DBK
				DPD1	PD	DPD2
				DPD1	PD	DPD2

Notes:

- Substitute Director reports to the Field Director for all actions taken/decisions made while replacing the Field Director.
- Substitute Director for the Credit field refers to the Credit Provisions Manual.
- The Subsidiary Company Management Functions are regulated as follows:
 - Monitoring the implementation of the internal audit/risk management/compliance functions at Subsidiaries in the context of establishing integrated governance and integrated risk management.
 - Performing the function of monitoring the business development of Subsidiaries
 - Performing the overall monitoring and alignment function of the Subsidiary Company as well as monitoring the financial performance of the Subsidiary Company.
 The implementation of the above functions still takes into account the principles of a Limited Liability Company, where the Subsidiary Company is an independent legal entity. The responsibility of the Board of Directors and/or Commissioners of the Subsidiary is to the GMS of the Subsidiary. The Parent Company as the shareholder carries out its authority and function through the Subsidiary's GMS.
- ^{#)} Director of Regional and Branch Networks as daily implementer, supervisor and supervisor of regional and branch management. The responsibility of the Regional Office Head is to the Board of Directors.

9. Orientation Program for New Members of the Board of Directors

An orientation program for new members of the Board of Directors is implemented to provide new members of the Board of Directors with an understanding of the company in a short amount of time so that the new members of the Board of Directors can carry out their duties and responsibilities as members of the Board of Directors as good as possible

The BCA Governance Guidelines concerning Guidelines and Work Rules for the Board of Directors and Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020 concerning Orientation for New Members of the Board of Directors and Board of Commissioners of PT Bank Central Asia Tbk govern the Board of Directors orientation program policy.

The orientation program includes, among others:

- Knowledge of BCA's Vision, Mission, Values, Strategy
- BCA's medium- and long-term plans (current year's RBB);
- BCA performance and financial; and
- Other cases relevant to the world of banking.

Orientation Procedures

The orientation procedures for new members of the Board of Directors may be conducted by:

- Presentation by Work Units of Head Office (UKKP).
- Visiting to various locations of BCA's activities.
- Meetings and discussion with other members of the Board of Directors and Board of Commissioners to discuss various issues in BCA and other information needed.
- Learning various information of BCA that available electronically (online base).

The 2022 Orientation Implementation

In 2022, the orientation programs were held online and through site visits, with an implementation time of around 1–2 hours per session.

The 2022 orientation program for new members of the Board of Directors who were appointed based on the AGMS on March 17, 2022, namely Mr. Antonius Widodo Mulyono, is as follows:

No.	Date	Topic
1.	March 23 – June 20, 2022	Online orientation related to the Duties and Responsibilities of Divisions and Work Units at BCA
2.	July 4 – August 5, 2022	Orientation regarding the business and performance of Subsidiaries both via online and by visiting the offices of Subsidiaries

Orientation Implementation Report: Mr. Antonius Widodo Mulyono has been declare in Memorandum No.103/DCS/2022 Regarding new Director Orientation Implementation Report.



10. Training Programs to Improve the Competence of Members of the Board of Directors

BCA has a Board of Directors training program policy stated in the Board of Directors Charter.

Members of the Board of Directors are required by BCA to attend a training program at least once a year in order to improve their competence and support the execution of their duties and responsibilities. The list of training programs attended by members of the Board of Directors throughout 2022 is as follows:

Training Programs that Attended by Members of the Board of Directors in 2022

No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/ Form
1	Jahja Setiaatmadja	Trading Trends of 2022	BCA	January 14, 2022	Jakarta, Indonesia	Webinar
		Online event: Omicron is Coming Our Way: Will It Hasten the COVID-19 Pandemic's End?	BCA	January 28, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		The Role of ACCD Bank in LCS Framework Implementation to Accelerate Trade & Investments Activities	Bank Indonesia	February 16, 2022	Jakarta, Indonesia	Webinar
		Indonesia Dan Presidensi G20' 2022 : "Perkembangan Terkini, Prospek, dan Relevansi	ISEI	September 5, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/ Conference
		CEO Networking: Strengthening Economic Growth in Dynamic Conditions	IDX	November 24, 2022	Jakarta, Indonesia	Webinar
2	Armand Wahyudi Hartono	BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/ Conference
		Trading Trends 2022	BCA	January 14, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Voluntary Disclosure Program (Tax Amnesty Phase 2)	BCA	February 9, 2022	Jakarta, Indonesia	Webinar
		Digital Disruption in Financial Services	Kearney	February 18, 2022	Jakarta, Indonesia	Webinar
		Online CoP Series Eps. 45 - BCA, I'm in Love	BCA	February 18, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		Musyawarah Anggota AEI 2022 "Pasar Modal Maju, Ekonomi Kuat"	AEI	September 28, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar

No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
3	Suwignyo Budiman*	Supplier Gathering Divisi Logistik BCA 2022: Pembangunan Berkelanjutan (Sustainable Development)	BCA	November 18, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/Conference
		Year-end dialogue with members of the Board of Commissioners of the Financial Services Authority and the financial services industry	OJK	December 12, 2022	Jakarta, Indonesia	Webinar
		Omicron is Coming Our Way: Will It Hasten the Covid-19 Pandemic's End?	BCA	January 28, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
4	Gregory Hendra Lembong	Event Prioritas Table: "Wealth Management Business Prospects in 2022"	BCA	February 26, 2022	Jakarta, Indonesia	Webinar
		Socialization of ABA Interoperable Data Framework	Perbanas	January, 18 2022	Jakarta, Indonesia	Webinar
		Wealth Inspiration Webinar BCA House View - January 2022	BCA	January 19, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Casual Talk "Exploring New Data for Better Policy Making"	Bank Indonesia (G20)	February, 15 2022	Jakarta, Indonesia	Webinar
		Kalbe Management System Forum 2022	Kalbe	March 1, 2022	Jakarta, Indonesia	Webinar
		Gartner CIO Leadership Forum	Gartner	May 23, 2022	Jakarta, Indonesia	Webinar
		Asia Pacific Visa Client Forum	VISA	August 3, 2022	Jakarta, Indonesia	Forum
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		Gartner IT Symposium/Xpo™	Gartner	September 12-14, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Next Leaders Connect comes to Southeast Asia	Google	October 20, 2022	Jakarta, Indonesia	Webinar
		Digitalization in Finance	CLSA	October 25, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/Conference
		50 th ASEAN Banking Council Meeting	Perbanas	December 02, 2022	Jakarta, Indonesia	Webinar



No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
5	Subur Tan	Omicron is Coming Our Way: Will It Hasten the COVID-19 Pandemic's End?	BCA	January 28, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Forum Komunikasi Hukum 2022	BCA	November 3, 2022	Jakarta, Indonesia	Webinar
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
6	Rudy Susanto	Trading Trends 2022	BCA	January 14, 2022	Jakarta, Indonesia	Webinar
		Creco Presentation	Djarum	January 21, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		The Role of ACCD Bank in LCS Framework Implementation to Accelerate Trade & Investments Activities	Bank Indonesia (G20)	February 16, 2022	Jakarta, Indonesia	Webinar
		BYC : "Indonesia-China Relations in a Regional and Global Order"	BCA	May 20, 2022	Jakarta, Indonesia	Webinar
		Forum for Branch	BCA	August 5, 2022	Jakarta, Indonesia	Webinar
		Deliberate Innovation Challenge 2023	GDP Labs	August 13, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		SWIFT International Banking Operations Seminar	SIBOS	October 10-13, 2022	Amsterdam, Belanda	Seminar/Conference
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/Conference
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
7	Lianawaty Suwono	HRDI Intimate Discussion 2022 "Responding to UMP DKI Confusion"	Human Resource Development Institute (HRDI)	January 11, 2022	Jakarta, Indonesia	Webinar
		Trading Trends 2022	BCA	January 14, 2022	Jakarta, Indonesia	Webinar
		FTHR SYNC "HR Adaptation in Metaverse"	Future HR	January 18, 2022	Jakarta, Indonesia	Webinar
		Discussion Between Us "Efforts to Understand UMP Decisions and Impacts on Companies"	Future HR	January 22, 2022	Jakarta, Indonesia	Webinar

No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		SEA CHRO Virtual Roundtable "The Working Future"	BAIN & Company	February 22, 2022	Jakarta, Indonesia	Webinar
		Indonesia Human eXperience Management Community: SF WorkZone at PT Astra International	SAP	February 24, 2022	Jakarta, Indonesia	Webinar
		FGD Development of Banking Competency Dictionary	OJK	April 11, 2022	Jakarta, Indonesia	Webinar
		Dunamis Coffee Talks for Executive "Introducing FranklinCovey's All Access Pass"	Dunamis Organization Services	May 25, 2022	Jakarta, Indonesia	Webinar
		CDHX Community Gathering : "Hybrid Working"	Center of Digital & Human Transformation (CDHX)	June 11, 2022	Jakarta, Indonesia	Webinar
		Strengthening the Implementation of the Anti-Money Laundering and Prevention of the Financing of Terrorism Program	Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	June 29, 2022	Jakarta, Indonesia	Webinar
		G20/OECD Corporate Governance Forum	OECD	July 14, 2022	Jakarta, Indonesia	Webinar
		Level 3/ Executive Compliance Workshop	FKDKP (Forum Komunikasi Direktur Kepatuhan Perbankan)	August 24-25, 2022	Jakarta, Indonesia	Workshop
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		Garthering Faculty Resources CDHX : Employee Well-Being & Mental Health	CDHX (Centre of Digital & Human Transformation) & One GML	September 10, 2022	Jakarta, Indonesia	Webinar
		B20 Indonesia Integrity and Compliance Task Force Conference	ICAEW (Institute of Chartered Accountants in England and Wales)	September 28, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		The Newfield School of Coach Training Conference 1	Newfield	November 10-13, 2022	Jakarta, Indonesia	Seminar/Conference
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
8	Santoso	Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Strategic Issues in G20 : Exit Strategy and Scarring Effect Post COVID-19	Bank Indonesia	February 17, 2022	Jakarta, Indonesia	Webinar
		Recover Together: Synergy on Safeguarding the Momentum	Bank Indonesia	February 19, 2022	Jakarta, Indonesia	Webinar



No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/ Form
9	Vera Eve Lim	BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/ Conference
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Casual Talk on Building a Resilient Sustainable Finance	Bank Indonesia	February 18, 2022	Jakarta, Indonesia	Webinar
		Recover Together: Synergy on Safeguarding the Momentum	Bank Indonesia	February 19, 2022	Jakarta, Indonesia	Webinar
		Presentation of CEO Survey Results on the Role of CEOs in advancing sustainability in the Post-Pandemic Era	IDX, GRI dan AEI	February 23, 2022	Jakarta, Indonesia	Webinar
		W20 Leaders Breakfast to Advance Women Empowerment in Indonesia	W20 - G20	July 5, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/ Conference
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/ Conference
10	Haryanto T. Budiman	B20 Inception Meeting	B20 G20	January 27, 2022	Jakarta, Indonesia	Webinar
		Omicron is Coming Our Way: Will It Hasten the COVID-19 Pandemic's End?	BCA	January 28, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Kick off energy transitions working group dan energy transitions ministerial meeting	Kementrian Energy	February 10, 2022	Jakarta, Indonesia	Webinar
		Get to know the Digital Economy	Kompas	February 22, 2022	Jakarta, Indonesia	Webinar
		Analytics Workshop dengan McKinsey & Company	BCA - McKinsey & Company	April 4, 2022	Jakarta, Indonesia	Workshop
		The McKinsey Southeast Asia Growth Summit	McKinsey & Company	August 4, 2022	Jakarta, Indonesia	Webinar

No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
11	Frengky Chandra Kusuma	BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		The Standards Advancing ESG and Impact Investing	Milken Institute	November 12, 2022	Jakarta, Indonesia	Webinar
		High Level Event Advancing Regional Digital Payment Connectivity	Bank Indonesia	November 13, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/Conference
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
		Omicron is Coming Our Way: Will It Hasten the COVID-19 Pandemic's End?	BCA	January 28, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Implications of NIK becoming NPWP for entrepreneurs	BCA	August 5, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
12	John Kosasih	Trading Trends 2022	BCA	January 14, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Market Access Opportunities and Doing Business in Turkey	KJRI Istanbul	February 14, 2022	Jakarta, Indonesia	Webinar
		G20 Finance Track Side Events: Scaling Up the Utilization of Sustainable Financial Instruments	Bank Indonesia (G20)	February 18, 2022	Jakarta, Indonesia	Webinar
		Kompas Webinar "Knowing the Digital Economy"	Kompas	February 22, 2022	Jakarta, Indonesia	Webinar
		Global Economic Challenges and Indonesian Banking Resilience in 2022	Indonesia Deposit Insurance Corporation	April 12, 2022	Jakarta, Indonesia	Webinar
		Appreciation of Main Stakeholder Support in FEKSI 2022 and G20 2022 Side Event	Bank Indonesia	July 4, 2022	Jakarta, Indonesia	Webinar



No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
		Indonesia Digital Economy and Finance Festival (FEKDI) 2022 "Advancing Digital Economy and Finance: Synergistic and Inclusive Ecosystem for Accelerated Recovery" Day 1: "Collaboration and Synergies"	Bank Indonesia	July 11, 2022	Jakarta, Indonesia	Webinar
		FEKDI 2022 "Advancing Digital Economy and Finance: Synergistic and Inclusive Ecosystem for Accelerated Recovery" Day 2: "Digital Currency"	Bank Indonesia	July 12, 2022	Jakarta, Indonesia	Webinar
		FEKDI 2022 "Advancing Digital Economy and Finance: Synergistic and Inclusive Ecosystem for Accelerated Recovery" Day 3: "Inclusive and Sustainable Economic Activities"	Bank Indonesia	July 13, 2022	Jakarta, Indonesia	Webinar
		Focus Group Discussion in the Context of Formulating OJK Destination Statements for 2022 - 2027	OJK	July 25, 2022	Jakarta, Indonesia	Focus Group Discussion
		Forum Group Discussion III Side Event G20 Indonesia "Digital Economy to Support SDGs"	KEMENKOPUKM	August 8, 2022	Jakarta, Indonesia	Forum Group Discussion
		World Support Synergy Banking for Development Entrepreneurship	KEMENKOPUKM	August 18, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Webinar Shanghai Indonesia: "Indonesia Economic Outlook 2023"	Perhimpunan Persaudaraan Shanghai Indonesia	October 28, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
	13	Webinar "RISE UP!" - Youth Resilient Youth Grows	BCA	May 28, 2022	Jakarta, Indonesia	Webinar
		UMKM Fest Webinar - Optimizing Business Operations and Seeing Global Market Opportunities	BCA	August 30, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		Webinar Literasi Keuangan "Investasi Bodong dan Pinjaman Online Ilegal"	Univ. Sanata Dharma	September 23, 2022	Jakarta, Indonesia	Webinar
		The 8 th International Islamic Monetary Economics and Finance Conference (IIMEFC)	Bank Indonesia	October 5, 2022	Jakarta, Indonesia	Webinar
		BARa Risk Forum "Digitalization of Risk Management"	BARa	October 6, 2022	Jakarta, Indonesia	Refreshment

No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
		IKF XI: Thriving Forward “Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era”	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		AIA APAC Bancassurance Summit – CEO Roundtable & Core Summit	AIA	October 19, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		Kompas 100 CEO Forum	KOMPAS	December 02, 2022	Jakarta, Indonesia	Seminar/ Conference
		BCA National Working Meeting 2023 “Cruising Challenges for Sustainable Growth”	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/ Conference
		Panel Discussion Function and Active Role of Commissioner in BANI Era (Brittle, Anxious, Non- linear and Incomprehensible)	Badan Sertifikasi Manajemen Risiko (BSMR)	December 19, 2022	Jakarta, Indonesia	Refreshment

Note :

^{*)} Mr. Suwignyo Budiman ended his term of office on 30 April 2022

^{**)} Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated 22 April 2022 and effective since 9 May 2022

11. Share Ownership of the Board of Directors that Amount 5% or More of Paid-Up Capital

BCA policy in terms of reporting share ownership of members of the board of Directors refers to the Article 21 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Corporate Governance for Commercial Banks and Article 2 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company.

Implementation for Reporting Policy of Ownership or Any Change of Share Ownership

Guidelines and Code of Conduct of the Board of Directors have regulated among others:

- Members of the Board of Directors' obligation to disclose share ownership of 5% (five percents) or more of paid-up capital, which includes the type and number of shares in BCA, other banks, nonbank financial institutions and other companies, which are domiciled in and outside the country. In addition, BCA has also held and stored a Special List as regulated in Article 50 of the Limited Liability Company Law.

- Members of the Board of Directors' obligation to disclose information of ownership and changes of BCA's shares within 3 (three) working days at the latest. This policy is in accordance with Article 3 of OJK Regulation 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company and has been socialized through the Corporate Secretary Memo No. 120/MO/DCS/2017 dated 25 April 2017 to all members of the Board of Directors and Board of Commissioners.

BCA has submitted reports on any changes to the share ownership of the Board of Directors in 2022 through the e-reporting system as a form of compliance with internal and external policies regarding share ownership reports.



Table of Share Ownership of the Board of Directors that Amounts to 5% or more as of December 31, 2022

Name	Share Ownership of the Board of Directors that Amounts to 5% or more at:			
	BCA	Other Bank	Non-Bank Financial Institution	Other Companies
Jahja Setiaatmadja	-	-	-	√
Armand Wahyudi Hartono	-	-	-	√
Gregory Hendra Lembong	-	-	-	√
Tan Ho Hien/Subur/Subur Tan	-	-	-	-
Rudy Susanto	-	-	-	-
Lianawaty Suwono	-	-	-	-
Santoso	-	-	-	-
Vera Eve Lim	-	-	-	-
Haryanto Tiara Budiman	-	-	-	-
Frengky Chandra Kusuma	-	-	-	-
John Kosasih	-	-	-	-
Antonius Widodo Mulyono	-	-	-	-

Note:
√ own shares with an amount of 5% or more.

Table of the Total BCA Share Ownership by the Board of Directors in 2022

Board of Directors	Number of Ownership at the Beginning of the Year (as of January 1, 2022)	Number of Ownership at the End of the Year (as of December 31, 2022)
Jahja Setiaatmadja	40,797,985	39,811,090
Armand Wahyudi Hartono	4,256,065	4,256,065
Suwignyo Budiman*	38,198,300	N/A
Gregory Hendra Lembong	172,540	400,070
Tan Ho Hien/Subur/Subur Tan	14,565,135	13,993,334
Rudy Susanto	2,140,040	2,033,799
Lianawaty Suwono	1,338,985	1,771,908
Santoso	1,741,020	2,156,646
Vera Eve Lim	985,265	1,616,082
Haryanto T. Budiman	180,985	346,292
Frengky Chandra Kusuma	1,386,945	1,675,646
John Kosasih	25,000	221,765
Antonius Widodo Mulyono**	N/A	0

Note :

* Mr. Suwignyo Budiman ended his term of office on 30 April 2022.

** Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated 22 April 2022 and effective since 9 May 2022.

Table of the Total BCA Share Ownership by the Board of Directors in 2021

Board of Directors	Number of Ownership at the Beginning of the Year (as of January 1, 2021) before Stock Split	Number of Ownership at the End of the Year (as of December 31, 2021) after Stock Split
Jahja Setiaatmadja	7,905,463	40,797,985
Armand Wahyudi Hartono	851,213	4,256,065
Suwignyo Budiman	7,556,800	38,198,300
Subur Tan	2,849,792	14,565,135
Henry Koenaifi*	908,098	N/A
Erwan Yuris Ang*	1,269,131	N/A
Rudy Susanto	360,411	2,140,040

Board of Directors	Number of Ownership at the Beginning of the Year (as of January 1, 2021) before Stock Split	Number of Ownership at the End of the Year (as of December 31, 2021) after Stock Split
Lianawaty Suwono	174,186	1,338,985
Santoso	264,593	1,741,020
Vera Eve Lim	115,201	985,265
Gregory Hendra Lembong	1,800	172,540
Haryanto T. Budiman	-	180,985
Frengky Chandra Kusuma**	N/A	1,386,945
John Kosasih***	N/A	25,000

Description:
* Mr. Henry Koenafi and Mr. Erwan Yuris Ang ended their terms of office at the AGMS on March 29, 2021.
** Mr. Frengky Chandra Kusuma serves as Director based on OJK Letter No. 39/KDK.03/2021 dated April 26, 2021.
*** Mr. John Kosasih serves as Director based on OJK Letter No. 40/KDK.03/2021 dated April 26, 2021.

12. Concurrent Positions of Members of the Board of Directors

- Throughout 2021, BCA has ensured that members of the Board of Directors comply with the provisions regarding concurrent Board of Directors positions, as outlined in Article 6 of OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies, and Article 7 of OJK Regulation No. 55/POJK.03/2016 concerning the implementation of Governance for Commercial Banks.
- All members of BCA's Board of Directors do not hold concurrent positions on the Boards of Directors, Commissioners, or Executive Officers of other banks, companies, and/or institutions (excluding concurrent positions if the Board of Directors is responsible for supervising participation in subsidiary companies, performs functional duties as a member of the Board of Commissioners of non-bank subsidiary companies controlled by BCA).
- Members of the Board of Directors of BCA do not hold concurrent positions as committee members in more than 5 (five) committees in the institution/company where the person concerned also serves as a member of the Board of Directors or a member of the Board of Commissioners.

Table of Concurrent Positions of BCA's Board of Directors in 2022

Name	Position in BCA	Position in Other Bank	Position in Company/Institution	Business Field
Jahja Setiaatmadja	President Director	-	-	-
Armand Wahyudi Hartono	Deputy President Director	-	-	-
Gregory Hendra Lembong	Deputy President Director	-	-	-
Tan Ho Hien/Subur/ Subur Tan	Director	-	-	-
Rudy Susanto	Director	-	-	-
Lianawaty Suwono	Director (concurrently serving as Director in charge of the Compliance function)	-	-	-
Santoso	Director	-	-	-
Vera Eve Lim	Director	-	-	-
Haryanto T. Budiman	Director	-	-	-
Frengky Chandra Kusuma	Director	-	-	-
John Kosasih	Director	-	-	-
Antonius Widodo Mulyono ¹⁾	Director	-	-	-

Description:

¹⁾ Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated April 22, 2022 and effective since May 9, 2022


Table of the Board of Directors Concurrent Positions in Committees at BCA after the 2022 AGMS on March 17, 2022

Name	Position in BCA	Terms of Office based on AGMS	Position in the Committee
Jahja Setiaatmadja	President Director	2021-2026	<ul style="list-style-type: none"> Chairman of ALCO Chairman of the Credit Policy Committee Permanent Members of the Corporate Credit Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
Armand Wahyudi Hartono	Deputy President Director	2021-2026	<ul style="list-style-type: none"> ALCO Member Member of the Information Technology Steering Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
Gregory Hendra Lembong	Deputy President Director (IT & Digital Banking)	2021-2026	<ul style="list-style-type: none"> Chairman of the Information Technology Steering Committee ALCO Member Member of the Credit Policy Committee Permanent Members of the Corporate Credit Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
Tan Ho Hien/ Subur/ Subur Tan	Director (Credit Risk & Legal Director)	2021-2026	<ul style="list-style-type: none"> Chairman of Corporate Credit Committee ALCO Member Member of the Credit Policy Committee Permanent Member of Commercial Credit Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
Santoso	Director Transaction Banking Director	2021-2026	<ul style="list-style-type: none"> ALCO Member Member of the Credit Policy Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
Rudy Susanto	Director (Corporate Banking & Treasury Director)	2021-2026	<ul style="list-style-type: none"> ALCO Member Member of the Credit Policy Committee Permanent Members of the Corporate Credit Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
John Kosasih	Director Commercial & SME Banking Director	2021-2026	<ul style="list-style-type: none"> ALCO Member Member of the Credit Policy Committee Permanent Member of the Risk Management Committee Permanent Member of Commercial Credit Committee Permanent Member of the Integrated Risk Management Committee
Haryanto T. Budiman	Director Consumer Banking Director	2021-2026	<ul style="list-style-type: none"> ALCO Member Member of the Credit Policy Committee Member of the Information Technology Steering Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee Permanent Member of Commercial Credit Committee
Frenky Chandra Kusuma	Director Branch & Network Director	2021-2026	<ul style="list-style-type: none"> ALCO member Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee Member of the Information Technology Steering Committee

Name	Position in BCA	Terms of Office based on AGMS	Position in the Committee
Antonius Widodo Mulyono	Director Risk Management Director	2022-2026	<ul style="list-style-type: none"> • Chairman of the Risk Management Committee • Chairman of the Integrated Risk Management Committee • ALCO Member • Member of the Credit Policy Committee • Member of the Information Technology Steering Committee
Lianawaty Suwono	Director Compliance & Human Capital Mgmt. Director	2021-2026	<ul style="list-style-type: none"> • Member of the Credit Policy Committee • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee
Vera Eve Lim	Director Finance & Corporate Planning Director	2021-2026	<ul style="list-style-type: none"> • ALCO member • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee

13. Report on the Implementation of Duties and Evaluation of the Executive Committee under the Board of Directors

The Board of Directors' Executive Committees are formed by the Board of Directors to contribute to the fulfillment of BCA's business needs in accordance with the duties and responsibilities of the Board of Directors.

Currently there are 7 (seven) Executive Committees under the Board of Directors, namely:

1. Asset and Liability Committee (ALCO)
2. Risk Management Committee (RMC)
3. Integrated Risk Management Committee (IRMC)
4. Credit Policy Committee (CPC)
5. Credit Committee (CC)
6. Information Technology Steering Committee (ITSC)
7. Personnel Case Advisory Committee (PCAC)

The Board of Directors conducted assessment to The Executive Committees of the Board of Directors above with the following conditions:

Criteria:

The evaluation criteria of the Board of Directors' Executive Committees are based on guidelines, a code of conduct, and the realization of duties by each committee.

Process:

Assessment is carried out by the Board of Directors collegially once per year.

Results:

The Board of Directors claims that throughout 2022, all Executive Committees of the Board of Directors contributed in accordance with their duties and responsibilities and provided useful opinions,

thereby assisting the Board of Directors in carrying out its duties. The committees actively discuss work programs on a regular basis in accordance with developments in BCA's condition, the economy, and applicable regulations. The Board of Directors expresses appreciation to these committees for their assistance and dedication.

Assessment Result of Committees under the Board of Directors

1. Asset and Liability Committee

Asset and Liability Committee (ALCO) is a permanent committee under the Board of Directors whose mission is to optimally achieve BCA's profitability levels, as well as ensuring liquidity risk, interest rate risk, and controlled foreign exchange risk through the establishment of BCA's policies and strategies for assets and liabilities management.

2. Realization of ALCO Work Program 2022

Throughout 2022, ALCO has realized the following work programs:

- a. Evaluating the strategy and the position of BCA's assets and liabilities in accordance with the objective of liquidity risk management, interest rate, and exchange rate.
- b. Evaluating and establish the changes in interest rates funds and loans, the interest rate on a credit basis, and the limit related to Asset Liability Management (ALM).
- c. Reviewing of the results of the simulation of the profit/loss in accordance with ALM strategy of BCA.
- d. Establishing policy and strategy in the arrangement of balance sheet structure and investment portfolio.



3. Risk Management Committee

The Risk Management Committee (RMC) was formed to ensure that the risk management framework offers adequate protection against all BCA risks.

Realization of RMC Work Program 2022

The realization of the RMC work program in carrying out its management duties during 2022 is as follows:

- a. Providing Information on the Independence of the Treasury's Supervision Function activities are still carried out as the first line of defense by the Treasury Division and as the second line of defense by the Risk Management Work Unit.
- b. Providing Information on the steps involved in Cyber Risk Management in the Evolving Cyber Threat Landscape.
- c. Providing information that BCA is a participant in the Banking Restructuring Program Premium (PRP).
- d. Providing information on future steps in improving the BCA security culture.
- e. Inform the steps in incident control and simulation to mitigate risk and improve security posture.
- f. Inform the proposed digital economic limit.
- g. Informing steps in endpoint risk mitigation and risk mitigation data.

4. Integrated Risk Management Committee

The Integrated Risk Management Committee (IRMC) was formed to ensure that the risk management framework provides adequate protection for all risks faced by BCA and its Subsidiaries in an integrated manner.

Realization of IRMC Work Program 2022

Throughout 2022, IRMC has realized the following work programs:

- Providing information on BCA's Financial Conglomerate Integrated Risk Profile Report Semester II 2021.
- Providing information on BCA's Financial Conglomerate Integrated Risk Profile Report Semester I of 2022.
- Providing Updates on the Preparation for the Consolidated Implementation of OJK Circular Letter concerning Risk-Weighted Assets (RWA) for Operational Risk.
- Providing Information about the results of the BCA's Financial Conglomerate Integrated Stress Test in 2022.

- Providing information on BCA's Subsidiaries Security Postures & Improvement Plan.
- Informing pertaining to BCA's Financial Conglomerate Integrated Risk Limit Review.

5. Credit Policy Committee

The Credit Policy Committee (CPC) was established to direct the granting of credit through the formulation of credit policies in order to achieve prudent credit targets.

Realization of CPC Work Program 2022

Throughout the organization in 2022, the CPC has implemented the work program, which provides recommendations concerning the following:

1. The authority to approve credit with respect to the most recent allocation of board of directors' duties and responsibilities and director's substitute.
2. Delegation of authority from 3 (three) Directors to 2 (two) Directors in stages.
3. The authority to decide normal restructuring.

6. Credit Committee

The Credit Committee (CC) was established to assist the Board of Directors in evaluating and/or providing credit decisions within the authority limits established by the Board of Directors as stipulated in the BCA's Articles of Association with due regard to business development and prudent principles in mind.

Realization of CC Corporate and CC Commercial Work Program 2022

Throughout 2022, CC has made decrees or recommendations on lending (new, additional, reduced and/or extension, restructuring, and COVID-19 restructuring) according to the authority limits, including determining/changing credit structures.

7. Information Technology Steering Committee

ITSC was established to ensure the implementation of the information technology (IT) system is in line with the BCA's strategic plans. In addition, the implementation aims to improve the BCA's competitive advantage through the utilization of appropriate IT functions.

Realization of ITSC Work Program 2022

Throughout 2022, ITSC has implemented work programs such as:

- Evaluate and supervise IT initiatives implemented to support the delivery of IT strategic projects, as follows:
 - a) Construction of a new data center to support BCA's IT infrastructure requirement in the long term, including a migration strategy to the new data center as well as new aspects that have a positive impact towards the availability of BCA's services.
 - b) Swing automation and Automated Recovery Orchestration initiatives, the application of technology and strategies that are suitable for recovery and swing automation processes which aim to improve system availability by speeding up the recovery time and minimizing the risk of human error.
 - c) SNAP API project to support regulator initiatives regarding the digitalization of Indonesia's banking system.
- Monitoring the use of the 2022 IT budget.

8. Personnel Case Advisory Committee

PCAC was formed by and is responsible to the Board of Directors. The establishment of the PCAC has a mission to provide independent recommendations to the Board of Directors regarding the resolution of cases that adhere to the principles of justice and equality by reviewing cases of violations and/or crimes committed by employees.

Realization of PCAC Work Program 2022

PCAC has realized a work program that includes providing input in the form of information, analysis, and considerations to make recommendations to the Board of Directors for several cases of violations committed by employees that require a decision from the Board of Directors for follow-up resolution in the form of imposition of sanctions and/or improvement of operational systems and procedures and/or legal processing of cases.

The Executive Committees of the Board of Directors Chapter on page 445 of this Annual Report provides a detailed explanation of the Executive Committee of the Board of Directors.

14. Report on the Implementation of the Board of Director' Duties

The complete Report on the Implementation of the Board of Directors' Duties is presented on page 24 of the Board of Directors Report section of this Annual Report.

The policies and implementation of the Board of Directors meetings, including joint meetings with the Board of Commissioners, and the full attendance rate for each member of the Board of Directors are presented on page 392 the Board of Commissioners, Board of Directors, and Joint Meetings sections of this Annual Report.

15. Performance Evaluation of Members of the Board of Directors

Evaluation of the performance of members of the Board of Directors with regard to the procedure for implementing performance appraisal, the criteria used, and the party conducting the assessment can be found on page 409 of the Performance Evaluation of the Board of Commissioners and Directors section of this Annual Report.



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

1. Meeting of the Board of Commissioners

Legal Basis

In organizing Board of Commissioners meetings, BCA refers to the following rules:

- a. Article 37, paragraph 1, of OJK Regulation No. 55/POJK.03/2016 concerning the implementation of governance for commercial banks states that the Board of Commissioners meetings must be organized periodically, at least 4 (four) times per year.
- b. Article 31 paragraph 1 OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies governs that the Board of Commissioners must hold a meeting at least once every 2 (two) months.
- c. Article 16 of the BCA's Articles of Association.
- d. Charter of the Board of Commissioners

Meeting Policy

The Board of Commissioners Meeting Policy, which is outlined in the Board of Commissioners Charter and/or Articles of Association, governs, among other things:

1. Meeting Mechanism
Board of Commissioners meetings can be held in person or virtually via teleconference media, video conferences, or other forms of electronic media.
2. Meeting Frequency:
 - a. Board of Commissioners meetings must be held periodically at least once every 2 (two) months or 6 (six) times per year
 - b. Each member of the Board of Commissioners must attend at least 75 % (seventy-five percent) of the meetings in 1 (one) year.
3. Meeting Summons:
 - a. There is no need to summon a meeting for meetings of the Board of Commissioners that have been scheduled or are based on the decision of the previous meeting of the Board of Commissioners.
 - b. For Board of Commissioners meetings held outside of the predetermined schedule, the summons must be made no later than 1 (one) day before the meeting, or in a shorter time if it is urgent.

- c. The summons for a meeting of the Board of Commissioners must include the agenda/ topic, date, time, mechanism and place of the meeting and attach meeting materials.
 - d. The summons for Board of Commissioners meetings must be made in writing and delivered to each member of the Board of Commissioners via registered mail, courier service, electronic mail (e-mail), or other means deemed effective by the Board of Commissioners.
4. Meeting Materials and Scheduling:
 - a. Prior to the end of the fiscal year, the Board of Commissioners must schedule a meeting of the Board of Commissioners as well as a meeting of the Board of Commissioners by inviting the Board of Directors for the following year and upload it on the BCA website.
 - b. At a scheduled meeting, meeting materials are distributed to participants no later than 5 (five) working days before the meeting is held (H-5).
 - c. In the event that a meeting is held outside the schedule, the meeting materials shall be submitted to the meeting participants no later than before the meeting is held.
5. Meeting Resolutions and Quorum:
 - a. The meeting of the Board of Commissioners is valid and has the authority to make binding decisions if more than ½ (one-half) of the total number of members of the Board of Commissioners are present or represented at the meeting.
 - b. Decision-making at the Board of Directors meeting must be made first through deliberation for consensus.
 - c. Decisions are made based on the affirmative votes of more than ½ (one-half) of the total valid votes cast at the meeting in question if the deliberations do not reach a consensus.
 - d. The Board of Commissioners may also make valid decisions without summoning a meeting of the Board of Commissioners if all members of the Board of Commissioners have been notified in writing, have given their approval to the proposals submitted, and have signed the agreement. Decisions made in this manner have the same power as those made formally at a meeting of the Board of Commissioners.
 - e. All decisions made at Board of Commissioners meetings are binding and the responsibility of all Board of Commissioners members.

6. A member of the Board of Commissioners may be represented by another member of the Board of Commissioners only on the basis of a special power of attorney drawn up specifically for the purpose of the meeting.
7. Board of Commissioners Minutes of Meeting
 - a. The minutes of the Board of Commissioners meeting must include the results of the meeting, which must be signed by all members of the Board of Commissioners present.
 - b. Minutes of Meeting must be properly documented in accordance with applicable regulations.
 - c. In the event of a dissenting opinion is expressed, it must be clearly stated in the minutes of the Board of Commissioners meeting, along with the reasons for the dissent.

Glossary of Board of Commissioners and Board of Directors Meetings

Board of Commissioners

Description	Name
DES	Djohan Emir Setijoso
TK	Tonny Kusnadi
CH	Cyrillus Harinowo
RP	Raden Pardede
SS	Sumantri Slamet

Board of Directors

Description	Name
JS	Jahja Setiaatmadja
AH	Armand Wahyudi Hartono
HL	Gregory Hendra Lembong
ST	Tan Ho Hien/Subur atau Subur Tan
RS	Rudy Susanto
LS	Lianawaty Suwono
SL	Santoso
VL	Vera Eve Lim
HB	Haryanto T. Budiman
FC	Frengky Chandra Kusuma
JK	John Kosasih
AW	Antonius Widodo Mulyono

Implementation

Throughout 2022, BCA has held 43 (forty-three) Board of Commissioners meetings in person and via teleconference. BCA has complied with the OJK Regulation provision regarding the minimum frequency of Board of Commissioners meetings.

Frequency of Attendance, Schedule and Meeting Agenda of the Board of Commissioners

Trough out 2022, the frequency of the Board of Commissioners' meetings and the attendance rate of members of the Board of Commissioners are as follows:

Name	Position	Number of Meetings	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	43	39	91%
Tonny Kusnadi	Commissioner	43	40	93%
Cyrillus Harinowo	Independent Commissioner	43	37	86%
Raden Pardede	Independent Commissioner	43	42	98%
Sumantri Slamet	Independent Commissioner	43	43	100%



The Board of Commissioners meeting schedule for 2022 has been published on the BCA website, which can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>

The following is the schedule and agenda for the Board of Commissioners meetings organized in 2022:

No.	Date	Agenda	Attendance
1	January 12, 2022	Board of Commissioners Internal Discussion	DES, TK, CH, RP, SS
2	January 19, 2022	<ul style="list-style-type: none"> Discussion of KRN Recommendations Work Realization of the Internal Audit Division 	DES, TK, CH, RP, SS
3	January 26, 2022	<ul style="list-style-type: none"> Discussion on Evaluation of the Board of Directors' and Board of Commissioners' Self-Assessment Results Discussion of the 2021 Final Dividend 	TK, CH, RP, SS
4	February 9, 2022	<ul style="list-style-type: none"> Approval of the Proposed Appointment of a PAF Approval of the 2021 Final Dividend 	DES, TK, CH, RP, SS
5	February 16, 2022	<ul style="list-style-type: none"> Presentation of the Audit Committee: Quarterly Report IV 2021 Presentation of the Risk Oversight Committee: Quarterly Report IV 2021 	DES, TK, CH, RP, SS
6	February 23, 2022	<ul style="list-style-type: none"> Approval of Tantiem Distribution for the 2021 fiscal year Appointment of the Chairman of the Annual General Meeting of Shareholders of PT Bank Central Asia Tbk 	DES, TK, CH, RP, SS
7	March 2, 2022	<ul style="list-style-type: none"> Revisions to the Board of Commissioners and Directors' Proposed Tantiem Distribution Presentation by the Credit Rescue Work Unit on the follow-up to the Board of Commissioners meeting on NPL Management at BCA Presentation of the Corporate Strategy & Planning Division on the Proposed Use of the Company's Net Profits for 2021 	DES, CH, RP, SS
8	March 16, 2022	<ul style="list-style-type: none"> Presentation of the Credit Risk Analysis Group and Corporate Banking, Transaction & Finance Group on Loan Workout and Corporate Credit LAR; Presentation of the Integrated Governance Committee on the Semester II 2021 Report; Credit Decision Review on a Weekly Basis 	DES, TK, CH, RP, SS
9	March 30, 2022	<ul style="list-style-type: none"> Appointment of PT BCA Syariah Representative Committee Members Presentation of the Strategic Information Technology Group on 2021 Performance and 2022 Strategy Weekly Credit Decision Review 	TK, CH, RP, SS
10	April 6, 2022	Remuneration for Board of Directors Members and Changes in Remuneration for Board of Directors & Board of Commissioners Members from 2022 to 2024 GMS	DES, TK, CH, RP, SS
11	April 20, 2022	<ul style="list-style-type: none"> Presentation of the Credit Risk Analysis Group and the Corporate Banking, Transaction & Finance Group on corporate credit Weekly Credit Decision Review 	DES, TK, CH, RP, SS
12	May 11, 2022	<ul style="list-style-type: none"> Corporate Strategy & Planning Division Presentation re/ Key Strategic Priorities 2022 Weekly Credit Decision Review 	DES, TK, CH, RP, SS
13	May 18, 2022	<ul style="list-style-type: none"> Presentation of the Risk Oversight Committee & Presentation of the Audit Committee Quarterly Report I 2022 Weekly Credit Decision Review 	DES, TK, CH, SS
14	May 25, 2022	<ul style="list-style-type: none"> Presentation of the Credit Risk Analysis Group and the Corporate Banking, Transaction & Finance Group on corporate credit Weekly Credit Decision Review 	DES, TK, CH, RP, SS
15	May 31, 2022	<ul style="list-style-type: none"> Presentation related to Integration & Transactional Banking Weekly Credit Decision Review 	DES, TK, CH, RP, SS
16	June 8, 2022	<ul style="list-style-type: none"> Approval of Credit Facility Applications Presentation of the Organizational Structure team Weekly Credit Decision Review 	DES, TK, CH, RP, SS
17	June 15, 2022	<ul style="list-style-type: none"> Approval of the 2022 BCA Bank Business Plan Revision (RBB). Weekly Credit Decision Review 	DES, TK, CH, RP, SS
18	June 22, 2022	<ul style="list-style-type: none"> Presentation of the Credit Risk Analysis Group and the Corporate Banking, Transaction & Finance Group related to Corporate Credit Update on Audit Committee Charter and Independency for Submission of Strategic Plans Weekly Credit Decision Review 	DES, TK, RP, SS

No.	Date	Agenda	Attendance
19	June 29, 2022	<ul style="list-style-type: none"> Presentation of the Human Capital Management Division regarding work productivity Weekly Credit Decision Review 	DES, TK, RP, SS
20	July 6, 2022	<ul style="list-style-type: none"> Presentation of the Banking Transaction Cooperation Solution Development Division Regarding Procurement of EDC and Supporting Devices Presentation of the Credit Risk Analysis Group and the Corporate Banking, Transaction & Finance Group related to Corporate Credit Presentation of the Legal Group regarding updates on legal cases 	DES, TK, CH, RP, SS
21	July 13, 2022	<ul style="list-style-type: none"> Presentation of the Corporate Strategy & Planning Division and the Corporate Finance Division regarding fixed asset and opex policies Weekly Credit Decision Review 	DES, CH, RP, SS
22	July 20, 2022	<ul style="list-style-type: none"> Presentation of the Internal Audit Division regarding Realization of Semester I 2022 Performance Weekly Credit Decision Review 	DES, TK, CH, RP, SS
23	July 27, 2022	<ul style="list-style-type: none"> Presentation of the Commercial and SME Business Division regarding the Development of Commercial and SME Business Discussion of the Credit Risk Analysis Group and the Corporate Banking, Transactions & Finance Group with the Board of Commissioners regarding updates on the telecommunications industry Weekly Credit Decision Review 	DES, TK, CH, RP, SS
24	August 3, 2022	<ul style="list-style-type: none"> Presentation of the Risk Management Work Unit regarding the follow-up to the minutes of the Board of Commissioners meeting no. 14/RR/KOM/2022 Weekly Credit Decision Review 	DES, TK, CH, RP, SS
25	August 8, 2022	<ul style="list-style-type: none"> Approval of Credit Facility Applications Weekly Credit Decision Review 	DES, TK, CH, RP, SS
26	August 24, 2022	<ul style="list-style-type: none"> Approval of Credit Facility Applications Presentation of the Risk Oversight Committee Quarterly Report II 2022 Presentation of the Audit Committee Quarterly Report II 2022 Weekly Credit Decision Review 	DES, TK, CH, RP, SS
27	September 7, 2022	<ul style="list-style-type: none"> Discussion of the Board of Commissioners, the Director of Network and Regional Management, and DAI concerning branch audit Update on the Development of Macroeconomic and Information Technology in BCA Weekly Credit Decision Review 	DES, TK, CH, RP, SS
28	September 14, 2022	<ul style="list-style-type: none"> Application for Credit Facility Weekly Credit Decision Review 	DES, TK, CH, RP, SS
29	September 21, 2022	<ul style="list-style-type: none"> Reporting of the Integrated Governance Committee Quarterly Report I 2022 Presentation of the Credit Risk Analysis Group regarding corporate loans Weekly Credit Decision Review 	DES, TK, CH, RP, SS
30	September 28, 2022	<ul style="list-style-type: none"> Approval of Credit Facility Applications Weekly Credit Decision Review 	DES, CH, RP, SS
31	October 5, 2022	<ul style="list-style-type: none"> Presentation of the Company's Finance Division regarding the adjustment of pension reserves based on the new PSAK Weekly Credit Decision Review 	DES, TK, CH, RP, SS
32	October 19, 2022	<ul style="list-style-type: none"> Approval of Credit Facility Applications Weekly Credit Decision Review 	TK, CH, RP, SS
33	October 26, 2022	<ul style="list-style-type: none"> Presentation of the Risk Management Unit regarding the 2023 BCA Recovery Plan update and BCA 2022 Resolution Plan Weekly Credit Decision Review 	DES, TK, CH, RP, SS
34	November 2, 2022	<ul style="list-style-type: none"> Discussion between External Consultant and the Board of Commissioners Presentation of the Accounting Group regarding the Adjustment of Retirement Reserves based on the new PSAK Weekly Credit Decision Review 	DES, TK, CH, RP, SS
35	November 3, 2022	Presentation of the Corporate Strategy & Planning Division regarding the 2023 budget	DES, TK, CH, RP, SS
36	November 7, 2022	<ul style="list-style-type: none"> Presentation of the Risk Management Work Unit regarding BCA's 2023 Recovery Plan Update and BCA's 2022 Resolution Plan Digital Economy Loan Portfolio 	DES, TK, RP, SS



No.	Date	Agenda	Attendance
37	November 9, 2022	<ul style="list-style-type: none"> Presentation of the Corporate Strategy & Planning Division regarding the 2022 Interim Dividend Distribution Presentation of the Economic & Industry Research Team regarding the 2023 - 2024 Macro Assumption Scenario Weekly Credit Decision Review 	DES, TK, RP, SS
38	November 16, 2022	<ul style="list-style-type: none"> BCA Interim Dividend Approval for 2022 Waiver Approval and Credit Facility Changes Presentation of the Risk Oversight Committee Quarterly Report III 2022 Presentation of the Audit Committee Quarterly Report III 2022 Weekly Credit Decision 	DES, TK, CH, RP, SS
39	November 23, 2022	<ul style="list-style-type: none"> Approval of changes to the 2023 budget and bank business plans for the 2023-2025 period Bankwide Key Strategies Priorities Information 2023 Approval of a sustainable financial action 2023 Future reading strategic planning information of BCA Life 	DES, TK, CH, RP, SS
40	November 30, 2022	<ul style="list-style-type: none"> Presentation of Human Capital Management Division regarding HCM strategy options review in dealing with Digital Transformation Presentation of Human Capital Management Division regarding Update Salary Survey Weekly Credit Decision Review 	TK, RP, SS
41	December 7, 2022	<ul style="list-style-type: none"> Presentation of Banking Transactional Directorate regarding Payment Update - Industry & BCA Presentation of the Credit Risk Analysis Group and the Corporate Banking regarding Credit Application Weekly Credit Decision Review 	DES, TK, RP, SS
42	December 14, 2022	<ul style="list-style-type: none"> Presentation of Treasury Division regarding Treasury Division Strategies and Plan Updates 2023 Weekly Credit Decision Review 	DES, TK, CH, RP, SS
43	December 21, 2022	<ul style="list-style-type: none"> Presentation of Group Environment Sustainability Governance regarding AGMS plan BCA for the 2022 fiscal year Discussion of Room Rental on the 35th floor Menara BCA Weekly Credit Decision Review 	DES, TK, CH, RP, SS

Board of Commissioners Meeting Schedule in 2023

BCA has scheduled the following Board of Commissioners meetings in 2023:

Month	Date
January	11, 18, 25
February	1, 8, 15, 22
March	1, 8, 15, 29
April	5, 12
May	3, 10, 17, 24
June	7, 14, 21, 28
July	5, 12, 26
August	2, 9, 16, 23
September	6, 13, 20, 27
October	4, 11, 18, 25
November	1, 8, 15, 22
December	6, 13, 20

The Board of Commissioners' meeting schedule is subject to change at any time as needed.

The plan for the 2023 Board of Commissioners meeting schedule has been published on the BCA

website since December 2022 and can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>.

2. Meeting of the Board of Directors

Legal Basis

BCA Board of Directors meetings are organized based on the following regulations:

- Article 20 paragraph 1 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks states that every policy and strategic decision must be made at a Board of Directors meeting with due regard for supervision in accordance with the duties and responsibilities of the Board of Commissioners.
- Article 16 paragraph 1 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies states that the Board of Directors must hold regular Board of Directors meetings at least once a month.
- Article 13 of the BCA's Articles of Association.

Meeting Policy

The Board of Directors Meeting Policy in the Board of Directors Charter and/or Articles of Association regulates, among other:

1. Meeting Mechanism
Board of Directors meetings can be held in person or virtually via teleconference media, video conferences, or other forms of electronic media.
2. Meeting Frequency:
 - a. Board of Directors meetings must be held periodically, at least once a month or 12 (twelve) times per year.
 - b. Each member of the Board of Directors must attend at least 75% (seventy-five percent) of the meetings in 1 (one) year.
3. Meeting Summons:
 - a. Summons for the Board of Directors meeting are made by the Board of Directors Bureau via e-mail to all Directors no later than 5 (five) working days before the meeting is held (H-5).
 - b. For Board of Directors meetings that have been scheduled or are based on the decisions of the previous Board of Directors meeting, there is no need to summon a meeting.
 - c. For Board of Directors meetings that are held outside of a predetermined schedule, summons must be made no later than 1 (one) day before the Board of Directors meeting is held, or in a shorter time if it is urgent.
 - d. The summons for the meeting must include the agenda (date, time, place, and topic) and attach meeting materials.
 - e. The Board of Directors confirms attendance to the Bureau of Directors.
4. Meeting Materials and Scheduling
 - a. Prior to the end of the fiscal year, the Board of Directors must schedule a meeting of the Board of Directors, as well as a meeting of the Board of Commissioners and the Board of Directors for the following year and upload it on the BCA website.
 - b. At a scheduled meeting, meeting materials are distributed to participants no later than 5 (five) working days before the meeting is held (H-5).
 - c. In the event that a meeting is held outside the schedule, the meeting materials shall be submitted to the meeting participants no later than before the meeting is held.
5. Meeting Resolutions and Quorum:
 - a. The meeting of the Board of Directors is valid and has the authority to make binding decisions if more than ½ (one-half) of the total number of members of the Board of Directors are present or represented at the meeting.
 - b. Every strategic policy and decision must be made at a Board of Directors meeting with due regard for supervision in accordance with the Board of Commissioners' duties and responsibilities.
 - c. Decisions-making at the Board of Directors meeting must be made first through deliberation for consensus.
 - d. Decisions are made based on the affirmative votes of more than ½ (one-half) of the total valid votes cast at the meeting in question if the deliberations do not reach a consensus.
 - e. The Board of Directors may also make valid decisions without summoning a meeting of the Board of Directors if all members of the Board of Directors have been notified in writing, have given their approval to the proposals submitted, and have signed the agreement. Decisions made in this manner have the same power as those made formally at a meeting of the Board of Directors.
 - f. All decisions made at Board of Directors meetings are binding and the responsibility of all Board of Directors members.
6. A member of the Board of Directors may be represented by another member of the Board of Directors only on the basis of a special power of attorney made for the purpose of the meeting, provided that the right to vote for:
 - a. Meeting attendance quorum; and
 - b. The decision-making quorum is in accordance with the power given so their voting rights are counted in the meeting quorum.
7. Minutes of Meeting:
 - a. The results of the Board of Directors meeting must be stated in the Minutes of Meeting, which are signed by all members of the Board of Directors present and submitted to all members of the Board of Directors.
 - b. Minutes of meetings of the Board of Directors must be properly documented in accordance with the provisions of the relevant regulations.
 - c. Dissenting opinions that occur at a Board of Directors meeting must be included in writing in the Minutes of Meeting along with the reasons for the dissent.



Implementation

Throughout 2022, the Board of Directors has organized 54 (fifty-four) meetings of the Board of Directors, which were held in person and via teleconference. BCA has complied with the OJK Regulation provision regarding the minimum frequency of Board of Directors meetings.

Frequency of Attendance, Schedule, and Agenda of Board of Directors Meetings

The frequency and attendance rate of members of the Board of Directors throughout 2022 are as follows:

Name	Position	Number of Meetings	Attendance	Percentage
Jahja Setiaatmadja	President Director	54	50	93%
Suwignyo Budiman*	Vice President Director	21	21	100%
Armand Wahyudi Hartono	Vice President Director	54	47	87%
Gregory Hendra Lembong	Vice President Director	54	47	87%
Tan Ho Hien/Subur/ Subur Tan	Director	54	51	94%
Rudy Susanto	Director	54	51	94%
Lianawaty Suwono	Director (concurrently serving as Director in charge of the Compliance function)	54	47	87%
Santoso	Director	54	46	85%
Vera Eve Lim	Director	54	49	91%
Haryanto T. Budiman	Director	54	48	89%
Frengky Chandra Kusuma	Director	54	49	91%
John Kosasih	Director	54	50	93%
Antonius Widodo Mulyono**)	Director	33	31	94%

Description:

*) Mr. Suwignyo Budiman ended his term of office on April 30, 2022

**) Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated April 22, 2022 and effective since May 9, 2022

The Board of Directors meeting schedule for 2022 has been published on the BCA website and can be accessed at: <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>

The following is the schedule and agenda for the Board of Directors meetings organized in 2022:

No.	Date	Agenda	Attendance
1	January 6, 2022	<ul style="list-style-type: none"> Porseni 2022 KAP Beauty Contest for Fiscal Year 2022 	JS, SB, AH, HL, ST, RS, VL, FC, JK
2	January 11, 2022	<ul style="list-style-type: none"> Thompson Reuters Refinitiv NGO demands 	JS, SB, AH, HL, ST, RS, LS, VL, HB, FC, JK
3	January 13, 2022	<ul style="list-style-type: none"> Economic Research Team Update Realization of the 2021 Directors' KPI and Approval of the 2022 Directors' KPI 	JS, SB, AH, HL, ST, RS, LS, VL, HB, JK
4	January 20, 2022	Update on the Financial Performance of BCA for the Period ending December 2021	JS, SB, AH, HL, ST, RS, LS, VL, HB, FC, JK
5	January 25, 2022	<ul style="list-style-type: none"> Wealth Management Division Propeller Project Update Branch Organization Update 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
6	February 3, 2022	<ul style="list-style-type: none"> Dividend Approval and 2022 Collective KPI Update of BOD Commercial SMILE Implementation Update Result Company Performance Presentation and BCA Finance Business Plan 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK

No.	Date	Agenda	Attendance
7	February 8, 2022	<ul style="list-style-type: none"> Approval of the selected PAF Presentation of the Human Capital Management Division Report of the AYDA Credit Rescue Unit Presentation of the Commercial & SME Business Division regarding the Bank's Business Plan Macropprudential Inclusive Financing Ratio 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
8	February 10, 2022	<ul style="list-style-type: none"> Presentation of Survey Gallup Update on the Board of Commissioners' Decision Regarding the 2021 Dividend 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
9	February 17, 2022	<ul style="list-style-type: none"> Update on the January 2022 Financial Performance Presentation of Company Performance and BCA Syariah Business Plan 	JS, SB, AH, HL, ST, RS, LS, VL, HB, FC, JK
10	February 22, 2022	<ul style="list-style-type: none"> Presentation of Company Performance and BCA Insurance Business Plan Presentation of Company Performance and BCA Life Business Plan 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
11	February 24, 2022	<ul style="list-style-type: none"> Wealth Management Division Update Economic Research Team Update Approval of Use of 2021 Net Profits for Reserve Funds and Retained Earnings Explanation of the Board of Commissioners' input regarding the 2022-2026 Strategy 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
12	March 8, 2022	<ul style="list-style-type: none"> Communication Crisis Handling 2022 Indonesian Political Economy Projection by Mr. Bambang Sudibyo Presentation of BCA Sekuritas's Business Plan and Company Performance 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
13	March 10, 2022	<ul style="list-style-type: none"> Presentation of the Company Performance and CCV's Business Plan Transfer of Receivables by the Credit Rescue Unit 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
14	March 24, 2022	<ul style="list-style-type: none"> The Economic Research Team Update Update on the Financial Performance of BCA for February 2022 Update on the BOD Responses to the Board of Commissioners' Input 	JS, SB, HL, ST, RS, SL, VL, HB, FC, JK
15	March 29, 2022	Banking Sector Review	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
16	March 31, 2022	<ul style="list-style-type: none"> Presentation of the Strategy & Information Technology Group regarding the metaverse BCA Digital Performance and Business Plan Presentation of ESG regarding the Q4 2021 ESG achievement update 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
17	April 7, 2022	Update on the Program for the Learning & Development Division	JS, SB, AH, ST, RS, LS, SL, VL, HB, FC, JK
18	April 12, 2022	<ul style="list-style-type: none"> Distribution of the Board of Directors and Board of Directors Replacement in 2022 2021 Performance and Quarter I Performance - 2022 of PT BCA Multi Finance 	JS, SB, AH, ST, RS, LS, SL, VL, HB, FC, JK
19	April 14, 2022	<ul style="list-style-type: none"> Update on BCA's Financial Performance Quarter I - 2022 Update on the EDC monitoring 	JS, SB, AH, ST, RS, LS, SL, VL, HB, FC, JK
20	April 26, 2022	<ul style="list-style-type: none"> Interview Audience Perception Survey & Evaluation Economic Update - Customer Survey Semester I - 2022 Updates on Key Strategic Priorities (1Q22) 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, JK
21	April 28, 2022	<ul style="list-style-type: none"> Evaluation of PT Kliring Berjangka Indonesia's Virtual Account & KSEI Strategic Plan Customer Compensation Policy 	JS, SB, AH, HL, ST, RS, SL, HB, FC, JK
22	May 10, 2022	<ul style="list-style-type: none"> Analyst Feedback on BCA 1Q22 Results Presentation related to Pension Funds 	JS, AH, HL, ST, RS, SL, VL, FC, JK, AW



No.	Date	Agenda	Attendance
23	May 12, 2022	<ul style="list-style-type: none"> Update on the Q1/2022 ESG Achievement The Latest Constellation of Geo-Economy and Geo-Politics and Their Impact on Indonesia by Bambang Sudibyo 	JS, AH, HL, ST, RS, SL, VL, JK, AW
24	May 17, 2022	Update on BCA's April 2022 Financial Performance	JS, AH, HL, ST, RS, SL, VL, FC, JK, AW
25	May 24, 2022	<ul style="list-style-type: none"> Economic Research Team Update Update on the Tax Planning 2022 BCA Life Strategic Discussion 	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
26	June 2, 2022	Board of Directors Internal Discussion	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, AW
27	June 14, 2022	<ul style="list-style-type: none"> Update on BCA's May 2022 Financial Performance Revision of the Bank's Business Plan 	JS, AH, HL, ST, RS, LS, VL, HB, FC, JK, AW
28	June 16, 2022	Update on the Project Priority 2022	JS, AH, HL, ST, RS, LS, VL, HB, FC, JK, AW
29	June 23, 2022	Update of the Economic Research Team	JS, AH, HL, ST, RS, LS, VL, HB, FC, JK, AW
30	June 28, 2022	<ul style="list-style-type: none"> Updates related to Venture Capital Explanation Regarding the Capital Market Community and KSEI's Strategic Plan Presentation of the BCA UMKM Fest 	JS, AH, ST, RS, LS, SL, VL, HB, FC, JK, AW
31	July 12, 2022	<ul style="list-style-type: none"> Update on BCA's Financial Performance for Semester I 2022 Follow up the Smile Program Implementation 	JS, AH, ST, RS, LS, SL, VL, HB, FC, AW
32	July 14, 2022	<ul style="list-style-type: none"> Update on ESG & GCG 1H2022 Update on Corporate Communication 1H2022 Presentation of the Dual Banking Leverage Model by BCA Syariah 	AH, ST, RS, LS, SL, VL, FC, JK, AW
33	July 21, 2022	<ul style="list-style-type: none"> Presentation of the Indonesia Knowledge Forum (IKF) Presentation of the BCA Wealth Summit 	JS, AH, HL, ST, RS, LS, SL, HB, JK, AW
34	July 26, 2022	<ul style="list-style-type: none"> Updates on Key Strategic Priorities (1H22) UMKM Fest Pre-Event Update 	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
35	August 4, 2022	Analyst Feedback on BCA 1H2022	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
36	August 18, 2022	<ul style="list-style-type: none"> Update on BCA's Financial Performance for July 2022 Multi Global Crisis and Its Impact on Indonesia by Bambang Sudibyo 	JS, HL, ST, RS, LS, SL, VL, HB, FC, JK
37	August 23, 2022	<ul style="list-style-type: none"> Presentation of the Relationship Platform Project 2023 Strategic Planning and Budgeting Process Presentation of the Semester 1-2022 Performance and Business Outlook for Semester 2-2022 of BCA Life 	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
38	September 1, 2022	<ul style="list-style-type: none"> UMKM Fest update Presentation of BCA Syariah's Semester 1-2022 Performance and Business Outlook in Semester 2-2022 Presentation of BCA Multifinance's Semester 1-2022 Performance and Business Outlook in Semester 2-2022 	JS, AH, HL, ST, RS, LS, SL, HB, FC, JK
39	September 8, 2022	Update on the performance of BCA Sekuritas	JS, AH, ST, RS, LS, SL, HB, FC, JK, AW
40	September 15, 2022	<ul style="list-style-type: none"> Presentation of CCV's Semester 1-2022 Performance and Business Outlook for Semester 2-2022 Presentation of BCA Insurance's Semester 1-2022 Performance and Business Outlook for Semester 2-2022 	AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
41	September 22, 2022	<ul style="list-style-type: none"> Update on the Implementation of Indonesian Green Taxonomy (THI) at BCA Update on BCA's Financial Performance for the Period of August 2022 	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, AW

No.	Date	Agenda	Attendance
42	September 27, 2022	<ul style="list-style-type: none"> Presentation of BCA Finance's Semester 1-2022 Performance and Business Outlook for Semester 2-2022 Presentation of BCA Digital's Semester 1-2022 Performance, and Business Outlook for Semester 2-2022 	JS, AH, HL, ST, LS, SL, VL, HB, FC, AW
43	September 29, 2022	<ul style="list-style-type: none"> The Economic Research Team Update Adjustment of Pension Reserves Based on the New PSAK 	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
44	October 6, 2022	<ul style="list-style-type: none"> Post UMKM Event Update BCA Finance Dividend Approval 	JS, AH, HL, RS, LS, SL, VL, HB, FC, JK, AW
45	October 13, 2022	<ul style="list-style-type: none"> Update on BCA's Financial Performance for Quarter III 2022 Approval of BCA's Recovery Plan and Resolution Plan Updates 	JS, HL, ST, LS, SL, VL, HB, FC, JK, AW
46	October 20, 2022	First Draft Consolidated Outlook 2022 & 2023	JS, HL, ST, RS, LS, SL, VL, FC, JK, AW
47	November 3, 2022	<ul style="list-style-type: none"> Analyst Feedback on Q3 2022 ESG & GCG Updates Q3 2022 Update on the Implementation of BCA Touchpoint 	JS, HL, AH, ST, LS, SL, VL, HB, FC, JK, AW
48	November 8, 2022	<ul style="list-style-type: none"> Porseni - DPP Update Approval of Interim Dividend BOD Second Draft Consolidated Outlook 2022 & 2023 	JS, HL, AH, ST, RS, LS, SL, VL, HB, FC, JK, AW
49	November 10, 2022	<ul style="list-style-type: none"> Updates on Key Strategic Priorities (3Q22) Management ESG Capacity Building: Voluntary Carbon Market 	HL, AH, RS, SL, VL, FC, HB, JK, AW
50	November 17, 2022	Global and Indonesian economic projections for 2023 - Mr. Bambang Sudibyo	HL, AH, RS, LS, SL, HB, FC, JK, AW
51	November 22, 2022	<ul style="list-style-type: none"> 2023 Key Strategic Priorities and RBB Approval 2023 RAKB Approval BCA Life Discussion 	JS, HL, AH, ST, RS, LS, SL, VL, HB, JK, AW
52	November 24, 2022	<ul style="list-style-type: none"> Economic Update Update on BCA Financial Performance for the Period of October 2022 	JS, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
53	December 15, 2022	<ul style="list-style-type: none"> Update Perkembangan GCG Update Kinerja Keuangan BCA Periode November 2022 Financial Year 2022 Performance Outlook 	JS, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
54	December 22, 2022	Update Project BCA Life	JS, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW

Board of Directors Meeting Schedule in 2023

BCA has scheduled the following Board of Directors meeting in 2023 as follows:

Month	Date
January	5,10,12,19,24,26
February	2,9,14,16,23,28
March	2,9,14,16,28,30
April	6,11,13,20,27
May	4,9,11,23,25
June	8,13,15,22,27
July	6,11,13,20,25,27
August	3,8,10,22,24,31
September	7,12,14,21,26
October	5,10,12,19,24,26
November	2,9,14,16,23,28,30
December	7,12,14,21,28

The Board of Directors meeting schedule may change at any time as needed.

The plan for the Board of Directors meeting schedule for 2023 has been published on the BCA website since December 2022 and can be accessed at: <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>.



3. Joint Meeting of the Board of Commissioners and the Board of Directors

Legal basis

- a. Article 31 paragraph 3 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies states that the Board of Commissioners must hold regular meetings with the Board of Directors at least once every 4 (four) months.
- b. Article 16 paragraph 3 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies states that the Board of Directors must hold regular meetings of the Board of Directors and the Board of Commissioners at least once every 4 (four) months.

Meeting Policy

The Joint Meeting Policy is contained in the Board of Directors Charter and the Board of Commissioner Charter as well as Articles of Association. The policy regulates, among other:

1. Meeting Mechanism
Joint meetings can be held in person or virtually via teleconference media, video conferences, or other forms of electronic media.
2. Meeting Frequency:
The Board of Directors and the Board of Commissioner must hold regular joint meeting at least once every 4 (four) months.
3. Meeting Summons:
 - a. For joint meetings that have been scheduled or are based on the decisions of the previous joint meeting, there is no need to summon a meeting.
 - b. For meetings that are held outside of a predetermined schedule, summons must be made no later than 1 (one) day before the joint meeting is held, or in a shorter time if it is urgent.
 - c. The summons for the meeting must include the agenda (date, time, place, and topic) and attach meeting materials.
 - d. The summons for the meetings must be made in writing and delivered to the meeting participants via registered mail, courier service, electronic mail (e-mail), or other means deemed effective.

4. Meeting Materials and Scheduling
 - a. Prior to the end of the fiscal year, the Board of Commissioners and the Board of Directors must schedule a joint meeting for the following year.
 - b. At a scheduled meeting, meeting materials are distributed to participants no later than 5 (five) working days before the meeting is held (H-5).
5. Meeting Resolutions and Quorum:
 - a. The meeting is deemed valid and has the authority to make binding decisions if more than $\frac{1}{2}$ (one-half) of the total number of members of the Board of Commissioners and members of the Board of Directors are present or represented at the meeting.
 - b. Decisions-making at the joint meeting must be made first through deliberation for consensus.
 - c. Decisions are made based on the affirmative votes of more than $\frac{1}{2}$ (one-half) of the total valid votes cast at the meeting in question if the deliberations do not reach a consensus.
 - d. All decisions made at joint meetings are binding.
6. A member of the Board of Directors may be represented by another member of the Board of Directors and a member of the Board of Commissioners may be represented by another member of the Board of Commissioner only on the basis of a special power of attorney made for the purpose of the meeting
7. Minutes of Meeting:
 - a. The results of the meeting must be stated in the Minutes of Meeting, which are signed by all members of the Board of Directors and members of the Board of Commissioners present and submitted to all members of the Board of Directors and members of the Board of Commissioners.
 - b. Dissenting opinions that occur at the meeting must be clearly stated in the Minutes of Meeting along with the reasons for the dissent.

Implementation

Throughout 2022, the Board of Commissioners and the Board of Directors have organized 5 (five) joint meetings, which were held in person and via teleconference.

Frequency of Attendance of the Board of Commissioners in Joint Meetings of the Board of Commissioners and the Board of Directors throughout 2022:

Name	Position	Number of Meeting	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	5	5	100%
Tonny Kusnadi	Commissioner	5	4	80%
Cyriilus Harinowo	Independent Commissioner	5	5	100%
Raden Pardede	Independent Commissioner	5	5	100%
Sumantri Slamet	Independent Commissioner	5	5	100%

Frequency of Attendance of the Board of Directors in Joint Meetings of the Board of Commissioners and the Board of Directors Throughout 2022

Name	Position	Number of Meeting	Attendance	Percentage
Jahja Setiaatmadja	President Director	5	5	100%
Suwignyo Budiman ^{*)}	Vice President Director	2	2	100%
Armand Wahyudi Hartono	Vice President Director	5	5	100%
Gregory Hendra Lembong	Vice President Director	5	4	80%
Tan Ho Hien/Subur/ Subur Tan	Director	5	5	100%
Rudy Susanto	Director	5	5	100%
Lianawaty Suwono	Director (concurrently serving as Director in charge of the Compliance function)	5	5	100%
Santoso	Director	5	4	80%
Vera Eve Lim	Director	5	5	100%
Haryanto T. Budiman	Director	5	5	100%
Frengky Chandra Kusuma	Director	5	4	80%
John Kosasih	Director	5	5	100%
Antonius Widodo Mulyono ^{**)}	Director	3	3	100%

Description:

^{*)} Mr. Suwignyo Budiman ended his term of office on April 30, 2022

^{**)} Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated April 22, 2022 and effective since May 9, 2022

The schedule for the joint meetings of the Board of Commissioners and Directors for 2023 has been published on the BCA website and can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>.



Schedule and Agenda for Joint Meetings of the Board of Commissioners and Directors organized in 2022:

No.	Date	Meeting Agenda	List of Attendance
1	January 13, 2022	Approval of the 2022 GMS	JS, SB, HL, AH,ST, RS, LS, VL, HB, JK, DES, CH, RP, SS
2	April 12, 2022	Anti Money Loundy and Prevention of the Fianancing of Terorism Semester II 2021	JS, SB, AH,ST, RS, LS, SL, VL, HB, FC, JK, DES, TK, CH, RP, SS
3	July 26, 2022	Anti Money Loundy and Prevention of the Fianancing of Terorism Semester I 2022	JS, HL, AH,ST, RS, LS, SL, VL, HB, FC, JK, AW, DES, TK, CH, RP, SS
4	August 1, 2022	Mid Year Strategy Review	JS, HL, AH,ST, RS, LS, SL, VL, HB, FC, JK, AW, DES, TK, CH, RP, SS
5	October 3, 2022	Business Strategy Review	JS, HL, AH,ST, RS, LS, SL, VL, HB, FC, JK, AW, DES, TK, CH, RP, SS

Joint Meetings Schedule of the Board of Commissioners and the Board of Directors in 2023

BCA has scheduled the following joint meeting of the Board of Commissioners and Board of Directors in 2023:

Month	Date
January	19
April	11
August	11, 24 and 25
December	5, 6, 10 and 12

The Board of Commissioners and the Board of Directors joint meeting schedule may change at any time as needed.

The plan for the Board of Directors and the Board of commissioners joint meeting schedule for 2023 has been published on the BCA website since December 2022 and can be accessed at: <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>

4. Attendance of the Board of Commissioners and Directors at the GMS in 2022

The attendance level of the Board of Commissioners and the Board of Directors at the GMS in 2022 has been disclosed in the General Meeting of Shareholders Section on page 335-336 of this Annual Report.

AFFILIATED RELATIONSHIPS

What it means to have affiliated relationships among members of the Board of Directors, the Board of Commissioners, and the Major and/or Controlling Shareholders, either directly or indirectly, include:

- Financial and/or family relationships between members of the Board of Commissioners with the other members of the Board of Commissioners and the members of the Board of Directors, and the Major and/or Controlling Shareholders, either directly or indirectly.
- Financial and/or family relationships between the members of the Board of Directors and the other members of the Board of Directors and the members of the Board of Commissioners, and the Major and/or Controlling Shareholders, either directly or indirectly.

BCA has disclosed financial and family relationships between the members of the Board of Directors, the Board of Commissioners, and the Major and/or Controlling Shareholders in the Corporate Governance Implementation Report. This disclosure is in line with Article 21 point b and Article 39 point b of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance at Commercial Banks.

1. Affiliated Relationships Involving the Members of the Board of Commissioners

Affiliated relationships involving the members of the Board of Commissioners are shown in the table below:

Table of Affiliated Relationships of the Members of BCA's Board of Commissioners

Name	Position	Family Relationship With:						Financial Relationship With:					
		Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Ir. Djohan Emir Setijoso	President Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Tonny Kusnadi	Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Cyrellus Harinowo	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Raden Pardede	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Sumantri Slamet	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√



2. Affiliated Relationships Involving the Members of the Board of Directors

Affiliated relationships involving the members of the Board of Directors are shown in the table below:

Table of Affiliated Relationships of the Members of BCA's Board of Directors

Name	Position	Family Relationship With:						Financial Relationship With:					
		Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Jahja Setiaatmadja	President Director	-	√	-	√	-	√	-	√	-	√	-	√
Armand Wahyudi Hartono	Deputy President Director	-	√	-	√	√	-	-	√	-	√	√	-
Gregory Hendra Lembong	Deputy President Director	-	√	-	√	-	√	-	√	-	√	-	√
Tan Ho Hien/ Subur atau Subur Tan	Director	-	√	-	√	-	√	-	√	-	√	-	√
Rudy Susanto	Director	-	√	-	√	-	√	-	√	-	√	-	√
Lianawaty Suwono	Director (concurrently serving as Director in charge of the Compliance function)	-	√	-	√	-	√	-	√	-	√	-	√
Santoso	Director	-	√	-	√	-	√	-	√	-	√	-	√
Vera Eve Lim	Director	-	√	-	√	-	√	-	√	-	√	-	√
Haryanto T. Budiman	Director	-	√	-	√	-	√	-	√	-	√	-	√
Frengky Chandra Kusuma	Director	-	√	-	√	-	√	-	√	-	√	-	√
John Kosasih	Director	-	√	-	√	-	√	-	√	-	√	-	√
Antonius Widodo Mulyono	Director	-	√	-	√	-	√	-	√	-	√	-	√

Complete information regarding the affiliated relationships of the Board of Directors and the Board of Commissioners can be found on the Company Profile pages 64-80 of this 2022 Annual Report.

DIVERSITY IN THE COMPOSITION OF THE MEMBERS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The composition of the Board of Commissioners and the Board of Directors is diverse. This diversity is important for supporting the implementation of the duties of the Board of Commissioners and the Board of Directors, and the acceleration of BCA's performance. The diversity of the members of the Board of Commissioners and the Board of Directors meets the provisions of OJK's Principles and Recommendations, as regulated by OJK Circular Letter No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Companies.

1. Diversity Policy

The policy on diversity in the composition of the Board of Commissioners and the Board of Directors is set out in the Board of Commissioners Charter, as well as the Board of Directors Charter. This policy governs the diversity of the members of the Board of Commissioners and the Board of Directors with regards to their education (field of study), work experience, age, expertise, and independence without discriminating their gender, ethnicity,

religion, or race. The considerations of diversities will have an impact on the accuracy of the nomination process and the appointment of individual members of the Board of Commissioners and members of the Board of Directors, as well as the composition of the Board of Commissioners and Directors collectively.

BCA does not limit the opportunities for women and men who meet the qualifications to become members of the Board of Commissioners or the Board of Directors. During the nomination process, the RNC takes into consideration, among other things, the qualifications of candidates for members of the Board of Commissioners and members of the Board of Directors, pays attention to external and internal conditions in accordance with BCA's strategic directions, and communicates with the controlling shareholders (if the proposal is not from the controlling shareholders).

The policy of diversity in the composition of the Board Commissioners and the Board of Directors is set out in the Charter the Board of Commissioners and the Board of Directors that can be found on BCA's website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>).

2. Diversity in the Composition of the Members of the Board of Commissioners

The following table illustrates the diversity of the members of the Board of Commissioners in 2022.

No.	Diversity Aspect	Realization
1.	Expertise	Members of the Board of Commissioners have a well diverse expertise in the areas of audit, banking & financial strategy, banking supervision, banking operation & services, banking & finance, branch banking management, capital market, corporate banking, corporate planning, economic development planning, finance, internal audit, individual banking, it, monetary economy, macro & international economy, and risk management.
2.	Education	Members of the Board of Commissioners have a well diverse educational background ranging from bachelor, master, to doctoral in the fields of accounting, engineering, finance, and economics.
3.	Work Experience	Members of the Board of Commissioners have a well diverse work experiences, including professionals in banking and national/multinational financial institutions, consultants, lecturers and government officials.
4.	Age	Members of the Board of Commissioners have diverse ages ranging from 62 years to 81 years.
5.	Gender	The current members of BCA's Board of Commissioners are all male.
6.	Independence	<ul style="list-style-type: none"> The Board of Commissioners' members are all independent from BCA's controlling shareholders. The majority of the Board of Commissioners members (more than 60% (sixty percent)) are Independent Commissioners. BCA has three (three) Independent Commissioners among its five (five) members on the Board of Commissioners.

Detailed information about each member of the Board of Commissioners can be found in the Company Profile section on pages 76-80 of this 2022 Annual Report.



3. Diversity in the Composition of the Members of the Board of Directors

The following table illustrates the diversity of the members of the Board of Commissioners in 2022.

No.	Diversity Aspect	Realization
1.	Expertise	Members of the Board of Directors have a well diverse expertise ranging from accounting & financial management, banking strategy, branch banking management, banking operations & service excellence, banking compliance, branch banking management, business partnership, capital market, change management, corporate banking business, commercial & SME banking, consumer banking, corporate lending business, corporate banking operations & services, corporate culture, consumer card issuance & acquisition, corporate strategy, compliance, digital banking, employee training & development, ESG, general insurance, human capital management, international banking business, IT & digital transformation, IT & digital innovation, information system & technology, legal & litigation, lending business, life insurance, loan restructuring, marketing strategy, merger & acquisition, micro lending, network distribution & delivery channel management, procurement & property management, retail payment settlement, risk management, sharia/Islamic banking strategy, strategic planning & transformation, syndication loan, transaction banking, transaction banking business development treasury, wealth management, wholesale banking.
2.	Education	Members of the Board of Directors have a well diverse educational background ranging from undergraduate, masters, to doctoral degrees in economics, accounting, information technology, law, engineering, and business.
3.	Work Experience	Members of the Board of Directors have a well diverse work experience, including professionals in banking and national/multinational financial institutions, consultants, lecturers, and accounting firms.
4.	Age	Members of the Board of Directors have diverse ages ranging from 47 years to 67 years.
5.	Gender	There are two (two) female members of the Board of Directors out of the twelve (twelve) members.
6.	Independence	<ul style="list-style-type: none"> The President Director is an independent party to BCA's controlling shareholder. Except for Mr. Armand W. Hartono, all of the Directors are independent from BCA's controlling shareholders.

Detailed information about each member of the Board of Directors can be found in the Company Profile section on pages 64–75 of this 2022 Annual Report.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

BCA already has policy regarding performance assessment of the Board of Commissioners and the Board of Directors through the self-assessment method. The self-assessment policy serves as a form of accountability for the Board of Commissioners and the Board of Directors in carrying out their duties and responsibilities.

Performance assessments of the Board of Commissioners and the Board of Directors are carried out annually in the form of:

- Collegial assessment of the performance of the Board of Commissioners and Board of Directors;
- Assessment of individual performance of each member of the Board of Commissioners and members of the Board of Directors; and
- Performance assessment of the President Director.

1. Performance Assessment Procedure of the Board of Commissioners

The performance assessment procedure of the Board of Commissioners of BCA includes the following:

a. Assessment Method and Instrument

Assessment is carried out through self-assessment method that performed by members of the Board of Commissioners by using the Self-Assessment Form.

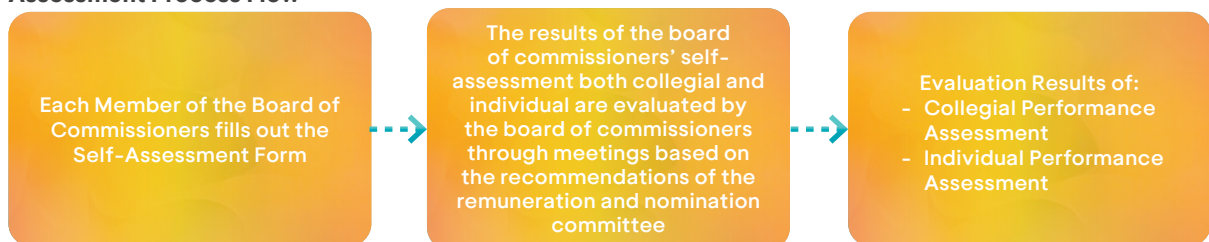
b. Frequency

The Board of Commissioners is obliged to perform self-assessment collegially and individually at least once per year

c. Criteria or Benchmark

The criteria used to assess the Board of Commissioners individually and collegially are include:

e. Assessment Process Flow



- 1) Supervision and providing advice to the Board of Directors on:
 - a. BCA's key strategy and plan;
 - b. Integrity of BCA's financial statement;
 - c. Internal control system and risk management; and
 - d. Good Corporate Governance.
- 2) Providing approval for Board of Directors decisions in accordance with the BCA's Articles of Association or applicable laws and regulations. The Board of Commissioners' work can be seen in the Board of Commissioners' Supervisory report pages 36-45, which includes the Board of Commissioners' oversight and advisory functions to the Board of Directors, strategy evaluation, governance implementation, as well as internal control and risk management.

d. Parties who Perform the Assessment and Evaluation

The following mechanisms are used to assess collegial and individual performance:

- Collegial performance assessment of members of the Board of Commissioners. The Board of Commissioners performs a joint self-assessment, which is then evaluated at the Board of Commissioners' meeting based on the Remuneration and Nomination Committee's recommendation (RNC).
- Individual performance assessment of members of the Board of Commissioners. Each member of the Board of Commissioners performs a self-assessment, which is then evaluated at the Board of Commissioners' Meeting based on the Remuneration and Nomination Committee's recommendation (RNC).



f. 2022 Assessment Results

In 2022, the Board of Commissioners performed its duties and functions with the title **“Very Good,”** ensuring that bank performance meets the expectations of shareholders and all stakeholders. The following is a detailed description of the results of the Board of Commissioners’ collegial and individual performance assessments:

- The results of the collegial performance assessment of the Board of Commissioners are **“Very Good”** and the average performance assessment result for individual members of the Board of Commissioners is **“Very Good”**.

2. Performance Assessment Procedure of the Board of Directors

The performance assessment procedure of the Board of Directors of BCA includes the following:

a. Assessment Method and Instrument

Assessment is carried out through self-assessment method that performed by members of the Board of Directors by using the Self-Assessment Form

b. Frequency

The Board of Directors is obliged to perform self-assessment collegially and individually at least once per year

c. Criteria or Benchmark

The criteria used to assess the Board of Directors individually and collegially refer to the Bank’s Business Plan which has been approved by the Board of Commissioners. Performance indicators for each member of the Board of Directors are determined using the Balanced Scorecard approach which consists of 4 (four) perspectives, namely financial, customer, internal business processes and learning & growth perspectives.

The Balanced Scorecard is derived from the bank’s Business Plan (RBB), which is the result

of an annual process that involves the Board of Directors, heads of work units, and the Board of Commissioners in reviewing and determining business strategies and targets. During the process, BCA examines and investigates various external factors that affect BCA’s performance, such as banking industry trends, emerging threats and opportunities, changes in customer behavior, changes in regulations, process efficiency, and the adequacy of human resource needs. The study’s findings will determine key strategic objectives such as digital initiatives, technology development and cybersecurity, process improvement, regulatory compliance, Good Corporate Governance supervision, ESG implementation, and prudent business expansion.

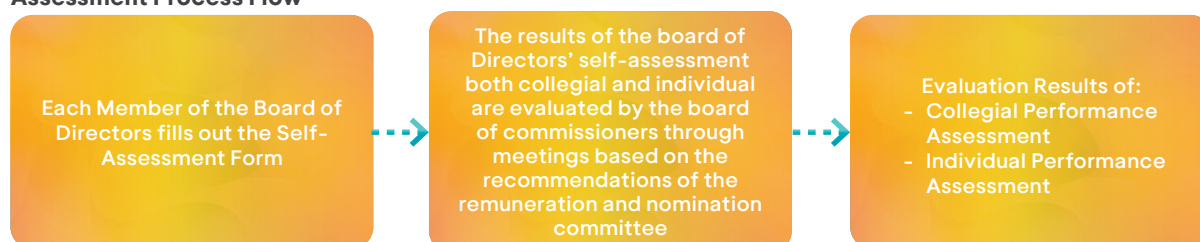
Furthermore, these strategic goals are translated into Key Performance Indicators (KPI) in accordance with each member of the Board of Directors’ duties and responsibilities, with due regard for collegial and individual responsibilities, both financially and non-financially. The Board of Directors then mutually agrees on the KPIs that have been established.

d. Parties Who Perform the Assessment

The following mechanisms are used to assess collegial and individual performance:

- Collegial performance assessment of members of the Board of Directors.
The Board of Directors performs a joint self-assessment, which is then evaluated at the Board of Commissioners’ meeting based on the Remuneration and Nomination Committee’s recommendation (KRN).
- Individual performance assessment of members of the Board of Directors.
Each member of the Board of Directors performs a self-assessment, which is then evaluated at the Board of Commissioners’ Meeting based on the Remuneration and Nomination Committee’s recommendation (RNC).

e. Assessment Process Flow



f. 2022 Assessment Results

In 2022, the Board of Directors performed its duties and functions with the title “Very Good,” ensuring that bank performance meets the expectations of shareholders and all stakeholders. The following is a detailed description of the results of the Board of Directors’ collegial and individual performance assessments:

- The results of the collegial performance assessment of the Board of Directors are “**Very Good**” and the average performance assessment result for individual members of the Board of Directors is “**Very Good**”.

3. Performance Assessment Procedure of the President Director

The performance assessment procedure of the President Director of BCA includes the following:

a. Assessment Method

Assessment is carried out through self-assessment method by using the Self-Assessment Form

b. Frequency

The President Director is obliged to perform self-assessment individually at least once per year

c. Criteria or Benchmark

The criteria or benchmark used to assess the President Director individually refer to the Bank’s Business Plan which has been approved by the Board of Commissioners. BCA has prepared assessment components based on the President Director’s duties and responsibilities, which include financial, customer, business process, learning, and development components.

d. Parties Who Perform the Assessment

The President Director performs a self-assessment, which is then evaluated at the Board of Commissioners’ meeting based on the Remuneration and Nomination Committee’s recommendation (RNC).

e. Assessment Process Flow



f. 2022 Assessment Results

In 2022, the President Director performed its duties and functions with the title “**Very Good**,” ensuring that bank performance meets the expectations of shareholders and all stakeholders. The following is a detailed description of the results of the President Directors’ performance assessments: The 2022 performance assessment results of the President Directors were “**Very Good**.”



REMUNERATION POLICY

The remuneration policy is BCA's strategy for rewarding employees, members of the Board of Commissioners, and members of the Board of Directors, which is adjusted to BCA's ability to accommodate improvements in employee and management quality while considering the resilience and continuity of BCA's business. In general, the OJK Regulation and OJK Circular Letter regarding the Implementation of Governance in the Provision of Remuneration for Commercial Banks guide BCA's remuneration strategy.

Background and Objective

The remuneration policy is drafted and set with the goal of improving management quality while considering the resilience and continuity of BCA's business.

A permanent remuneration policy considers business scale, business complexity, peer group, inflation rate, financial conditions, and capabilities, and does not contradict laws and regulations. Specifically, for variable remuneration, the provision of remuneration also considers risk factors in BCA's business activities, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, compliance risk, intra-group risk, and insurance risk.

Remuneration Committee

The BCA Board of Commissioners established a Remuneration and Nomination Committee (RNC), one of whose functions is to assist the Board of Commissioners in developing policy and implementing remuneration for BCA Board of Commissioners and Board of Directors members.

Composition, membership structure, duties and responsibilities, implementation of meetings, and remuneration paid to members of the RNC in full are presented on page 431 of the Remuneration and Nomination Committee section of this Annual Report.

Remuneration Policy Coverage and Implementation

BCA's remuneration policy includes remuneration arrangements for members of the Board of Commissioners and members of the Board of Directors, and it applies to employees in both business and operational units. The remuneration policy includes both fixed and variable remuneration.

BCA employs the services of a consultant, Willis Tower Watson, to benchmark employee remuneration to the market. The external consultant is responsible for gap analysis, identifying predetermined remuneration provisions, and conducting a salary survey to be used as a basis/benchmark in developing BCA's remuneration strategy.

Review of the Remuneration Policy

BCA regularly reviews the remuneration policy and adjusts it to comply with the provisions and best practices. Improvements to the results of the remuneration policy review for Board of Commissioners and Board of Directors have been carried out with the issuance of Commissioner Decree No. 060/SK/KOM/2018, dated April 3, 2018, relating to Remuneration Policy for Directors and the Board of Commissioners, as amended by Commissioner Decree No. 035/SK/KOM/2022, dated March 16, 2022, relating to Changes to Remuneration Policy for Directors and the Board of Commissioners.

Independence of the Remuneration Policy Implementation

BCA ensures the independence of all employees in implementing remuneration, including units that perform control/supervision functions in other units (such as the Internal Audit Division). Setting business goals for all employees requires approval from the direct superior and the superior of the direct superior. The control unit's independence is achieved through the separation of the organizational structure of the control unit and the determination of the control unit's performance appraisal that is not related to the achievement of business/performance targets of the work unit it supervises.

Parties who Become Material Risk Takers (MRT)

BCA determines that the parties who become MRT meet the following criteria:

- Directors and/or other employees who, due to their duties and responsibilities, make decisions that have a significant impact on BCA's risk profile; or
- Board of Directors, Board of Commissioners, and/or employees who receive variable remuneration with a large value.

Based on these criteria, the parties appointed by BCA to become MRT are all members of BCA's Board of Commissioners and Board of Directors, totaling 17 (seventeen) people as of December 31, 2022.

Risk and Performance-Related Remuneration

Risk-related remuneration

Main Risks of Remuneration Implementation

In determining the remuneration strategy, particularly the Variable Remuneration policy, BCA considers the main risks (key risks), namely credit risk and operational risk. Credit risk and operational risk have become BCA's main risks in 2022 and in previous years. This is because credit risk and operational risk are inherent in the types of transactions and businesses that are most significant in generating profit, and the decisions that are taken have a major impact on BCA's business.

The Impact of Main Risks on Remuneration

The determination of the main risk types will influence the determination of Key Performance Indicators (KPI) and the provision of Variable Remuneration.

Performance appraisal related Remuneration

Performance Appraisal Indicators in Determining the Remuneration of Members of the Board of Directors

The following are the indicators used to determine remuneration for members of the Board of Directors:

- Work performance of each individual member of the Board of Directors;
- BCA's financial performance and fulfillment of reserves as referred to in Limited Liability Company Law No. 40 of 2007;
- Industry benchmarks;
- Position equality within BCA and at several comparable banks, including in terms of assets and characteristics;
- Consideration of BCA's long-term goals and strategies;
- Future risks that may result in BCA losses

Performance Appraisal Indicators in Determining Remuneration of Members of the Board of Commissioners

The following are the indicators used to determine remuneration for members of the Board of Commissioners:

- Supervising and advising the Board of Directors on:
 - The Company's key strategies and plans.
 - The integrity of the Company's financial reports.
 - Internal control and risk management system.
 - Good corporate governance.
- Providing approval for the Board of Directors' decisions in accordance with the laws and regulations/BCA's Articles of Association

Performance Appraisal Indicators in Determining Employee Remuneration

BCA's performance appraisal system is carried out as objectively as possible and oriented towards employee development:

1. Performance appraisals focus on employees' work performance and demonstration of the company's core values, where:
 - Employee achievement is the result of the work and achievement of employees against staffing goals/targets.
 - Demonstration of Core Values is a demonstration of the behavior shown by employees in carrying out their duties and responsibilities, which reflects the main values of the company.
2. The performance appraisal results, combined with the employee competency assessment, serve as a reference for determining the direction of employee development.

The Impacts of BCA Performance, Work Unit Performance, and Individual Performance on Remuneration

The amount of remuneration, particularly those that are variable in nature, and individual performance are reviewed once a year. Individual performance appraisal results serve as the foundation for company appreciation in the form of bonuses, promotions, rank reviews, and wage/salary increases.

The performance agreed upon at the start of the year is used to appraise target. Bonuses are awarded based on individual performance appraisals, as specified in Decision Letters and Circular Letters. To assess the achievement of quantitative business/work goals, assessment guidelines such as exceeding the target (> 110%), achieving the target (100-110%), or achieving some of the target (80-99%) are used.

Risk and Performance Related Remuneration Adjustment

1. Deferred Variable Remuneration

For Material Risk Takers (MRT), in this case the entire Board of Directors and Board of Commissioners, 17% of the tantiem is deferred and paid proportion in cash and shares, as follows:

- a. 7% in cash;
 - b. 10% in shares, which will be locked up during the deferral period.
- Specifically for Independent Commissioners, all deferred tantiem are in form of cash.

2. Deferred Payment (Malus) or Withdrawal (Clawback)

Under certain conditions, tantiem that have been paid to Material Risk Takers (MRT) in cash or shares can be withdrawn.

3. Period of Deferral

The period of deferral is 3 (three) years from the first time that variable remuneration is paid. The deferral period is the same for all MRT

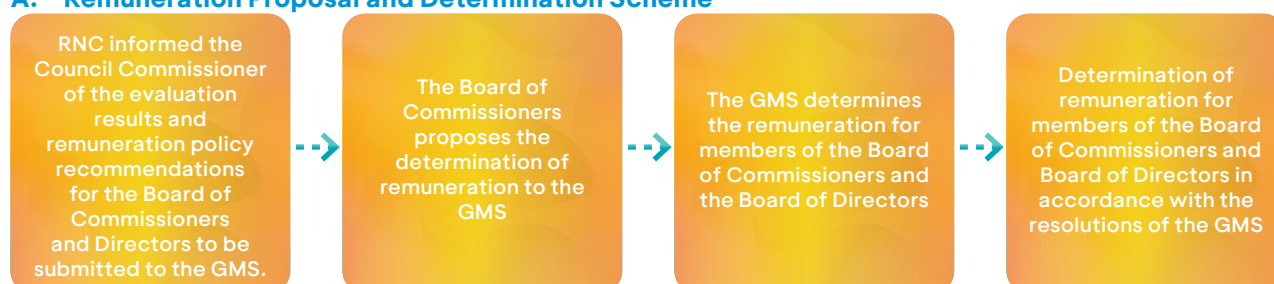


1. Procedures for Determining Remuneration for the Board of Commissioners and the Board of Directors

The remuneration for the Board of Commissioners and the Board of Directors of BCA is determined based on the procedures, structure, and indicators outlined in the Articles of Association of BCA and the Commissioner's Decree No. 060/SK/KOM/2018 dated April 3, 2018 concerning Remuneration Policy for Directors and the Board of Commissioners, as amended by Commissioner Decree No.035/SK/KOM/2022 dated March 16, 2022 concerning Changes to Remuneration Policy for Directors and Board of Commissioners, in accordance with provisions on:

- OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Remuneration for Commercial Banks.
- OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks.
- OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks.

A. Remuneration Proposal and Determination Scheme



Based on the decision of the BCA Annual General Meeting of Shareholders in 2022, power and authority have been delegated to:

- The Board of Commissioners determines the amount of salary and other benefits for members of the Board of Directors, considering the recommendations of the Remuneration and Nomination Committee (RNC);
- The BCA Majority Shareholders determine the amount of salary and other benefits to be paid to members of the Board of Commissioners.
- BCA's majority shareholders will decide how *tan-tiem* will be distributed to members of the BCA's Board of Commissioners and Board of Directors.

B. Remuneration for the Board of Commissioners

Board of Commissioners Remuneration Structure

The Board of Commissioners' remuneration package and facilities include the remuneration structure and details of the nominal amount, as shown in the table below:

Type of Remuneration and Facilities	Total Received in 1 (one) year			
	2022		2021	
	People	In million Rp	People	In million Rp
Salary, bonuses, regular allowances, <i>tan-tiem</i> and other facilities in non-natura form	5	145,668	5	156,560
Other facilities in form of natura (housing, health insurance, etc.) which:				
1. Can be possessed	-	-	-	-
2. Cannot be possessed	-	-	-	-
Total	5	145,668	5	156,560

The remuneration package is grouped according to the level of income received by members of the Board of Commissioners in 1 (one) year, as shown in the table below:

Total Remuneration per Person in 1 (one) Year ^{*)}	Total Received in 1 (one) year	
	2022	2021
Above Rp2 billion	5	5
Above Rp1 billion up to Rp2 billion	-	-
Above Rp500 million up to Rp1 billion	-	-
Below Rp500 million	-	-
Description: ^{*)} Received in cash		

C. Remuneration for the Board of Directors

The Board of Directors Remuneration Structure

The Board of Directors' remuneration package and facilities include the remuneration structure and details of the nominal amount, as shown in the table below:

Type of Remuneration and Facilities	Total received in 1 (one) year			
	2022		2021	
	People	In million Rp	People	In million Rp
Salary, bonuses, regular allowances, tantien and other facilities in non-natura form	12 ^{*)}	504,547	12	496,055
Other facilities in form of natura (housing, health insurance, etc.) which:				
1. Can be possessed	-	-	-	-
2. Cannot be possessed	-	-	-	-
Total	12	504,547	12	496,055
Description: ^{*)} Mr. Suwignyo Budiman terms of office ended on 30 April 2022. Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/ KDK.03/2022 dated 22 April 2022 and effective since 9 May 2022.				

The remuneration package is grouped according to the level of income received by the Board of Directors in 1 (one) year, as shown in the table below:

Total Remuneration per Person in 1 (one) Year ^{*)}	Total Received in 1 (one) year	
	2022	2021
Above Rp2 billion	12 ^{*)}	12
Above Rp1 billion up to Rp2 billion	-	-
Above Rp500 million up to Rp1 billion	-	-
Below Rp500 million	-	-
Description: ^{*)} Received in cash ^{**)} Mr. Suwignyo Budiman terms of office ended on 30 April 2022. Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/ KDK.03/2022 dated 22 April 2022 and effective since 9 May 2022.		



2. Variable Remuneration

Variable remuneration consists of cash and shares. Shares in the form of extra bonuses were used to purchase PT Bank Central Asia Tbk (BBCA) shares. The extra bonuses used to purchase BBCA shares are then held (locked up) for 3 (three) years after the bonus is distributed.

The purposes of giving the extra bonus for purchasing BBCA shares are:

- As a reward for employee contributions throughout the performance years
- Fostering a sense of belonging among employees, which is expected to have a positive impact on increasing employee engagement with the company;

- Increasing the productivity of employees;
- Creating harmony among employees, management, and shareholders to improve company performance.

The provision of variable remuneration, namely budget bonuses (cash and shares), is differentiated based on position level:

1. Board of Directors and Board of Commissioners;
2. Echelon employees S1-S3;
3. Echelon employees S4-S8.

The consideration that underpins the disparity in remuneration is the impact of position on company performance achievement, so that the higher the level of position, the greater the bonus budget.

Number of Board of Commissioners, Board of Directors and Employees Who Receive Variable Remuneration

The number of Board of Directors, Board of Commissioners, and employees who receive variable remuneration for 1 (one) year and the total amount are as follows:

Year	Total Variable Remuneration in 1 (one) Year					
	Board of Commissioners		Board of Directors		Employee	
	People	Million (Rp)	People	Million (Rp)	People	Million (Rp)
2022	5	94,000	11 ^{*)}	340,000	22,309	1,893,433
2021	5	83,690	10 ^{**)}	296,700	23,468	1,864,847

Description:

^{*)} Mr. Suwignyo Budiman terms of office ended on 30 April 2022. Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated 22 April 2022 and effective since 9 May 2022.

^{**)} Mr. Henry Koenai and Mr. Erwan Yuris Ang terms of office ended at the AGMS on 29 March 2021. Mr. Frengky Chandra Kusuma serves as Director based on OJK Letter No. 39/KDK.03/2021 dated April 26, 2021 and Mr. John Kosasih serves as Director based on OJK Letter No.40/KDK.03/2021 dated April 26, 2021.

Shares Option received by the Board of Directors, Board of Commissioners and Executive Officers

There are no share options received by the Board of Directors, Board of Commissioners and Executive Officers in 2022.

Unconditionally Guaranteed Variable Remuneration for Board of Commissioners, Board of Directors, and/or Employee Candidates

During the first 1 (one) year of employment, there is no variable remuneration guaranteed unconditionally by BCA to candidates for the Board of Directors, the Board of Commissioners, and/or employees.

Deferred Variable Remuneration for MRT (for all members of the Board of Commissioners and Board of Directors)

The total deferred variable remuneration is Rp47,956,600,000.00, comprised of cash and/or BCA shares or share-based instruments, and has been applied for payment in 2022, with the following details:

1. In cash : Rp26,149,100,000.00
2. In the form of shares : Rp21,807,500,000.00

3. Application of BCA's Remuneration for the MRT (for all members of the Board of Commissioners and Board of Directors)

Total Remuneration Given in 1 (one) Year

Details of the amount of remuneration given in 1 (one) year include the following:

1. Fixed and variable remuneration;
2. Deferred and non-deferred remuneration; and
3. Forms of remuneration provided in cash and/or shares or share-based instruments issued by BCA.

As describe in the table below.

A. Fixed Remuneration ^{*)}		2022	2021
1. Cash		216,215	272,225
2. Shares/share-based instruments issued by BCA		-	-

B. Variable Remuneration ^{*)}	2022		2021	
	Not Deferred	Deferred	Not Deferred	Deferred
1. Cash	386,043	26,149	340,450	19,320
2. Shares/share-based instruments issued by BCA ^{**)}	-	21,808	-	20,620

Description:
^{*)} Expressed in millions of Rupiah
^{**)} Shares are locked up for 3 years

Quantitative Information

Quantitative information regarding the total remaining deferred remuneration, both those exposed to implicit and explicit adjustments, the total remuneration reduction caused by explicit adjustments during the reporting period, and the total remuneration reduction due to implicit adjustments during the reporting period, is as follows:

Total Variable Remuneration	2022				2021			
	Deferred Shares	Total Deductions During the Reporting Period			Deferred Shares	Total Deductions During the Reporting Period		
		Due to Explicit Adjustment (A)	Due to Implicit Adjustment (B)	Total (A)+(B)		Due to Explicit Adjustment (A)	Due to Implicit Adjustment (B)	Total (A)+(B)
1. Cash (In million rupiah)	-	-	-	-	-	-	-	-
2. Shares/ share-based instrument issued by BCA (in shares and nominal million Rupiah, which is conversion of these shares)	2,705,381 Shares	-	-	-	642,320 Shares ^{**)}	-	-	-

Description:
^{*)} After stock split with a ratio of 1:5
^{**)} Before stock split with a ratio of 1:5



4. Paid Salary and Severance Ratio Data

Highest and Lowest Salary Ratio, which Include:

Salary Ratio	2022	2021
The highest and lowest employee salary ratio	26.39	24.55
The highest and lowest Board of Directors' salary ratio	2.85	2.89
The highest and lowest Board of Commissioners' salary ratio	1.52	1.52
The highest Board of Directors' salary and the highest employees' salary ratio	9.36	9.81
The ratio of the annual compensation of the President Director and the median/mean of the annual compensation of all employees (except the President Director)	110.98	106.30

Number of Employees Affected by Termination of Employment and Total Nominal Severance Paid

The number of employees affected by termination of employment due to reaching retirement age, applying for early retirement, or at their own request, and the total nominal severance paid, is as shown in the table below:

Severance Nominal Amount paid per Person in 1 (one) year	Number of Employee	
	2022	2021
Above Rp1 billion	272 people	339 people
Above Rp500 million up to Rp1 billion	474 people	642 people
Below Rp500 million	632 people	523 people

BOARD OF COMMISSIONERS COMMITTEES

I. AUDIT COMMITTEE

Audit Committee is formed by and is responsible to the Board of Commissioners to assist the Board of Commissioners in supporting the effectiveness of the oversight duties and functions on matters related to quality of financial information, internal control systems, performance of internal and external audit functions, implementation of governance and compliance with applicable laws and regulations.

1. Legal Basis

The legal basis for the establishment of Audit Committee refers to:

- OJK Regulation No. 55/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for Work Implementation of Audit Committee.
- OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Governance for Commercial Banks.
- OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning Application of Internal Audit Function in Commercial Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017 concerning Implementation of Governance for Commercial Banks.
- BCA's Articles of Association.
- Board of Commissioners' Decree No. 142/SK/KOM/2022 dated August 22, 2022 concerning the Audit Committee Charter of PT Bank Central Asia Tbk.
- Board of Directors' Decree No. 073/SK/DIR/2021 dated April 22, 2021 concerning the Appointment of Chairman and Members of the Audit Committee.

2. Audit Committee Charter

Audit Committee has work guidelines stipulated in the Audit Committee Charter and the BCA Audit Committee Code of Ethics, which have been ratified based on the Board of Commissioners' Decree No. 142/SK/KOM/2022 dated August 22, 2022, concerning the Audit Committee Charter of PT Bank Central Asia Tbk.

The scopes governed in the Audit Committee Charter are as follows:

- Duties and responsibilities;
- Authority;
- Committee membership structure;
- Membership requirements;
- Term of office;
- Work mechanism;
- Work hours;
- Committee Meetings;
- Reporting;
- Handling complaint/report regarding alleged violation of financial report;
- Code of Ethics;
- Competence.

The Audit Committee Charter and Audit Committee's Code of Conduct have been uploaded on the BCA website in the Good Corporate Governance section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

3. Structure and Membership of Audit Committee

The BCA Audit Committee composition meets the requirements of prevailing regulations in accordance with OJK Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for Work Implementation of Audit Committee as stipulated in the Audit Committee Charter. In 2022, BCA's Audit Committee consisted of 3 (three) members which appointed based on the Board of Directors' Decree No. 073/SK/DIR/2021 dated April 22, 2021 and the Minutes of Meeting of the Board of Commissioners No. 20/RR/KOM/2021 dated April 22, 2021

Composition of Audit Committee Members as of December 31, 2022

Name	Position in the Committee	Position at BCA	Term of Office Based on AGMS
Sumantri Slamet	Chairman (concurrently as a member)	Independent Commissioner	2021 - 2026
Fanny Sagitadewi	Member	Independent Party	2021 - 2026
Rallyati A. Wibowo	Member	Independent Party	2021 - 2026



4. Profile and Qualifications of Audit Committee Members

Sumantri Slamet

The educational background, expertise, position, and work experience of members of the Audit Committee can be found in the Company Profile section on page 80 of this 2022 BCA Annual Report.

Fanny Sagitadewi

The educational background, expertise, position, and work experience of members of the Audit Committee can be found in the Company Profile section on page 81 of this 2022 BCA Annual Report.

Rallyati A. Wibowo

The educational background, expertise, position, and work experience of members of the Audit Committee can be found in the Company Profile section on page 82 of this 2022 BCA Annual Report.

5. Education or Training

Troughout 2022, members of the Audit Committee have carried out the following virtual education or training:

Name	Education/Training	Organizer	Date
Sumantri Slamet	It can be found in the Board of Commissioners - Training Program to Improve the Competence of Members of the Board of Commissioners section on page 362 of this 2022 BCA Annual Report.		
Fanny Sagitadewi	Crime Challenges and Mitigation and Improve Cyber Security in Financial Services Industry	OJK	March 10, 2022
	Risk Management Refreshment Level 2-4	BCA	May 13, 2022
	Bank Digitalization: Lesson Learned from Asian Countries	OJK	May 19 2022
	Asia Pacific Board Leadership Centre Webinar : 2022 Board and Audit Committee Priorities	KPMG	May 31, 2022
	Role of Digitalization in Supporting Financial Inclusion Growth	OJK	June 23, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
Rallyati A. Wibowo	Indonesia Institute of Audit Committee (IKAI) Conference	IKAI	January 26-27, 2022
	Crime Challenges and Mitigation and Improve Cyber Security in Financial Services Industry	OJK	March 10, 2022
	2022 Board and Audit Committee Priorities	KPMG	May 31, 2022
	Digital Leadership to Strengthen Digital Transformation	OJK	July 28, 2022
	Concept and Implementation of ICOFR in Main Entity and Subsidiaries	Intellect To All	August 1, 2022
	How to Measure Successful Digital Financial Services/Return on Digital Investment	OJK	August 4, 2022
	Book Launch "Tata Kelola Korporat di Indonesia: Teori, Prinsip dan Praktik"	IAI/IICD/FEBUI	August 9, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
	Sustainable Governance: A Strategic Perspective to Maintain Trust and Enhance Performance	IKAI	December 13-14, 2022

6. Term of Office

The term of office of the Audit Committee is as follows:

1. The term of office of members of the Audit Committee is the same as the term of office of the Board of Commissioners, and they may be reappointed one more time for the next term.
2. In the event that:
 - a. the term of office of the members of the Audit Committee ends due to the expiry of the term of office of the members of the Board of Commissioners, new members of the Audit Committee must be appointed within a maximum of 3 (three) months from the appointment of the new members of the Board of Commissioners or from the date the new members of the Board of Commissioners are declared to have passed the fit and proper test by the OJK.
 - b. there is a vacancy in the Audit Committee, i.e., the number of members of the Audit Committee becoming less than the required membership due to permanent unavailability or resignation of a member for any reason, a new member of the Audit Committee must be appointed within 3 (three) months from the date such member ceases to hold office due to the permanent unavailability or resignation.

The terms of office of the members of the Audit Committee in this period will end at the closing of the 2026 Annual General Meeting of Shareholders (AGMS).

7. Requirements for Audit Committee's Member

General Requirements

1. Chairman of Audit Committee may only hold concurrent position as a Committee Chairperson in not more than 1 (one) other committee at BCA.
2. Audit Committee Members that comes from an Independent Party may concurrently serve as a member of another committee in the capacity as an Independent Party in BCA, another Bank, and/or another company, provided that such member:
 - a. meets all the required competencies;
 - b. meets the independence criteria;
 - c. is able to keep the BCA's secrets or confidential information;
 - d. complies with the BCA's Code of Ethics and the Audit Committee's Code of Ethics; and

e. is able to perform his/her duties and responsibilities as a member of the Audit Committee.

3. Audit Committee members must have good integrity, character, and morals.
4. Audit Committee members must comply with the BCA's Code of Ethics and Audit Committee's Code of Conduct as stipulated by BCA.

Competency Requirements

1. Audit Committee members must possess the necessary skills, knowledge, and experience in their respective fields with strong communication skills.
2. Audit Committee members must have an understanding of the financial statements and business of the BCA, particularly in relation to its services and business activities, audit process, and rules and regulation in the capital market and other relevant laws and regulations.
3. Audit Committee members are willing to continuously improve competence through training and education.
4. Audit Committee must have at least 1 (one) member with educational background and expertise in accounting and/or finance.

Independency Requirements

1. Audit Committee members are not serving as a member of a PAF, Law Firm, Public Appraisal Service Office, or other parties providing assurance service, non-assurance service appraisal, service, and/or other consulting services to the BCA within the past 6 (six) months.
2. Audit Committee members are not currently working or having authority and responsibilities to plan, lead, control, or supervise the BCA's activities within the past 6 (six) months, except for a position as Independent Commissioner.
3. Audit Committee members are prohibited to originate from members of Board of Directors of other banks.
4. Audit Committee members are not having either direct or indirect share ownership in the BCA.
5. In the event that an Audit Committee member acquires BCA's shares either directly or indirectly as a result of a legal event, the member concerned must transfer the shares to other parties within a maximum period of 6 (six) months after the shares were acquired.



6. Audit Committee members are not having affiliated relationship with the members of the Board of Commissioners, the Board of Directors, or Major Shareholders of the BCA
7. Audit Committee members are not having a direct or indirect business relationship with the BCA's business activities.
8. Members from Independent Parties must be recommended by the Remuneration and Nomination Committee

8. Independence of Audit Committee Members

All members of the Audit Committee are independent parties who have no financial, management, share ownership, and/or family relationships with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders or business relationships with BCA that may affect their ability to act independently.

The independence aspect of members of the Audit Committee can be seen in the following table:

Independent Aspect	Sumantri Slamet	Fanny Sagitadewi	Rallyati A Wibowo
Has no financial relationship with the Board of Commissioners and the Board of Directors.	✓	✓	✓
Has no management relationship at the company, subsidiary companies or affiliated companies.	✓	✓	✓
Has no share ownership relationship within the company.	✓	✓	✓
Has no family relationship with the Board of Commissioners, the Board of Directors, and/or other members of the Audit Committee.	✓	✓	✓
Not serving as administrators of political parties, officials, and government.	✓	✓	✓

9. Duties and Responsibilities of Audit Committee

The Audit Committee has the following duties and responsibilities:

Financial Report and Information

1. Review the financial information that will be issued by BCA to the public and/or authorities, and other reports related to BCA's financial information.
2. Review and report to the Board of Commissioners any complaints about the BCA accounting process and financial reporting.

Internal Audit

1. Provide recommendations to the Board of Commissioners regarding the preparation of the audit plan, scope and budget of the Internal Audit Division (DAI).
2. Monitor and review the effectiveness BCA's internal audit implementation.
3. Evaluate DAI's performance in terms of the adequacy and effectiveness of the internal audit function at BCA and ensure that DAI upholds integrity in carrying out its duties; as well as providing recommendations to

the Board of Commissioners regarding the overall annual remuneration for the DAI as well as performance related rewards.

4. Ensure DAI communicates with the Board of Directors, the Board of Commissioners, external auditor, and the OJK, Bank Indonesia as well as other related parties.
5. Ensure DAI works independently.

External Audit

1. Provide recommendations based on evaluation results to the Board of Commissioners on the appointment, reappointment, and dismissal or replacement of the PAF who will audit BCA's financial statements on the basis of independence, scope of work, and fee.
2. Monitor the implementation of the PAF audit, on the following aspects:
 - a. Conformity of audit implementation by the PAF to the applicable Audit Standards.
 - b. Conformity of Financial Statements to the applicable Financial Accounting Standards (SAK).

- c. Provide independent opinion in the event of any dissenting opinion between the management and the PAF with regards to the services it provides.

Process/Internal Control Systems

1. Ensure the Board of Directors takes the necessary and immediate actions on the findings by DAI, PA, and the results of supervision conducted by the OJK and BI.
2. Provide recommendations to the Board of Commissioners to appoint independent quality assurance from external parties with the aim of conducting a review of DAI.

Governance and Compliance

1. Monitor the implementation of Good Corporate Governance (GCG) to see if it is effective and sustainable.
2. Review and give advice to the Board of Commissioners on potential conflicts of interest that may occur at BCA.
3. Review BCA's compliance with regulations of the banking industry, the Capital Market and other applicable laws and regulations, as well as other provisions related to BCA's business activities.
4. Maintain the confidentiality of BCA's documents, data, and informations.
5. Attending BCA's Annual GMS.
6. Carry out other duties relevant to the function of the Audit Committee at the request of the Board of Commissioners.

10. Authorities of Audit Committee

In performing its duties, the Audit Committee has the following authorities:

1. To receive reports from the head of the Internal Audit Division, including the work plan of Internal Audit Division, the internal audit implementation report, and the internal audit result report.
2. To access documents, data, and information regarding the BCA's employees, funds, assets, and other BCA's resources as required.
3. To communicate directly with employees, including the Board of Directors and the parties who perform the functions of internal audit, risk management, and PA related to the duties and responsibilities of Audit Committee.
4. If needed, can involve independent parties outside the members of the Audit

Committee whose services are required to assist the committee in carrying out its duties.

5. To perform other authorities granted by the Board of Commissioners.

11. Policies and Implementation of Audit Committee Meetings

Procedures for the Audit Committee Meeting include the following:

1. Meetings can be held by:
 - a. physically at BCA's place of domicile;
 - b. Electronically, via teleconference media, video conferences, or other electronic media of similar nature that allow all the meeting participants to see and/or hear one another directly and participate in the Meeting.
2. Meeting Mechanisms and Decision Making:
 - a. Audit Committee meetings are held according to the needs of BCA at least 4 (four) times a year.
 - b. Audit Committee meeting can only be held if it is attended by at least 51% (fifty-one percent) of the total members, including an Independent Commissioner and Independent Parties.
 - c. Decisions made at the Audit Committee Meetings are based on deliberation for consensus.
 - d. In the event that deliberation for consensus does not occur, the decision is made based on the majority vote.
 - e. The Committee Chairman and each member have 1 (one) voting right each.
 - f. All decisions of the Audit Committee Meeting are binding for all members of the Audit Committee.
3. Minutes of Meeting:
 - a. The results of the Audit Committee Meeting must be stated in the Minutes of Meeting, which are signed by all members of the Audit Committee who are present and properly documented.
 - b. Dissenting opinions that occur at the Committee Meeting must be clearly stated in the Minutes of Meeting along with the reasons for the dissent.
 - c. The results of the Committee Meetings are recommendations that can be optimally used by the Board of Commissioners.
4. The Audit Committee's attendance at meetings is at least 75% of the total number of Committee meetings held.



As of December 31, 2022, the Audit Committee has held 23 (twenty three) meetings.

Data on the attendance of the Committee members at the Audit Committee meetings for the January - December 2022 period is as follows:

Name	Number of Meetings	Attendance	Percentage
Sumantri Slamet	23	23	100%
Fanny Sagitadewi	23	23	100%
Rallyati A. Wibowo	23	23	100%

Agenda for the implementation of the Audit Committee meetings throughout 2022 is as follows:

No.	Date	Agenda
1	January 18, 2022	Clearance Meeting with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)
2	January 19, 2022	DAI Work Realization 2021
3	January 20, 2022	Bankwide Performance 2021
4	February 9, 2022	Appointment of PAF for Fiscal Year 2022
5	February 16, 2022	Committee reporting to the Board of Commissioners for the Fourth Quarter of 2021
6	March 23, 2022	DAI Routine Meeting with the Audit Committee in March 2022
7	April 14, 2022	Update on BCA Financial Performance for the First Quarter of 2022
8	April 19, 2022	Disclosure on the Notes for the March 2022 Financial Statements
9	April 20, 2022	DAI Routine Meeting with Audit Committee April 2022
10	May 18, 2022	Committee Reporting to the Board of Commissioners for the First Quarter of 2022
11	June 2, 2022	DAI Routine Meeting with Audit Committee June 2022
12	June 22, 2022	Discussion of the AC Charter and DAI Independence with the Board of Commissioners
13	July 12, 2022	BCA Financial Performance Update for the Second Quarter of 2022
14	July 20, 2022	Implementation of the Main Results of the Internal Audit First Semester of 2022
15	August 24, 2022	Committee Reporting to the Board of Commissioners for the Second Quarter of 2022
16	September 2, 2022	Internal Audit Division Regular Meeting with Audit Committee September 2022
17	September 26, 2022	KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) Plans to Audit BCA Financial Statements for the 2022 Fiscal Year
18	October 13, 2022	BCA Financial Performance Update for the Third Quarter of 2022
19	October 28, 2022	Internal Audit Division Regular Meeting with Audit Committee October 2022
20	November 16, 2022	Committee Reporting to the Board of Commissioners for the Third Quarter of 2022
21	December 12, 2022	Internal Audit Division Regular Meeting with Audit Committee December 2022
22	December 12, 2022	Key Audit Matters Update and Other Information on Audit Opinions
23	December 28, 2022	Audit Progress Update with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)

12. Realization of the Work Program and Implementation of Audit Committee Activities in 2022

The realization of the BCA Audit Committee Work Program for 2022 is as follows:

- a. KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) was evaluated and recommended to the Board of Commissioners for reappointment to conduct an audit of BCA's Financial Statements for the fiscal year 2022.
- b. Convened meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) to discuss the plan and scope of the audit of BCA's Financial Statements for the 2022 fiscal year.
- c. Convened meetings with the Group Accounting to review BCA's Financial Statements which will be published quarterly.

- d. Convened 8 (eight) meetings with DAI for:
 - i. Evaluate annual planning.
 - ii. Evaluating the implementation of internal audits every semester.
 - iii. Conduct discussions on audit results that are considered significant.
- e. Reviewed internal audit results report and monitor their follow-up.
- f. Reviewed and improved the Audit Committee Charter.
- g. Reviewed BCA's compliance with the provisions, regulations, and laws that apply in the banking sector through reviewing compliance reports on prudential provisions that are reported every semester.
- h. Reviewed credit portfolio reports published every semester.
- i. Monitored the implementation of risk management through quarterly reports on BCA's Risk Profile and monthly reports on the Operation Risk Management Information System (ORMIS).
- j. Conducted studies on:
 - i. The results of the examination by OJK and its follow-up.
 - ii. Management Letter from KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) and its follow-up.
- k. Reported the results of regular studies and evaluations on the aspects of governance, risk management, compliance, and control to the Board of Commissioners every quarter.
- l. Attended a virtual AGMS, Analyst Meeting and BCA National Working Meeting in 2022.
- m. In accordance with OJK Regulation No. 1/POJK.03/2019, performed an assessment of the DAI, whose results are submitted to the Board of Commissioners to be forwarded to the Remuneration and Nomination Committee (KRN)
- n. Convened meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) to discuss the final results of the audit of BCA's Financial Statements for the 2022 fiscal year along with the Management Letter.

II. RISK OVERSIGHT COMMITTEE

Risk Oversight Committee (ROC) was formed to assist the Board of Commissioners in carrying out risk oversight responsibilities in accordance with applicable regulations.

1. Legal Basis

The legal basis for the establishment of ROC refers to:

- OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning Implementation of Good Corporate Governance for Commercial Banks.
- OJK Regulation No. 4/POJK.03/2016 dated January 26, 2016 concerning Assessment of Commercial Bank Soundness Rate
- OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning the implementation of Risk Management for Commercial Banks.
- OJK Regulation No. 38/POJK.03/2016 dated December 1, 2016, concerning the implementation of Risk Management in the Use of Information Technology by Commercial Banks.
- OJK Regulation No. 11/POJK.03/2022 dated July 7, 2022 concerning of Information Technology by Commercial Banks.
- OJK Regulation No. 14/POJK.03/2017 dated April 4, 2017, concerning Action Plans (Recovery Plans) for Systemic Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017, concerning the implementation of Governance for Commercial Banks.
- OJK Circular Letter No. 14/SEOJK.03/2017 dated March 17, 2017, concerning the Soundness Rate of Commercial Banks.
- OJK Circular Letter No. 21/SEOJK.03/2017 dated June 6, 2017, concerning the implementation of Risk Management in the Use of Information Technology by Commercial Banks.
- OJK Circular Letter No. 34/SEOJK.03/2016 dated September 1, 2016, concerning the implementation of Risk Management for Commercial Banks.
- BCA's Articles of Association.
- Board of Commissioners' Decree No. 111/SK/KOM/2022 dated July 18, 2022, concerning the Risk Oversight Committee Charter of PT Bank Central Asia Tbk.
- Board of Directors' Decree No. 079/SK/DIR/2021 dated April 29, 2021, concerning the appointment of the Chairman and Members of the Risk Oversight Committee.



2. ROC Charter

ROC has work guidelines stipulated in the ROC Charter, which has been ratified based on the Board of Commissioners' Decree No. 111/SK/KOM/2022 dated July 18, 2022, concerning the Risk Oversight Committee Charter of PT Bank Central Asia Tbk.

The scopes governed in the ROC Charter are as follows:

- Duties and Responsibilities
- Authority
- Committee Membership Structure
- Membership Requirements
- Concurrent Position
- Term of Office
- Work Mechanism
- Work Hours
- ROC Meetings
- Competence
- Reporting

The ROC Charter have been uploaded on the BCA website in the Good Corporate Governance section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>)

3. Structure and Membership of ROC

The composition of ROC BCA membership complied with the applicable provisions according to OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks and as stipulated in the ROC Charter. In 2022, ROC has 3 (three) members who have been appointed by the Board of Directors through the Board of Directors' Decree No. 079/SK/DIR/2021 dated April 29, 2021, and based on the decision in the Minutes of Meeting of the Board of Commissioners No. 21/RR/KOM/2021 dated April 28, 2021.

Composition of ROC Members as of December 31, 2022

Name	Position in Committee	Position at BCA	Term of Office Based on AGMS
Cyrillus Harinowo	Chairman (Concurrently as member)	Independent Commissioner	2021 - 2026
Endang Swasthika Wibowo	Member	Independent Party	2021 - 2026
Subianto Rustandi	Member	Independent Party	2021 - 2026

4. ROC Member Profiles and Qualifications

Cyrillus Harinowo

The educational background, expertise, position, and work experience of ROC members can be found in the Company Profile section on page 78 of this 2022 BCA Annual Report.

Endang Swasthika Wibowo

The educational Background, expertise, position and work experience of ROC members can be found in the Company Profile section on page 83 of this 2022 BCA Annual Report.

Subianto Rustandi

The educational background, expertise, position and work experience of ROC members can be found in the Company Profile section on page 84 of this 2022 BCA Annual Report.

5. Education or Training

Throughout 2022, ROC members have carried out the following virtual education or training:

Name	Education/Training	Organizer	Date
Cyrillus Harinowo	It can be found in the Board of Commissioners chapter in the Training Program to Improve the Competence of Members of the Board of Commissioners section on page 361 of this 2022 BCA Annual Report.		
Endang Swathika Wibowo	The Impact of ESG on the Performance of the Financial Services Industry	OJK	January 27, 2022
	The Impact of Climate Change on Financing Aspects and Insurance Premium Based on Green Economy	OJK	February 24, 2022
	Opportunities and Challenges of Blockchain Implementation in the Financial Industry	OJK	March 24, 2022
	Carbon Market: Guide to Global Off-setting Mechanism	OJK	May 12, 2022
	Bank Digitalization: Lesson Learned from Asian Countries	OJK	May 19, 2022
	Preventing and Combating Financial Crime in Financial Services Industry	OJK	June 9, 2022
	The Role of Digitalization in Encouraging Increased Financial Inclusion	OJK	June 23, 2022
	Digitalization of Risk Management	BARa Risk Forum	October 6, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022
	The Role of the Financial Services Industry in Supporting MSME Inclusion and Digitalization	OJK	November 8, 2022
Subianto Rustandi	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
	Crime Challenges and Mitigation and Enhancement of Cyber Security in the Financial Services Industry	OJK	March 10, 2022
	Central bank 4.0 Webinar Series Central bank Digital Currency (CBDC) Prototype: Insight on Best Practices of CBDC Implementation	BI Institute	March 31, 2022
	Bank Digitalization: Lesson Learned from Asian Countries	OJK	May 19, 2022
	Preventing and Combating Financial Crime in Financial Services Industry	OJK	June 9, 2022
	The Role of Digitalization in Encouraging Financial Inclusion Improvement	OJK	June 23, 2022
	Banking Agility - Building Resilience and Growing from Failure	OJK	July 14, 2022
	Digitalization of Risk Management	BARa Risk Forum	October 6, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022



6. Term of Office

The term of office for ROC members is as follows:

1. The term of office of ROC members may not be longer than the term of office of the Board of Commissioners as stipulated in the BCA Articles of Association and can be reappointed:
2. In case of:
 - a. The term of office of ROC members ends because the term of office of members of the Board of Commissioners ends as referred in point 1 above, the appointment of ROC members must be carried out within 3 (three) months from the date of the appointment of members of the Board of Commissioners or since being declared fit and proper by OJK.
 - b. If there is a vacancy in the ROC, i.e., the number of ROC members is less than the stipulated number due to a member who is permanently absent or resigns for any reason, then the appointment of ROC members must be carried out within 3 (three) months after the vacancy occurs.

The term of office of ROC members for this period will end at the close of the 2026 AGMS.

7. ROC Membership Requirements

ROC membership requirements are as follows:

1. ROC members must have good integrity, character, and morals.
2. Members of the Board of Directors are prohibited from becoming ROC members.
3. Former members of the Board of Directors or Executive Officers of BCA or parties who have a relationship with BCA that may affect the person's ability to act independently are prohibited from becoming an Independent Party before undergoing a 6 (six) month cooling-off period. This provision does not apply to former members of the Board of Directors or Executive Officers, whose job is to carry out supervisory functions at BCA.

4. Independent parties as ROC members must come from parties outside of BCA who have no financial, management, share ownership, and/or family relationships with members of the Board of Directors, Board of Commissioners, and/or controlling shareholders, or other relationships with BCA that may affect their ability to act independently, including relationships in the form of BCA share ownership with total ownership of more than 5% (five percent) of BCA's paid-up capital.
5. Members from Independent Parties must be recommended by the Remuneration and Nomination Committee.

Concurrent Position

1. The Chairmain of ROC may serve as Chairman of a Committee in no more than 1 (one) other committee at BCA.
2. ROC members who come from Independent Parties can hold concurrent positions as Independent Parties as members of other committees at BCA, other banks, and/or other companies, as long as those concerned:
 - a) Fulfilling all the required competencies;
 - b) Meets the independence criteria;
 - c) Able to maintain BCA confidentiality;
 - d) Pay attention to the applicable code of ethics; and
 - e) Not to neglect the implementation of duties and responsibilities as a member of BCA ROC.

8. Independence of ROC Members

All ROC members are independent parties who do not have financial, management, share ownership, and/or family relationships with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, as well as business relationships with BCA, that may affect their ability to act independently.

Aspects of ROC independence are explained in the following table:

Independence Aspect	Cyrrillus Harinowo	Endang Swasthika Wibowo	Subianto Rustandi
Has no financial relationship with the Board of Commissioners and the Board of Directors.	✓	✓	✓
Has no management relationship at the company, subsidiaries or affiliated companies.	✓	✓	✓
Has no share ownership relationship at the company.	✓	✓	✓
Has no family relationship with the Board of Commissioners, Directors, and/or other ROC members.	✓	✓	✓
Not serving as administrators of political parties, officials, and government.	✓	✓	✓

9. Duties and Responsibilities of ROC

ROC has the following duties and responsibilities:

- Assist and provide recommendations to the Board of Commissioners to ensure effective performance of its duties and responsibilities in the field of risk management and ensure that the risk management policy is properly implemented.
- In providing recommendations to the Board of Commissioners, the ROC must conduct at least the following:
 - Evaluating the consistency between the risk management policy and the implementation of BCA's policy;
 - Monitoring and evaluating the implementation of duties of the Risk Management Work Unit, the Risk Management Committee, and the Information Technology Steering Committee.
- Support the Board of Commissioners in carrying out its duties and responsibilities in the implementation of risk management, including, among other things, the following risks:
 - Credit Risk;
 - Market Risk;
 - Liquidity Risk;
 - Operational Risk;
 - Legal Risk;
 - Reputation Risk;
 - Strategic Risk;
 - Compliance Risk; and
 - Information Technology Risk.
- Assist the Board of Commissioners in carrying out its duties of maintaining and monitoring the Bank's Soundness Level and taking the necessary measures to maintain and/or improve the Bank's Soundness Level.

- Assist the Board of Commissioners in monitoring and evaluating the implementation of the Recovery Plan.
- Develop working guidelines and rules for the Committee (the Charter) and conducting reviews as needed.
- Carry out other duties and responsibilities given by the Board of Commissioners from time to time.

10. Authorities of ROC

In carrying out its supervisory duties, ROC has the following authority:

- Obtaining reports from the Board of Directors and the Management on any significant risk management issues to enable it to give recommendations to the Board of Commissioners.
- Conducting other activities as may be delegated by the Board of Commissioners to the ROC in accordance with the ROC Charter.

11. Policies and Implementation of ROC Meetings

ROC meeting procedures include:

- Organizing the Meeting:
 - ROC meetings are held according to the BCA's needs, and at least once every quarter or 4 (four) times a year.
 - ROC meetings can only be held if attended by at least 51% (fifty-one percent) of the total committee members, including 1 (one) Independent Commissioner and 1 (one) Independent Party.
 - The attendance rate of ROC members in meetings is at least 75% (seventy-five percent) of the number of ROC meetings held.



- d. Meetings can be held either in person or through electronic media, or a combination of the two.
 - e. Meetings that are attended non-physically are conducted via teleconference media, video conferences, or other electronic media facilities that must allow all meeting participants to see and/or hear each other directly and participate in the meeting.
 - f. Invitations and meeting materials must be distributed to members of the committee no later than 5 (five) working days prior to the meeting date.
2. Making Meeting Resolutions:
- a. The decision of the ROC Meeting must first be made based on deliberation to reach a consensus.
 - b. In the event that deliberation for consensus does not occur, the decision is made based on the majority vote with the principle of 1 (one) person 1 (one) vote.
 - c. All ROC Meeting decisions are binding for all ROC members.
3. Minutes of Meeting:
- a. The results of the ROC meeting must be included in the minutes of meeting, which must be signed by all ROC members present and documented in accordance with the law.
 - b. Dissenting opinions that occur at the ROC Meeting must be clearly stated in the Minutes of Meeting along with the reasons for the dissent.
 - c. The ROC meeting produced recommendations that the Board of Commissioners and Board of Directors can use to their best advantage.

As of December 31, 2022, ROC has held 8 (eight) meetings.

Data on the attendance of Committee members in the implementation of ROC meetings for the January - December 2022 period are as follows:

Name	Number of Meetings	Attendance	Percentage
Cyrellus Harinowo	8	8	100%
Endang Swasthika Wibowo	8	8	100%
Subianto Rustandi	8	8	100%

Agenda on the implementation of ROC meeting throughout 2022 is as follows:

No.	Date	Agenda
1	January 12, 2022	Strategic Risk Evaluation
2	February 16, 2022	Committee reporting to the Board of Commissioners for the Fourth Quarter of 2021
3	April 25, 2022	Market and Liquidity Risk Evaluation
4	May 18, 2022	Committee Reporting to the Board of Commissioners for the First Quarter of 2022
5	August 9, 2022	Operational and Compliance Risk Evaluation and Strategic Risk Assessment
6	August 24, 2022	Committee Reporting to the Board of Commissioners for the Second Quarter of 2022
7	October 26, 2022	Credit Risk Evaluation and BCP Update and Crisis Management at BCA
8	November 16, 2022	Committee Reporting to the Board of Commissioners for the Third Quarter of 2022

12. Realization of Work Program and Implementation of Activities of ROC in 2022

Throughout 2022, ROC has carried out the following:

- a. Reviewed and adjusted the Risk Management Committee Charter.
- b. Monitored the implementation of the duties of the Risk Management Committee, the Risk Management Unit and the Information Technology Steering Committee (ITSC).
- c. Monitored BCA's risk profile analysis and specifically studied credit risk, operational risk, market risk, liquidity risk, as well as reputation risk.
- d. Performed analysis on the results of stress tests for credit risk, market risk, and liquidity risk.

- e. Ensuring that the implementation of Good Corporate Governance is carried out properly and attending the Analyst Meeting and the 2022 BCA National Work Meeting virtually.
- f. Monitored the realization of the implementation of Risk Management, particularly the control and limit of credit, liquidity and market risk, as well as operational risk, every month.
- g. Monitored the developments, impacts, and risk mitigation in general related to the COVID-19 pandemic and the global economic downturn.
- h. Changes in the strategic risk profile due to changes in patterns of business and economic activity due to the impact of the pandemic and its mitigation as well as the issuance of several new regulations related to banking and payment systems are among the things that need to be looked at more specifically.
- i. Monitored and explored new regulations related to risk management.

III. REMUNERATION AND NOMINATION COMMITTEE

Remuneration and Nomination Committee (RNC) was formed to assist the Board of Commissioners in carrying out policy development and the implementation of BCA's remuneration and nomination.

1. Legal Basis

The legal basis for establishing the RNC refers to:

- OJK Regulation No.34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.
- OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Provision of Remuneration for Commercial Banks.
- OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
- Articles of Association of PT Bank Central Asia, Tbk No. 145 dated August 24, 2020.
- Board of Commissioners Decree No.035/ SK/ KOM/2017 dated February 24, 2017 regarding the Structure of the Remuneration and Nomination Committee (RNC).

- Board of Directors Decree No.107A/SK/DIR/2016 dated August 10, 2016, concerning Appointment of Members of the Remuneration and Nomination Committee.
- Board of Directors Decree No.019/SK/DIR/2021 dated February 5, 2021, concerning Appointment of Members of the Remuneration and Nomination Committee.
- Board of Directors Decree No. 064B/SK/DIR/2021, dated April 7, 2021, pertaining to the appointment of Remuneration and Nomination Committee members
- BCA Governance Guidelines, dated June 30, 2021.

2. RNC Charter

RNC has a Remuneration and Nomination Committee Charter in place to carry out its duties and responsibilities, as stated in the Corporate Governance Guidelines for Committees under the Board of Commissioners Chapter and Board of Commissioners Decree No. 035/SK/KOM/2017 concerning the Structure of the Remuneration and Nomination Committee (RNC).

The coverage regulated in the RNC Charter includes:

- Membership Composition and Structure.
- Duties and responsibilities.
- Organizing Meetings
- Activity Reporting System.
- Term of Office
- Decision Making and Accountability.

The RNC Work Guidelines and Rules have been uploaded to the BCA website in the Corporate Governance section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

3. RNC Structure and Membership

The composition of the BCA RNC membership complies with the applicable provisions according to OJK Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies and as stipulated in the RNC Work Guidelines and Rules. In 2021, BCA RNC has 3 (three) members who have been appointed based on Directors Decree No. 064B/SK/DIR/2021 dated April 7, 2022, and the decision in the Minutes of Meeting of the Board of Commissioners No. 03/RR/KOM/2021 dated January 20, 2021.

**The composition of RNC members as of January - December 2022**

Name	Position in The Committee	Position at BCA	Term of Office based on the AGMS
Raden Pardede	Chairman	Independent Commissioner	2021 - 2026
D.E. Setijoso	Member	President Commissioner	2021 - 2026
Rudi Lim	Member	Head of Human Capital Management Division*	2021 - 2026

* The Head of the Human Capital Management Division is an Executive Officer who has knowledge of the remuneration system and/or nomination and succession plan

4. RNC Member Profiles and Qualifications**Raden Pardede**

The educational background, expertise, position, and work experience of RNC members can be found on page 79 in the Company Profile section of this 2022 BCA Annual Report.

D.E. Setijoso

The educational background, expertise, position, and work experience of RNC members can be found on page 76 in the Company Profile section of this 2022 BCA Annual Report.

Rudi Lim

The educational background, expertise, position, and work experience of RNC members can be found on page 86 in the Company Profile section of this 2022 BCA Annual Report.

5. Education or Training

During 2022, RNC members have participated in the following education or training:

Name	Education/Training	Organizer	Location/Medium	Date
Raden Pardede	It can be found in the Board of Commissioners chapter in the Training Program to Improve the Competence of Members of the Board of Commissioners section on page 361 of this 2022 BCA Annual Report.			
D.E. Setijoso	It can be found in the Board of Commissioners chapter in the Training Program to Improve the Competence of Members of the Board of Commissioners section on page 361 of this 2022 BCA Annual Report.			
Rudi Lim	Ring The Bell	BCA	Online	January 2-21, 2022
	Reconnecting Trainer 7 Habits	BCA	Online	January 11, 2022
	Implementation of Anti-Money Laundering and Prevention of Terrorism Financing v.2	BCA	e-learning	October 7, 2022
	Data Classification	BCA	e-learning	October 12, 2022

6. Term of Office

The term of office of RNC members ends at the end of the term of office of the Chair of the RNC, who is also an Independent Commissioner of the BCA, and they can be re-elected to serve for the next term. The terms of office of RNC members in this period will end at the closing of the 2026 Annual GMS.

7. RNC Membership Requirements

RNC membership requirements are as follows:

General Requirements and Competence

1. The Chairman of the RNC may only serve as the Chairman of 1 (one) other committee at BCA at the same time.
2. In the event the RNC is required to have more than three members, it must include at least 2 (two) independent commissioners.
3. RNC members who come from Independent Parties can hold concurrent positions as Independent Parties for other Committee members at BCA, other banks, and/or other companies, as long as the individual:

- a. Have no affiliation with BCA, members of the Board of Directors, members of the Board of Commissioners, or Major Shareholders of BCA.
- b. Have experience related to Nomination and/or Remuneration.
- c. Does not hold concurrent positions as a member of other committees owned by BCA.
4. RNC members must comply with the BCA Code of Ethics.
5. Executive officers in charge of human resources or employee representatives who are members of the committee must have knowledge of the remuneration and/or nomination system as well as the succession plan of BCA.

Independence Requirements

1. RNC members are prohibited from being members of the Board of Directors of BCA, either at the same bank or at another bank.
2. RNC members from independent parties must come from parties outside of BCA that do not have financial, management, share ownership relationships with controlling shareholders and/or relationships with BCA that may affect their ability to act independently.

8. Independence of RNC Members

All members of RNC have fulfilled the independence aspect, namely not having financial, management, share ownership, and/or family relationships with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, as well as business relationships with BCA that could affect their ability to act independently.

Aspects of Independence of RNC members are explained in the following table

Aspects of Independence of RNC Members

Name	Raden Pardede	D.E. Setijoso	Rudi Lim
Have no financial relationship with the Board of Commissioners and Board of Directors.	V	V	V
Have no management relationship within the company, its subsidiaries, or affiliated companies.	V	V	V
Has no share ownership relationship at the company.	V	V	V
Have no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Remuneration and Nomination Committee	V	V	V
Not serving as administrators of political parties, officials, and government.	V	V	V

9. Duties and Responsibilities of RNC

In carrying out its functions, the RNC has the following duties and responsibilities:

Related to the remuneration function:

Evaluate and ensure that BCA's remuneration policies comply with applicable regulations and are based on performance, risk, fairness with peer groups, long-term goals and strategies, the fulfillment of reserves as stipulated in laws and regulations, and the potential income of BCA in the future.

- a. Recommend to the Board of Commissioners regarding:
 - 1) Remuneration policy for the Board of Commissioners and the Board of Directors for submission to the GMS.

- 2) The structure and amount of remuneration for members of the Board of Directors and/or members of the Board of Commissioners.
- 3) Remuneration policy for Executive Officers and employees as a whole for submission to the Board of Directors by the Board of Commissioners.
- b. Assisting the Board of Commissioners in evaluating performance according to the remuneration received by each member of the Board of Directors and/or members of the Board of Commissioners.
- c. Conduct periodic evaluations of the implementation of the remuneration policy.

**Related to the nomination function**

- a. Develop and recommend to the Board of Commissioners systems and procedures for selecting and/or replacing members of the Board of Commissioners and Directors for submission to the GMS.
- b. Recommend to the Board of Commissioners regarding:
 - 1) Policies and criteria required in the nomination process.
 - 2) Candidates for members of the Board of Commissioners and/or candidates for members of the Board of Directors for submission to the GMS.
 - 3) Composition of members of the Board of Directors and/or members of the Board of Commissioners position.
 - 4) Capacity building program for members of the Board of Directors and/or members of the Board of Commissioners.
 - 5) Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners.
- c. Recommend independent parties as candidates for members of the Audit Committee and Risk Oversight Committee to the Board of Commissioners.
- d. Assist the Board of Commissioners in evaluating the performance of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks that have been prepared as evaluation material.
 - Carry out other tasks given by the Board of Commissioners related to remuneration and nomination in accordance with applicable regulations.
 - Report the results of studies and recommendations related to the duties of the RNC to the Board of Commissioners, if necessary.

10. Authorities of RNC

In carrying out its duties, the RNC has the following authorities:

- a. Access BCA documents, data, and information regarding employees, funds, assets, and resources needed.
- b. Communicating with work units and other parties within BCA to obtain information or documents related to the implementation of RNC duties.
- c. Obtain input/suggestions from parties outside of BCA related to RNC assignments.
- d. Carry out other authorities granted by the Board of Commissioners.

11. Policies and Implementation of RNC Meetings

RNC holds meetings in accordance with the needs of BCA at least once every 4 (four) months, as stipulated in OJK Regulation No. 34/ POJK.04/2014 dated December 8, 2014, concerning the Nomination and Remuneration Committee of Issuers or Public Companies. Meetings can only be held if they are attended by at least 51% (fifty one percent) of the total committee members, including Independent Commissioners and Executive Officers in charge of the human resources function. As of December 2022, RNC has held 5 (five) meetings.

The results of the RNC meeting were presented as follows:

- a. The results of the RNC meeting must be recorded in the minutes of the meeting, which include the date of the meeting, the attendance of members of the Remuneration and Nomination Committee, the meeting agenda, and meeting materials.
- b. Dissenting opinions that occur at a committee meeting must be clearly stated in the minutes of the meeting along with the reasons for the dissent.

The data for the Committee members' attendance at the RNC meeting as of December 31, 2022, is as follows:

Name	Number of Meeting	Attendance	Percentage
Raden Pardede	5	5	100%
D.E. Setijoso	5	4	80%
Rudi Lim	5	5	100%

Out of the 5 (five) RNC meetings, there were 1 (one) meeting with a discussion related to nomination, 3 (three) meetings with a discussion related to remuneration, and 1 (one) meeting with a discussion related to assessment, with the following details:

No.	Date	Agenda
1	January 19, 2022	Recommendations for Changes in Members of the Board of Directors of PT Bank Central Asia Tbk Term of Office 2022 – 2026.
2	January 26, 2022	Discussion on the Evaluation of the Self-Assessment Results of the Board of Directors and the Board of Commissioners.
3	February 16, 2022	Recommendations from SKMR and DAI on Conditions Based on Criteria for Delaying or Withdrawing Deferred Variable Remuneration Payments from MRT.
4	March 2, 2022	Recommendations for Distribution of Tantiem for Fiscal Year 2021 to members of the Board of Commissioners & the Board of Directors and Proposals for Changes in the Amount of Deferred Tantiem.
5	April 6, 2022	Remuneration Package Recommendations for member of the Board of Directors and Members of the Board of Commissioners for the term of office 2022-2024.

12. RNC Remuneration

RNC members receive salary, honorarium, and/or allowances according to their position at BCA without earning additional remuneration as RNC member.

13. Realization of the Work Program and Implementation of RNC Activities in 2022

The realization of the BCA RNC work program for 2022 is as follows:

- Prepare recommendations on nominations for members of the Board of Commissioners and Board of Directors for 2021-2026.
- Prepare recommendations regarding the remuneration of new members of the Board of Commissioners and the Board of Directors for 2021-2024.
- Prepare recommendations to the Board of Commissioners and the Board of Directors for the proposed award of bonuses for BCA's performance in 2021.
- Evaluate the results of the self-assessment of the Board of Directors and the Board of Commissioners.

14. Policy Regarding the Succession of the Board of Directors

The policy regarding the succession of the Board of Directors at BCA has been regulated in BCA policy. The main contents of BCA's Board of Directors Succession Policy are as follows:

- Develop and provide recommendations to the Board of Commissioners regarding the system and procedures for selecting and/or replacing members of the Board of Commissioners and Board of Directors for submission to the GMS.
- Provide recommendations to the Board of Commissioners regarding prospective members of the Board of Commissioners and/or Board of Directors for submission to the GMS.

- Several executives who are considered to have the potential for further development will be rotated in order to prepare BCA executives to gain complete knowledge and experience as officials at the head office or branch offices.

IV. INTEGRATED GOVERNANCE COMMITTEE

Integrated Governance Committee (IGC) was formed by and reports to the Board of Commissioners at BCA as the Main Entity in the financial conglomerate. The IGC was formed with the aim of assisting the Main Entity's Board of Commissioners in supervising the implementation of Integrated Governance in the BCA Financial Conglomerate.

The composition of the membership of the BCA Financial Conglomerate can be found in the Structure of the BCA Financial Conglomerate section on page 547 of this 2022 BCA Annual Report.

1. Legal Basis

The legal basis for establishing the IGC refers to:

- PBI No. 11/33/PBI/2009 dated December 7, 2009, concerning Implementation of Good Corporate Governance for Commercial Banks and Sharia Business Units.
- OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014, concerning Integrated Risk Management for Financial Conglomerates.
- OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014, concerning Implementation of Integrated Governance for Financial Conglomerates.
- OJK Regulation No. 21/POJK.04/2015 dated November 16, 2015, concerning Implementation of Public Company Governance Guidelines.
- OJK Regulation No. 26/POJK.03/2015 dated December 4, 2015, concerning Integrated Minimum Capital Adequacy Requirements for Financial Conglomerates.



- OJK Regulation No. 36/POJK.05/2015 dated December 21, 2015, concerning Good Corporate Governance for Venture Capital Companies.
- OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016, concerning Implementation of Governance for Commercial Banks.
- OJK Regulation No. 28/POJK.03/2019 dated November 14, 2019, concerning Banking Synergy in One Ownership for the Development of Sharia Banking.
- OJK Regulation No. 43/POJK.05/2019 dated December 27, 2019, concerning Amendments to OJK Regulation No. 73/POJK.05/2016 dated December 23, 2016, concerning Good Corporate Governance for Insurance Companies.
- OJK Regulation No. 29/POJK.05/2020 dated April 22, 2020, concerning Amendments to OJK Regulation No. 30/POJK.05/2014 dated November 19, 2014, concerning Good Corporate Governance for Financing Companies.
- OJK Regulation No. 45/POJK.03/2020 dated October 14, 2020, concerning the Financial Conglomeration
- OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015, concerning Implementation of Integrated Governance for Financial Conglomerates.
- OJK Circular Letter No. 32/SEOJK.04/2015 dated November 17, 2015, concerning Guidelines for Public Company Governance.
- OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017, concerning Implementation of Governance for Commercial Banks.
- BCA's Articles of Association.
- Board of Commissioners' Decree No. 037/SK/KOM/2015 dated February 26, 2015, concerning the Establishment of the Integrated Governance Committee of PT Bank Central Asia Tbk.
- Board of Commissioners' Decree No. 114/SK/KOM/2021 dated July 8, 2021, concerning the Charter of the Integrated Governance Committee – PT Bank Central Asia Tbk.
- Board of Directors' Decree No. 088/SK/DIR/2021 dated May 6, 2021, concerning Appointment of the Chairman and Members of the Integrated Governance Committee.

- Board of Directors' Decree No. 052/SK/DIR/2022 dated March 31, 2022, concerning Appointment of Members of the Integrated Governance Committee.
- BCA Governance Guidelines dated June 30, 2021.

2. IGC Charter

The IGC has work guidelines stipulated in the Integrated Governance Committee Charter, which has been ratified based on the Board of Commissioners' Decree No. 114/SK/KOM/2021 dated July 8, 2021, regarding the Integrated Governance Committee Charter – PT Bank Central Asia Tbk.

The scope regulated in the IGC Charter includes the following:

- Structure and Membership.
- Membership Requirements.
- Term of Office.
- Cobcurrent Position.
- Duties and responsibilities.
- Authority.
- Work mechanism.
- Work Ethics.
- Working Hours.
- Committee Meetings.
- Organizing Meetings.
- Meeting Decision Making
- Minutes of meetings.
- Competency.

The IGC Charter has been uploaded to the BCA website in the Corporate Governance section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

3. Structure and Membership of IGC

The composition of the BCA IGC membership complied with the applicable provisions according to OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerates and as stipulated in the IGC Charter. As of December 31, 2022, the IGC has 11 (eleven) members who have been appointed by the Board of Directors from the Main Entity through Board of Directors' Decree No. 088/SK/DIR/2021 dated May 6, 2021 concerning the Appointment of the Chairman and Members of the Integrated Governance Committee based on the decision in the Minutes of Meeting of the Board of Commissioners from the Main Entity No. 22/RR/KOM/2021 dated May 5, 2022 and No. 052/SK/DIR/2022 dated March 31,

2022 concerning Appointment of Members of the Integrated Governance Committee based on decisions in the Minutes of Meeting of the Board of Commissioners from the Main Entity No. 15/RR/KOM/2022 dated March 30, 2022.

Composition of IGC Members

Name	Position in the Committee *)	Position in the Financial Conglomeration	Term of Office
Member of the Main Entity			
Cyrillus Harinowo	Chairman (concurrently as member)	Main Entity's Independent Commissioner	May 6, 2021 – 2026 AGMS
Prabowo	Member	Main Entity's Independent Party **)	May 6, 2021 – 2026 AGMS
Member of the Subsidiary ***)			
Sulistiyowati	Member	Independent Commissioner PT BCA Finance	May 6, 2021 – 2026 AGMS
Gustiono Kustianto	Member	Independent Commissioner PT Asuransi Umum BCA	May 6, 2021 – 2026 AGMS
Pudjianto	Member	Independent Commissioner PT Asuransi Umum BCA	May 6, 2021 – 2026 AGMS
Mendari Handaya	Member	Independent Commissioner PT BCA Multi Finance	May 6, 2021 – 2026 AGMS
Joni Handrijanto *)	Member	Independent Commissioner PT Bank BCA Syariah	May 6, 2021 – March 31, 2022
Ratna Yanti	Member	Independent Commissioner PT Bank BCA Syariah	March 31, 2021 – 2026 AGMS
Sutedjo Prihatono	Member	Member of the Sharia Supervisory Board of PT Bank BCA Syariah	May 6, 2021 – 2026 AGMS
Hendra Iskandar Lubis	Member	Independent Commissioner PT BCA Sekuritas	May 6, 2021 – 2026 AGMS
Irianto Sutanto	Member	Independent Director of BCA Finance Limited, Hongkong	May 6, 2021 – 2026 AGMS
Sri Indrajanti Dewi	Member	Independent Commissioner PT Bank Digital BCA	May 6, 2021 – 2026 AGMS

Description:

*) Membership of Independent Commissioners, Independent Parties, and Members of the Sharia Supervisory Board in the Financial Conglomerate is not counted as concurrent positions.

**) Members of the IGC who are independent parties are appointed by the Main Entity's Board of Commissioners.

***) Appointment of IGC members who are Independent Commissioners and/or Members of the Sharia Supervisory Board who represent FSI in the BCA's Financial Conglomerate is based on the appointment of each FSI.

Number and Composition of Independent Commissioners

The number and composition of Independent Commissioners who are members of the IGC are adjusted to the needs of the Financial Conglomerate, the efficiency and effectiveness of the IGC task implementation, and with due regard to at least the representation of each financial services sector.

4. Profile and Qualifications of IGC Members

Cyrillus Harinowo

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 78 of this 2022 BCA Annual Report.

Prabowo

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 88 of this 2022 BCA Annual Report.

Sulistiyowati

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 88 of this 2022 BCA Annual Report.

**Gustiono Kustianto**

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 88 of this 2022 BCA Annual Report.

Pudjianto

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 89 of this 2022 BCA Annual Report.

Mendari Handaya

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 89 of this 2022 BCA Annual Report.

Ratna Yanti

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 90 of this 2022 BCA Annual Report.

Sutedjo Prihatono

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 90 of this 2022 BCA Annual Report.

Hendra Iskandar Lubis

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 91 of this 2022 BCA Annual Report.

Irianto Sutanto

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 91 of this 2022 BCA Annual Report.

Sri Indrajanti Devi

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 92 of this 2022 BCA Annual Report.

5. Education or Training

Throughout 2022 (until June 2022), members of the IGC have carried out several types of virtual education or training, as follows:

Name	Education/Training	Organizer	Date
Cyrillus Harinowo	It can be found in the Board of Commissioners - Training Program to Improve the Competence of Members of the Board of Commissioners section on page 361 of this 2022 BCA Annual Report.		
Prabowo	Carbon Market "Guide to Global Offsetting Mechanism"	OJK	May 12, 2022
	Preventing and Combating Financial Crime in Financial Services Industry	OJK	June 9, 2022
	How to Measure Successful Digital Financial Services/Return on Digital Investment	OJK	August 4, 2022
	Digital Governance: Prerequisites to Support Digital Transformation	OJK	August 11, 2022
	Handling of Cybersecurity Incidents in the Financial Services Sector	OJK	August 18, 2022
	The Challenge of Anti-Money Laundering in the Digital Age	OJK	August 25, 2022
	Digitalization of Risk Management	BARa Risk Forum	October 6, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022
Sulistiyowati	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
	Online Seminar on Momentum for the Recovery of the Financing Industry	APPI - Association of Indonesian Financing Companies	March 1, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022

Name	Education/Training	Organizer	Date
Gustiono Kustianto	Indonesia Knowledge Forum “Leveraging Business Opportunities for Stronger Growth and Resilient Future”	BCA	October 18, 2022
	Sustaining Peace and Development in a Divided World	FPCI dan Global Citizen	November 5, 2022
	ESG and Sustainable Investing	CRMS	December 1-2, 2022
	Masterclass Risk Governance	ERMA	December 7, 2022
	Risk Beyond 2022: Managing it or being drifted away	ERMA	December 8-9, 2022
Pudjianto	Leading From The Chair: Wisdom & Skills for Board	ISEA	February 11, 2022
	AAMAI International Webinar Managing Environmental Social and Governance Risks in Insurance Business	AAMAI	March 22, 2022
	Balance Sheet Management To Enhance Sustainable Financial Performance in Insurance Industry	ISEA	April 18-19, 2022
	Storytelling For Board “Where and When Wisdom is Important in Decision Making”	ISEA	June 24, 2022
	Board and Executive Development Program for Insurance Batch XVIII: “Fraud Prevention and Board Responsibilities to Mitigate Corporate Reputation Risk”	ISEA	September 22-23, 2022
	Anti-Money Laundering and Prevention of Terrorism Financing Seminar	AAMAI	September 26, 2022
	Seminar Digital and Risk Management In Insurance (DRIM) 2022	AAJI (Asosiasi Asuransi Jiwa Indonesia)	October 16-18, 2022
	Secure by Design as the Key Foundation for Effective Cyber Risk Management	Maisa Edukasi	June 22, 2022
Ratna Yanti	Webinar Leader as Coach and Coaching for Corporate Transformation	BCA Syariah	February 9, 2022
	Webinar Dare to Change Growth Mindset to Increase Your Success	BCA Syariah & BCA	April 22, 2022
	Socialization of Money Laundering Risk through Online Account Opening	BCA Syariah	June 17, 2022
	Refreshment of Risk Management Certification Level 4	Maisa Edukasi	June 22, 2022
	Consumer Protection in the Digitalization Era, Implementation of Market Conduct Supervision and Its Impact on Banking	Banking Compliance Director Communication Forum (FKDKP) & OJK	August 31, 2022
	Indonesia Knowledge Forum “Leveraging Business Opportunities for Stronger Growth and Resilient Future”	BCA	October 18, 2022
	Provision of Fit and Proper Test for BCA Syariah Commissioners	MAISA	December 12-13, 2022
	Panel Discussion on the Optimization of the Board of Commissioners’ Active Oversight “Spell the Functions and Active Roles of Commissioners in the BANI Era”	BSMR	December 19, 2022
	Leader as Coach & Coaching for Corporate Transformation	Josef Batuana dan BCA	February 9, 2022
	Dare to Change, Growth Mindset to Increase Your Success	PT Bank BCA Syariah & BCA	April 22, 2022
Sutedjo Prihatono	Sanawi Pre-Ijtima Workshop (Annual Meeting) DPS VII Year 2022 in Sharia Banking Sector	DSN MUI	September 21, 2022



Name	Education/Training	Organizer	Date
	Indonesia Knowledge Forum “Leveraging Business Opportunities for Stronger Growth and Resilient Future”	BCA	October 18, 2022
	Latest DSN-MUI Fatwa Dissemination Webinar for 2022	DSN MUI	October 27, 2022
	Smarter, Faster & Stronger	BCA Syariah	November 23-25, 2022
	Ijtima' Sanawi (Annual) DPS XVIII Tahun 2022	DSN MUI	December 1-2, 2022
Irianto Sutanto	Readiness of the Financial Services Industry in supporting Digital Literacy of Financial services Consumers	OJK	January 13, 2022
	Digital Governance: Prasyarat untuk mendukung transformasi digital	OJK	August 11, 2022
	Metaverse in Banking	OJK	September 15, 2022
	Indonesia Knowledge Forum “Leveraging Business Opportunities for Stronger Growth and Resilient Future”	BCA	October 18, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
Mendari Handaya	Online Seminar on Momentum for the Recovery of the Financing Industry	APPI (Asosiasi Perusahaan Pembiayaan Indonesia)	March 1, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
Hendra Iskandar Lubis	National Conference I of the Association of Indonesian Audit Committees	IKAI	January 26-27, 2022
	Integrity of Financial Reporting: Common Issues and Leading Practices for Ensuring High Quality Financial Reporting	Ministry of State-Owned Enterprises	October 14, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
	Integrated GRC Overview and Implementation Concept	Ministry of State-Owned Enterprises	November 17, 2022
	Role of Risk Management Organs in Risk Management: Roles, Principles, and Framework	Ministry of State-Owned Enterprises	December 8, 2022
Sri Indrajanti Dewi	Refreshment SMR Level 3	BCA	January 14, 2022
	Webinar Sustainability: Climate Risk and Financial Stability	FKDKP (Forum Komunikasi Direktur Kepatuhan Perbankan)	May 12, 2022
	Stability Virtual Seminar: Embracing The Next Level of Digital Banking	LPPI	July 26, 2022
	Digital Leadership to Strengthen Digital Transformation	OJK	July 28, 2022
	Economy Outlook	BCA	August 25, 2022
	AML (Anti Money Laundering)	Bank OCBC NISP	September 6, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022

6. Term of Office

The terms of office of the Chairman and members of the IGC are as follows:

1. Chairman of IGC: the term of office will end at the end of the term of office of the Main Entity's Board of Commissioners as stipulated in the BCA's Articles of Association. May be reappointed if the person concerned is reappointed as an Independent Commissioner.
2. Members of the IGC from Main Entity's Independent Parties: the term of office will end when the term of office of the Main Entity's Board of Commissioners ends, and it can be reappointed.
3. Members of the Financial Services Institution Representative Committee (Independent Commissioner of Financial Services Institutions): the terms of office will end at the end of the term of office of the Main Entity's Board of Commissioners or when their term of office as Independent Commissioner of a Financial Services Institution ends (whichever comes first).
4. In the event that the term of office of the members of the IGC ends because the term of office of the members of the Main Entity's Board of Commissioners ends, the Main Entity is obliged to appoint the chairperson and members of the IGC within a period of 3 (three) months from the appointment of members of the Board of Commissioners or since they have passed the fit and proper test by the regulator. related.

The terms of office of the current members of the IGC will end at the close of the 2026 AGMS.

7. IGC Membership Requirements

The IGC membership requirements are as follows:

General requirements

IGC Members must have good integrity, character, and morals and fulfill the requirements as Independent Commissioners at the Main Entity and each Financial Services Institution in accordance with the regulatory provisions of each financial services sector.

Independence Requirements

- a. Members of the Board of Directors are prohibited from becoming members of the IGC.
- b. Independent parties who are members of the IGC are parties outside the Main Entity who do not have financial, management, ownership, and/or family relationships with members of the Board of Directors, Board of Commissioners, and/or controlling shareholders, or relationships with BCA, that may affect their ability to act independently.

8. Independence of IGC Members

Members of the IGC must adhere to the independence and requirements of the Board of Directors and/or the Board of Commissioners from the Main Entity as well as the independence and requirements of the Board of Directors and/or the Board of Commissioners of Subsidiaries in the Financial Conglomerate.

All members of the IGC are independent parties who do not have financial, management, share ownership, and/or family relationships with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationships with BCA and/or Subsidiaries that may affect their ability to act independently.

Aspects of the independence of IGC members are explained in the following table:

Independence Aspect	Cyrellus Harinowo	Prabowo	Sulistiyowati	Gustiono Kustianto	Pudjianto	Joni Handrijanto
Has no financial relationship with the Board of Commissioners and the Board of Directors.	√	√	√	√	√	√
Has no management relationship at the company, subsidiaries or affiliated companies.	√	√	√	√	√	√



Independence Aspect	Cyrellus Harinowo	Prabowo	Sulistiyowati	Gustiono Kustianto	Pudjianto	Joni Handrijanto
Has no share ownership relationship at the company.	✓	✓	✓	✓	✓	✓
Has no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Integrated Governance Committee.	✓	✓	✓	✓	✓	✓
Not serving as administrators of political parties, officials, and government.	✓	✓	✓	✓	✓	✓

Independence Aspect	Sutedjo Prihatono	Irianto Sutanto	Mendari Handaya	Hendra Iskandar Lubis	Sri Indrajanti Dewi	Ratna Yanti
Has no financial relationship with the Board of Commissioners and Board of Directors.	✓	✓	✓	✓	✓	✓
Has no management relationship at the company, subsidiaries or affiliated companies.	✓	✓	✓	✓	✓	✓
Has no share ownership relationship at the company.	✓	✓	✓	✓	✓	✓
Has no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Integrated Governance Committee.	✓	✓	✓	✓	✓	✓
Not serving as administrators of political parties, officials, and government	✓	✓	✓	✓	✓	✓

9. Duties and Responsibilities of IGC

The IGC has duties and responsibilities, including:

- Evaluating the implementation of Integrated Governance, at least through assessing the adequacy of internal control and implementing the integrated compliance function and integrated risk management.
- Provide recommendations to the Main Entity's Board of Commissioners for improvements to the Integrated Governance Guidelines.
- Provide recommendations to the Main Entity's Board of Commissioners after doing at least:
 - Evaluation of integrated governance implementation; and

- Monitor the implementation of the Integrated Governance Guidelines.
- Monitor the implementation of banking synergies on a regular basis and report to the Board of Commissioners.
- Make a report on the realization of the annual work program, which is submitted in the Main Entity's Annual Report.

10. Authorities of IGC

In carrying out its supervisory duties, the IGC has the following authority:

- Request information from work units in the form of evaluation results on the implementation of:
 - Integrated Internal Audit Function;
 - Integrated Compliance Function;
 - Integrated Risk Management Function; and

- 4) Banking Synergy in One Ownership for the Development of Islamic Banking.
- b. Carry out other activities in accordance with the Integrated Governance Guidelines delegated to the IGC by the Board of Commissioners.

11. Policies and Implementation of IGC Meetings

The provisions for holding the IGC meeting are as follows:

1. The IGC holds meetings as needed, at least 1 (one) time every semester or 2 (two) times a year.
2. The IGC meeting can only be held if it is attended by at least 51% (fifty one percent) of the total committee members, including 1 (one) Independent Commissioner.
3. The IGC Meeting can be held:
 - a. In person at the BCA domicile or at another place determined by the Chairman of the IGC; or
 - b. Electronically, by means of teleconferences, video conferences, or similar electronic media facilities that allow all participants in the IGC meeting to see and hear each other directly and participate in the IGC meeting.

The decision-making process of the IGC Meeting is as follows:

- a. The decision of the IGC Meeting is made based on deliberation to reach a consensus.
- b. In the event that deliberation for consensus does not occur, the decision is made based on the majority vote with the principle of 1 (one) person, 1 (one) vote.
- c. All decisions of the IGC Meeting are binding for all members of the IGC.

The minutes of the IGC Meeting are as follows:

1. The results of the IGC meeting must be recorded in the minutes of the meeting, which are signed by all members of the IGC present and properly documented in accordance with laws and regulations.
2. Dissenting opinion that occurs in a committee meeting must be clearly stated in the minutes of the meeting along with the reasons for the difference of opinion.
3. The results of the IGC meetings constitute recommendations that can be optimally utilized by the Main Entity's Board of Commissioners and Directors and Financial Services Institutions members of the Financial Conglomerate.
4. As of December 31, 2022, the IGC has held 6 (six) meetings.

Data on the attendance of Committee members in the IGC Meeting for the January – December 2022 period are as follows:

Name	Number of Meetings	Attendance	Percentage
Cyrillus Harinowo	6	6	100%
Prabowo	6	6	100%
Sulistiyowati	6	6	100%
Gustiono Kustianto	6	6	100%
Pudjianto	6	6	100%
Joni Handrijanto *)	1	1	100%
Ratna Yanti **)	4	4	100%
Sutedjo Prihatono	6	6	100%
Irianto Sutanto	6	6	100%
Mendari Handaya	6	6	100%
Hendra Iskandar Lubis	6	6	100%
Sri Indrajanti Dewi	6	5	83%

Description:

*) Term of office May 6, 2021 – March 31, 2022

**) Term of office March 31, 2022 – 2026 AGMS



The agenda for the implementation of the IGC meetings throughout 2022 is as follows:

No.	Date	Agenda
1	January 19, 2022	Readiness to implement OJK Regulation Provisions No.4/POJK.05/2021 dated March 21, 2021 and OJK Circular Letter No.22/SEOJK.05/2021 dated August 24, 2021 concerning the Application of Risk Management in the Use of Information Technology by Non-Bank Financial Services Institutions in accordance with the provisions.
2	March 16, 2022	Reporting of the Integrated Governance Committee Semester II/2021 to the Main Entity's Board of Commissioners.
3	May 18, 2022	Presentations from BCA Finance, BCA Multi Finance, BCA Insurance and BCA Life regarding the Strategy for Implementing Anti-Money Laundering and Prevention of Terrorism Financing and Anti-Fraud.
4	July 28, 2022	Presentation from the Compliance Unit (SKK) and the Anti-Fraud Bureau (BAF) regarding the Strategy for Implementing Anti-Money Laundering and Prevention of Terrorism Financing and Anti-Fraud at BCA.
5	September 21, 2022	Reporting of the Integrated Governance Committee Semester I/2022 to the Main Entity's Board of Commissioners.
6	November 16, 2022	Implementation of Consumer Protection in BCA Subsidiaries in accordance with OJK Regulation No.6/POJK.07/2022

12. Realization of the Work Program and Implementation of IGC Activities in 2022

Throughout 2022, the IGC has carried out IGC work activities/programs, namely evaluating the implementation of Integrated Governance at the BCA Financial Conglomerate. These evaluation activities are carried out, namely through the presentation and discussion of the Integrated Internal Audit Results Report and the Integrated Compliance Report.

EXECUTIVE COMMITTEES OF THE BOARD OF DIRECTORS

BCA has 7 (seven) Executive Committees appointed by the Board of Directors to assist in carrying out the duties of the Board of Directors. The Executive Committees are tasked with providing objective opinions to the Board of Directors and help to improve the effectiveness of the implementation of the Board of Directors' duties in systematic manner, as well as making contributions in accordance with their duties and responsibilities. The Executive Committees under the Board of Directors are:

1. Asset and Liability Committee.
2. Risk Management Committee.
3. Integrated Risk Management Committee.
4. Credit Policy Committee.
5. Credit Committee.
6. Information Technology Steering Committee.
7. Personnel Case Advisory Committee.

I. ASSET AND LIABILITY COMMITTEE

Asset and Liability Committee (ALCO) is a permanent committee under the Board of Directors whose mission is to optimally achieve BCA's profitability levels, as well as ensuring liquidity risk, interest rate risk, and controlled foreign exchange risk through the establishment of BCA's policies and strategies for assets and liabilities management.

1. Structure, Membership of ALCO, and Voting Rights Status

Based on the Board of Directors Decree No. 144/SK/DIR/2022 regarding the Asset Liability Committee (ALCO) Structure, the structure, membership and voting rights status of ALCO are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	President Director	Reserves voting rights
Members	<ul style="list-style-type: none"> • Deputy President Director I – IT & Digital Banking • Deputy President Director II – Business Banking & Operation • Risk Management Director • Corporate Banking & Treasury Director • Treasury Director Commercial & SME Banking Director • Branch & Network Director • Credit Risk & Legal Director • Transaction Banking Director • Finance & Corporate Planning Director • Consumer Banking Director • Executive Vice President (EVP) in charge of Treasury and International Banking • Executive Vice President (EVP) in charge of Corporate Banking & Transactions • Executive Vice President (EVP) in charge of Finance & Accounting, Corporate Secretary & Corporate Communication, and Industry & Economic Research • Head of International Banking (DPI) • Head of Treasury (DTR) • Head of Finance & Accounting (DKP) • Head of Corporate Strategy & Planning (DCSP) • Head of Corporate Banking, Transaction & Finance (GBKF) • Head of SME & Commercial Business (DKM) • Head of Transaction Banking Product Development (DPD) • Head of Transaction Banking Business Development (DTB) • Head of Transaction Banking Partnership Solution Development (DST) • Head of Consumer Finance (DBK) • Head of Risk Management (MRK) 	Reserves voting rights
Secretary	Senior Advisor Risk Management Work Unit in charge of Asset Liability Management (ALM)	No voting rights

Guidelines of ALCO

BCA has guidelines that support the implementation of ALCO's duties and responsibilities, which are listed in the Board of Directors Decree No. 144/SK/DIR/2022 dated September 22, 2022 regarding the Asset Liability Committee (ALCO) Structure and the Board of Commissioner Decree No. 138/SK/KOM/2022 dated August 15, 2022 regarding Allocation of Board of Directors' Duties and Responsibilities and The Main Framework Organization of PT Bank Central Asia Tbk.

The scopes stipulated in the Decree concerning ALCO's Structure are as follows:

- **Organization scope**
 - Mission, Main Function, Position and Authority.
 - Position and Composition of Committee.
- **Completeness of Committee**
 - Committee Personnel.
 - Main Duties.
 - ALCO's Working Group.
 - Decision Making and Accountability.



2. Main Functions, Authorities, Duties, and Responsibilities of ALCO

Main Functions of ALCO

ALCO has the following functions:

- a. To establish and evaluate liquidity management policies and strategies to maintain liquidity in accordance with the applicable provisions, meet BCA's liquidity requirement, including unexpected fund requirements, and to minimize idle funds.
- b. To establish and evaluate policies and strategies related to market risks, such as interest rate risk and foreign exchange risk.
- c. To establish and evaluate pricing policies and strategies for funding products, loans and inter-office accounts.
- d. To establish and evaluate policies and strategies in structuring investment portfolios.
- e. To establish and evaluate policies and strategies for arranging balance sheet structure by anticipating changes in interest rates to achieve an optimal net interest margin.

Authorities of ALCO

ALCO has the authority to take strategic decisions in the management of the BCA's assets and liabilities within parameters set by the Board of Directors. The authority of ALCO are as follows:

- a. To establish interest rates on time deposits, savings, and current accounts.
- b. To establish lending rates.
- c. To establish funding and investment strategies.
- d. To establish hedging strategy where necessary.
- e. To establish limits relating to liquidity risk, interest rate risk, and foreign exchange risk according to the overall risk management policy.

Duties and Responsibilities of ALCO

ALCO members who have voting rights, have the following main duties:

- a. To provide input to the ALCO secretary for the preparation of meeting agenda and materials
- b. To provide input in the form of information and analysis in the ALCO meeting, regarding:
 - Methodology for determining price of funds and loans products.
 - Methodologies for measuring liquidity risk, interest rate risk and foreign exchange risk.
 - Pricing of funds and loan products.
 - Competitiveness of interest rates for funds and loan products.
 - Competitor bank strategy.
 - Constraints on the application of ALCO's decision results.
 - Customer behavior and its changes.

3. Meeting of ALCO

The terms of ALCO meetings are as follows:

- ALCO meetings are held as necessary and at least once every month.
- ALCO meetings are valid if attended by at least ½ (one-half) of the total members of ALCO plus 1 (one) member, including the chairman or alternate, or attended by 6 (six) Directors, including the chairman or alternate.

4. Decision Making

The decision-making provisions are as follows:

- Decision making in relation to the exercise of ALCO's authority will only be taken through Legitimate ALCO meeting decisions.
- ALCO meeting decisions are valid and binding if approved by ½ (one-half) of the members with voting rights present plus 1 (one) vote.

5. Frequency of ALCO Meetings in 2022

As of December 31, 2022, ALCO held 21 (twenty-one) meetings with details of the attendance of ALCO members as follows:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	21	21	100%
Deputy President Director (Suwignyo Budiman) ²⁾	8	6	75%
Deputy President Director I – IT & Digital Banking (DPD1) (Gregory Hendra Lembong) ³⁾	13	12	92%
Deputy President Director II – Business Banking & Operation (DPD2) (Armand W. Hartono)	21	19	90%
Risk Management Director (Antonius Widodo Mulyono) ⁴⁾	13	13	100%
Corporate Banking & Treasury Director (Rudy Susanto)	21	20	95%
Commercial & SME Banking Director (John Kosasih)	21	18	86%
Branch & Network Director (Frengky Chandra Kusuma)	21	21	100%
Credit Risk & Legal Director (Subur Tan)	21	20	95%
Transaction Banking Director (Santoso)	21	18	86%
Finance & Corporate Planning Director (Vera Eve Lim)	21	17	81%
Consumer Banking Director (Haryanto T. Budiman)	21	18	86%
Executive Vice President (EVP) in charge of Treasury and International Banking	21	16	76%
Executive Vice President (EVP) in charge of Corporate Banking & Transactions	21	13	62%
Executive Vice President (EVP) in charge of Finance & Accounting, Corporate Secretary & Corporate Communication, and Industry & Economic Research	21	18	86%
Member			
Head of Division or official representative			
Head of International Banking (DPI)	21	21	100%
Head of Treasury (DTR)	21	21	100%
Head of Finance & Accounting (DKP)	21	21	100%
Head of Corporate Strategy & Planning (DCSP)	21	21	100%
Head of Corporate Banking, Transaction & Finance (GBKF)	21	21	100%
Head of SME & Commercial Business (DKM)	21	21	100%
Head of Transaction Banking Product Development (DPD)	21	18	86%
Head of Transaction Banking Business Development (DTB)	21	21	100%
Head of Transaction Banking Partnership Solution Development (DST)	21	21	100%
Head of Consumer Finance (DBK)	21	21	100%
Head of Risk Management (MRK)	21	21	100%

Description:

¹⁾ Chairman of ALCO

²⁾ Serves as Deputy President Director until April 30, 2022

³⁾ Serves as Deputy President Director I – IT & Digital Banking since May 9, 2022.

⁴⁾ Serves as Risk Management Director since May 9, 2022.



The details of the implementation of ALCO meetings throughout 2022 are as follows:

No.	Date	Agenda
1	January 17, 2022	At ALCO meetings, among other things, the following are discussed:
2	January 28, 2022	a. Follow-up report on the previous ALCO meeting resolutions.
3	February 14, 2022	b. Economic parameters which include inflation, Bank Indonesia interest rates, Term Deposit, Rupiah and USD yield curves, Rupiah and USD market liquidity, and Rupiah exchange rate.
4	February 24, 2022	c. Liquidity reserves comprising primary and secondary Rupiah and foreign exchange reserves, Rupiah and foreign exchange fund structure, credit projection, liquidity projection.
5	March 15, 2022	d. Banking Book Interest Rate Risk based on Earnings Perspective (NII method) and Economic Value Perspective (EVE method).
6	March 29, 2022	e. Development of Trading Book and Forex Interest Rate Risk.
7	April 13, 2022	f. Yield and Cost of Funds in rupiah and Foreign Currency.
8	April 27, 2022	g. Analysis of Assets Liabilities Management.
9	May 17, 2022	h. Stress Test for Liquidity Risk and Stress Test for Exchange Rate Risk and Trading Book Interest Rate.
10	May 30, 2022	i. Development of Bank Funds on Total Banking
11	June 15, 2022	j. Proposed Fund interest rate, Credit and Basic Credit Interest Rates (SBDK)
12	June 27, 2022	k. Profit/loss projections.
13	July 25, 2022	
14	August 15, 2022	
15	August 29, 2022	
16	September 19, 2022	
17	September 28, 2022	
18	October 21, 2022	
19	November 9, 2022	
20	November 28, 2022	
21	November 13, 2022	

6. Accountability Reporting

Accountability and realization of the committee's work are reported through:

- Minutes of regular meetings.
- Minutes of special meetings held to discuss specific issues.
- Data and information related to the areas covered.
- Notes and ALCO's opinion regarding the minutes of meetings and relevant data and information.

7. Realization of Work Program in 2022

Throughout 2022, ALCO has realized the following work programs:

- Evaluating the strategy and the position of BCA's assets and liabilities in accordance with the objective of liquidity risk management, interest rate, and exchange rate.
- Evaluating and establish the changes in interest rates funds and loans, the interest rate on a credit basis, and the limit related to Asset Liability Management (ALM).
- Reviewing of the results of the simulation of the profit/loss in accordance with ALM strategy of BCA.
- Establishing policy and strategy in the arrangement of balance sheet structure and investment portfolio.

8. Work Plan of ALCO in 2023

ALCO has established work plans for 2023 as follows:

- Establish and evaluate policies and strategies for the management of BCA's assets and liabilities to ensure liquidity, interest rate and exchange rate risks are controlled.
- Establish and evaluate pricing policies and strategies for fund and loan products, as well as inter-office accounts.
- Establish and evaluate policies and strategies in structuring investment portfolios.
- Establish and evaluate policies and strategies for arranging balance sheet structure by anticipating changes in interest rates to achieve an optimal net interest margin.

II. RISK MANAGEMENT COMMITTEE

Risk Management Committee (RMC) was formed to ensure that the risk management framework offers adequate protection against all BCA risks.

RMC Guidelines

RMC is guided by OJK Regulation No. 18/POJK/03/2016, dated March 16, 2016, regarding the implementation of risk management for commercial banks and decree of Director No. 120/SK/DIR/2019 dated August 6, 2019 regarding Structure of RMC, in order to support the execution of its duties and obligations.

The following are included in the scope governed by the Risk Management Committee Structure:

- Organizational scope
 - Mission, Main Functions, Position, and Authorities
 - Committee Position and Composition
- Completeness of the Committee
 - Committee personnel
 - Main tasks
 - Accountability and Decision Making

1. Structure, Membership of RMC, and Voting Rights Status

The structure, membership and status of voting rights in the RMC are as follows:

Position on The Committee	Filled By	Voting Right Status
Chairman (concurrently as a permanent member)	Risk Management Director	Reserve Voting Rights
Permanent member ¹⁾	<ul style="list-style-type: none"> • All members of the Board of Directors • Executive Vice President of Credit Risk Analysis Group (EVP GARK) • Head of Compliance Work Unit • Head of Internal Audit Division³⁾ 	
Non-permanent members ²⁾	<ul style="list-style-type: none"> • Executive Vice President other than EVP GARK • All Division/Work Unit/Group Heads, excluding Permanent Members 	
Secretary (concurrently as permanent member)	Head of Risk Management Work Unit/Alternate Officer	

Notes:
¹⁾ If there is a concurrent position, the person concerned only has 1 (one) vote
²⁾ Attendance according to the topic discussed
³⁾ Do not have voting rights

2. Main Functions, Authorities, Duties, and Responsibilities of RMC

RMC's Primary Functions

The following are the primary functions of RMC:

- a. Create policies, strategies, and guidelines for risk management implementation.
- b. Improving risk management implementation based on the findings of evaluating the implementation of effective risk management processes and systems.
- c. Determine issues relating to business decisions that deviate from standard procedures (irregularities).

RMC Authority

RMC has the authority to review and make recommendations on risk management issues for the Board of Directors' approval.

RMC's Duties and Responsibilities

The following are the primary responsibilities of RMC members:

- a. Provide input to the RMC secretary in the form of topics to be discussed at the RMC meeting, as well as meeting materials.
- b. Provide input in the form of information and analysis related to the topics discussed at the RMC meeting. Topics that can be discussed at the RMC meeting include:
 - BCA's direction and goals in developing policies, strategies, and guidelines for risk management implementation, as well as making changes as needed.
 - Evaluation of the effectiveness of the risk management framework's implementation.
 - Trends and developments in BCA's total risk exposure, as well as recommendations for an acceptable level of overall risk tolerance (risk appetite).



- The findings of studies on the total risk exposure faced by BCA and its impact.
- Assessment of BCA's capital adequacy in the face of potential losses using various stress test scenarios.
- A proposal for the development of risk measurement methods, contingency plans under abnormal conditions (worst case scenario), and other methods related to BCA's risk management.
- Issues requiring determination (justification) in connection with business decisions that deviate from standard procedures (irregularities).
- Limits on authority, exposure, and credit portfolio concentration, as well as other risk-reducing parameters

3. Meeting of RMC

Some of the provisions concerning RMC meetings are as follows:

- RMC meetings are held on an as-needed basis, at least once every 3 (three) months or 4 (four) times a year.
- The RMC meeting is valid if at least $\frac{2}{3}$ (two-thirds) of the permanent members attend, or $\frac{1}{2}$ (one-half) of the permanent members attend with the approval of all permanent members.

4. Decision Making

The following provisions apply to decision making:

- Decisions regarding the use of the RMC's authority can only be made through a valid RMC meeting decision.
- The RMC meeting's decisions are valid and binding if approved by more than $\frac{1}{2}$ (one-half) of the members present.

5. Frequency of RMC Meetings in 2022

As of December 31, 2022, the RMC has held 4 (four) meetings, with details of the attendance of RMC members as follows:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)	4	4	100%
Deputy President Director (Suwignyo Budiman) *	1	0	0%
Deputy President Director (Armand W. Hartono)	4	3	75%
Deputy President Director (Gregory Hendra Lembong) ¹⁾	4	3	75%
Director of Credit and Legal (Subur Tan)	4	4	100%
Director of Commercial Banking & SME (John Kosasih)	4	3	75%
Director of Regional & Branch Network (Frengky Chandra Kusuma)	4	4	100%
Director of Corporate Banking & Treasury (Rudy Susanto)	4	3	75%
Director of Compliance and Human Resources (Lianawaty Suwono) ²⁾	4	1	25%
Director of Banking Transactions (Santoso)	4	4	100%
Director of Planning and Finance (Vera Eve Lim)	4	3	75%
Director of Consumer Banking (Haryanto T. Budiman) ²⁾	4	2	50%
Director of Risk Management (Antonius Widodo Mulyono) ³⁾	3	3	100%
EVP Credit Risk Analysis Group (GARK)	4	4	100%
Head of Compliance Work Unit	4	4	100%
Head of Risk Management Work Unit (Secretary)	4	4	100%
Head of Internal Audit Division	4	4	100%

Position	Number of Meetings	Attendance	Percentage
EVP Treasury Division and International Banking Division ⁴⁾	1	1	100%
Head of Treasury Division ⁴⁾	1	1	100%
EVP Operation Strategy & Development Group ⁴⁾	1	1	100%
Head of Enterprise Security Work Unit ⁴⁾	4	4	100%
Head of Human Capital Management Division ⁴⁾	1	1	100%

Notes:

¹⁾ Appointed as Deputy President Director starting May 25, 2022, replacing the previous Deputy President Director Mr. Suwignyo Budiman.

²⁾ Transfer of duties of the compliance function starting May 25, 2022.

³⁾ Appointed as Director starting May 25, 2022.

⁴⁾ The number of meetings for non-permanent members is in accordance with the invitation for related discussion topics.

⁵⁾ Number of meetings in accordance with the effective position as the Board of Directors.

Details of the RMC meetings throughout 2022 are as follows:

No.	Date	Agenda
1	March 30, 2022	Independent Treasury Activities Monitoring Function Cyber Risk Management in The Evolving Cyber Threat Landscape
2	August 22, 2022	Premi Program Restrukturisasi Perbankan (PRP) Leveraging White Hacker Community to Improve BCA Security Culture
3	November 9, 2022	Applying Control & Incident Simulation to Mitigate Risk & Improve Security Posture
4	November 29, 2022	- Propose Limit Digital Economy Loan Portfolio - Improving Cyber Resiliency Through Endpoint & Data Risk Mitigation

6. Accountability Reporting

The accountability and realization of RMC work are reported through:

- Periodic written reports to the Board of Directors at least once a year regarding the results of routine meetings in RMC meetings.
- Written reports to the Board of Directors on the outcomes of special meetings held to discuss specific issues.
- Special reports or activity reports (if needed).

7. Realization of Work Program in 2022

The realization of the RMC work program in carrying out its management duties during 2022 is as follows:

- Providing Information on the Independence of the Treasury's Supervision Function activities are still carried out as the first line of defense by the Treasury Division and as the second line of defense by the Risk Management Work Unit.
- Providing Information on the steps involved in Cyber Risk Management in the Evolving Cyber Threat Landscape.
- Providing information that BCA is a participant in the Banking Restructuring Program Premium (PRP).
- Providing information on future steps in improving the BCA security culture.

- Inform the steps in incident control and simulation to mitigate risk and improve security posture.
- Inform the proposed digital economic limit.
- Informing steps in endpoint risk mitigation and risk mitigation data.

8. Work Plan of RMC in 2023

RMC has developed the following work plan for 2023:

- Reviewing issues pertaining to the topic of RMC meetings.
- Provide information and analysis results related to topics discussed at RMC meetings in order to request Board of Directors recommendations.
- Other risk management-related issues.

III. INTEGRATED RISK MANAGEMENT COMMITTEE

The Integrated Risk Management Committee (IRMC) was formed to ensure that the risk management framework provides adequate protection for all risks faced by BCA and its Subsidiaries in an integrated manner.

**IRMC Guidelines**

The IRMC performs its duties and responsibilities with reference to:

- Directors Decree No. 121/SK/DIR/2019 dated August 6, 2019, regarding the Structure of the Integrated Risk Management Committee (IRMC).
- OJK Regulation No. 18/POJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks.
- OJK Regulation No. 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates.

The scope regulated in the Decree of the Board of Directors No. 121/SK/DIR/2019 concerning the Structure of the Integrated Risk Management Committee is as follows:

- **Organizational Scope**
 - Mission, Main Functions, Position, and Authorities.
 - Committee Position and Composition.
- **Completeness of the Committee**
 - Committee personnel.
 - Main tasks.
 - Decision Making and Accountability.

1. Structure, Membership of IRMC, and Voting Rights Status

Based on Directors Decree No. 121/SK/DIR/2019 dated August 6, 2019, concerning the Structure of the Integrated Risk Management Committee, the structure, membership, and status of the voting rights of the IRMC are as follows:

Position in the Committee	Served By	Voting Right Status
Chairman (concurrently as member)	Director in charge of the integrated risk management function	
Permanent member ¹⁾	<ul style="list-style-type: none"> • All members of the Board of Directors • Head of Compliance Work Unit • Head of Internal Audit Division³⁾ 	Reserve voting right
Non-Permanent member ²⁾		
1. Executive Officer	<ul style="list-style-type: none"> • All Executive Vice Presidents • All Heads of Divisions/Groups/Work Units related/related to Subsidiaries, excluding Permanent Members 	
2. Director of Subsidiary ¹⁾	Director who represents and is appointed from the Subsidiary	
Secretary (concurrently as permanent member)	Head of Risk Management Work Unit/Alternate Officer	

¹⁾ JThe number and composition are adjusted to the needs as well as the efficiency and effectiveness of the implementation of the IRMC tasks by considering, namely representation of each financial services sector.

²⁾ If there is a concurrent position, the person concerned only has 1 (one) vote.

³⁾ According to the topic discussed.

⁴⁾ No voting rights

2. Main Functions, Authorities, Duties, and Responsibilities of IRMC**Main Functions of IRMC**

The IRMC's main function is to make recommendations to the Board of Directors, which at least includes:

- Developing integrated risk management policies.
- Based on the results of the implementation evaluation, improve or refine the integrated risk management policy.

IRMC Authority

The IRMC has the authority to review and make recommendations on issues relating to integrated risk management for the Board of Directors decision.

Duties and Responsibilities of IRMC

The IRMC's main tasks in carrying out its functions are as follows:

- Provide input to the IRMC secretary in the form of topics and meeting materials to be discussed at the IRMC meeting.
- Contribute information and analysis related to the topics discussed at the IRMC meetings.

Topics that can be discussed at the IRMC meeting include:

- BCA's direction and goals in formulating policies, strategies, and guidelines for implementing integrated risk management, as well as changes to them if necessary.
- Assessment of the effectiveness of the integrated risk management framework implementation.
- The integrated risk exposure development and trends, as well as recommending an overall risk level that can be taken (risk appetite) and risk tolerance.
- Findings from studies on total integrated risk exposure and its impact.
- Assessment of BCA's capital adequacy in the face of potential losses using various stress testing scenarios.
- Proposed the development of risk measurement methods, contingency plans for abnormal conditions (worst case scenario), and other integrated risk management methods.
- Issues requiring determination (justification) in connection with business decisions that deviate from standard procedures (irregularities).
- Limits on authority, exposure, and credit portfolio concentration, as well as other risk-management parameters.

- Improvements to integrated risk management implementation made on a regular or incidental basis as a result of changes in internal and external conditions affecting capital adequacy, risk profile, and ineffective implementation of integrated risk management based on evaluation results.

3. Meeting of IRMC

The provisions of the IRMC meeting are as follows:

- IRMC meetings are held as needed and at least once per semester.
- The IRMC meeting is valid if it is attended by more than ½ (half) of the total permanent members.

4. Decision Making

Provisions for decision-making by the IRMC are as follows:

- Decision making in relation to the use of the IRMC's authority is only made through a valid decision of the IRMC meeting.
- The decisions of the IRMC meeting are valid and binding if approved by more than ½ (half) of the members present.

5. Frequency of IRMC Meetings in 2022

As of December 31, 2022, the IRMC has held 3 (three) meetings with the following details:

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	3	3	100%
Deputy President Director (Gregory Hendra Lembong) ^{1) a)}	3	2	67%
Deputy President Director (Suwignyo Budiman) ^{1) b)}	1	0	0%
Deputy President Director (Armand W. Hartono) ¹⁾	3	3	100%
Director of Credit and Legal (Subur Tan) ¹⁾	3	3	100%
Director of Corporate Banking and Treasury (Rudy Susanto) ¹⁾	3	2	67%
Director of Compliance and Human Resource (Lianawaty Suwono) ^{1) c)}	3	2	67%
Director of Banking Transaction (Santoso) ¹⁾	3	3	100%
Director of Finance and Corporate Planning (Vera Eve Lim) ¹⁾	3	3	100%
Director of Consumer Banking (Haryanto T. Budiman) ^{1) d)}	3	3	100%
Director of Regional and Branch Network (Frengky Chandra) ¹⁾	3	2	67%
Director of Commercial Banking and SME (John Kosasih) ¹⁾	3	3	100%
Director of Risk Management (Antonius Widodo Mulyono) ^{1) e)}	2	2	100%
Head of Compliance Work Unit ¹⁾	3	3	100%
Head of Risk Management Work Unit (Secretary) ¹⁾	3	3	100%
Head of Internal Audit Division ¹⁾	3	3	100%



Position	Number of Meeting	Attendance	Percentage
Executive Vice President (EVP) in charge of Finance & Accounting, Corporate Secretary & Corporate Communication, and Industry & Economic Research ²⁾	1	1	100%
Head of Enterprise Security Work Unit ²⁾	1	1	100%
Director of PT BCA Finance ²⁾	3	3	100%
Director of PT BCA Multi Finance ²⁾	3	3	100%
Director of PT Bank BCA Syariah ²⁾	3	3	100%
Director of BCA Finance Limited ²⁾	3	3	100%
Director of PT BCA Sekuritas ²⁾	3	0	0%
Director of PT Asuransi Umum BCA ²⁾	3	3	100%
Director of PT Asuransi Jiwa BCA ²⁾	3	2	67%
Director of PT Central Capital Ventura ²⁾	3	2	67%
Director of PT Bank Digital BCA ²⁾	3	3	100%

Notes:

a) Served as Deputy President Director since May 2022.

b) The term of office as Vice President Director ends in April 2022.

c) Served as Director in charge of Compliance since May 2022.

d) Served as Director of Compliance and Risk Management until April 2022, before serving as Director of Consumer Banking since May 2022.

e) Served as Director of Risk Management since May 2022.

f) Permanent Members.

g) The number of non-permanent member meetings is in accordance with the invitation for the related topic of discussion.

The implementation of the IRMC meetings throughout 2022 is as follows:

No.	Date	Agenda
1	March 30, 2022	<ul style="list-style-type: none"> BCA Financial Conglomerate Integrated Risk Profile Report Semester II 2021 Update on Preparation for Implementating OJK Circular Letter concerning Risk-Weighted Assets (RWA) Operational Risk Consolidately
2	June 28, 2022	<ul style="list-style-type: none"> BCA Financial Conglomerate Integrated Stress Test for 2022 BCA Subsidiaries Security Postures & Improvement Plan
3	November 4, 2022	<ul style="list-style-type: none"> BCA's Financial Conglomerate Integrated Risk Profile Report Semester I 2022 Review BCA's Financial Conglomerate Integrated Risk Limit

6. Accountability Reporting

The accountability and realization of IRMC work are carried out through:

- Periodic written reports at least once a year to the Board of Directors regarding the results of routine meetings in the IRMC.
- Written reports to the Board of Directors regarding the results of special meetings held to discuss certain matters.
- Special reports or activity reports (if needed).

7. Realization of the Work Program in 2022

The IRMC completed the following work programs in 2022:

- Providing information on the BCA's Financial Conglomerate Integrated Risk Profile Report Semester II 2021.
- Providing Updates on the Preparation for the Consolidated Implementation of OJK Circular Letter concerning Risk-Weighted Assets (RWA) for Operational Risk.
- Providing Information about the results of the BCA's Financial Conglomerate Integrated Stress Test in 2022.
- BCA Subsidiaries Security Postures & Improvement Plan.
- Providing information on the BCA's Financial Conglomerate Integrated Risk Profile Report Semester I of 2022.
- Informing pertaining to BCA's Financial Conglomerate Integrated Risk Limit Review.

8. Work Plan of IRMC in 2023

The IRMC has prepared a work plan for 2023, including:

- Providing information on the results of the integrated stress test of the BCA Financial Conglomerate in 2023.
- Providing Information on the BCA Financial Conglomerate Integrated Risk Profile Report, Semester II of 2022.
- Providing Information on the BCA Financial Conglomerate Integrated Risk Profile Report, Semester I of 2023.
- Other issues related to integrated risk management.

IV. CREDIT POLICY COMMITTEE

The Credit Policy Committee (CPC) was established to direct the granting of credit through the formulation of credit policies in order to achieve prudent credit targets.

Guidelines of CPC

The CPC carries out its duties and responsibilities based on the Board of Directors' Decree No. 163/SK/DIR/2022 dated October 5, 2022 concerning Credit Policy Committee (CPC) Structure and OJK regulation No. 42/POJK.03/2017 dated July 12, 2017 concerning the requirement to compile and implement bank credit or financing policies for commercial banks.

The scopes stipulated in the Structure of the Credit Policy Committee are as follows:

- Organizational Scope**
 - Mission, Main Function, Position and Authority.
 - Position and Composition of Committee.
- Completeness of Committee**
 - Committee Personnel.
 - Main Duties.
 - Decision Making and Accountability.

1. Structure, Membership of CPC, and Voting Rights Status

Based on the Board of Directors' Decree No. 163/SK/DIR/2022 dated October 5, 2022, concerning Credit Policy Committee (CPC) Structure, the structure, membership, and voting rights status of the CPC are as follows:

Position in the Committee	Served By	Voting Rights Status
Chairman (concurrently as a member)	President Director	Reserve voting rights
Permanent member ¹⁾	<ul style="list-style-type: none"> Deputy President Director I – IT & Digital Banking Credit Risk & Legal Director Risk Management Director Compliance & Human Capital Management Director Corporate Banking & Treasury Director ²⁾ Commercial & SME Banking Director ²⁾ Consumer Banking Director ²⁾ Transaction Banking Director ²⁾ Executive Vice President (EVP) in charge of Credit Risk Analysis ²⁾ Executive Vice President (EVP) in charge of Corporate Banking & Transaction ²⁾ Executive Vice President (EVP) in charge of Treasury & International Banking ²⁾ Head of Credit Risk Analysis and/or Head of SME & Commercial Business and/or Head of Corporate Banking, Transaction & Finance and/or Head of Consumer Finance and/or Head of Transaction Banking Services and/or Head of International Banking or Substitute Officer ²⁾ Head of Internal Audit or Substitute Officer Head of Compliance or Substitute Officer 	Reserve voting rights
Secretary (concurrently as permanent member)	Head of Risk Management or Substitute Officer	Reserve voting rights

Notes:

¹⁾ Other directors have the right to attend CPC meetings, but without voting rights.

²⁾ According to the topic discussed.



2. Main Functions, Authorities, Duties, and Responsibilities of CPC

Main Functions of CPC

CPC has the following main functions:

- Assist the Board of Directors in formulating credit policies, especially those relating to prudential principle in credit.
- Monitor and evaluate the implementation of credit policies in order to be implemented consistently and consequently.
- Conduct periodic reviews of the Bank Basic Credit Policy of BCA.
- Monitor the development and condition of the credit portfolio.
- Provide suggestions and corrective measures for the results of monitoring and evaluation that have been carried out.

Authorities of CPC

CPC has the authority to provide recommendations on corrective measures to the Board of Directors on issues relating to credit policy.

Duties and Responsibilities of CPC

Main duties of the CPC members are as follows:

- Provide input to the CPC secretary in preparing the agenda and meeting materials.
- Provide opinions in the form of information and analysis at CPC meetings to form CPC decisions, concerning:
 - Development of credit policies (Corporate Loans, Commercial Loans, SME Loans, Small Enterprises Loans, Consumer Loans, Credit Card, and Interbank Credit) in accordance with the mission and business plan of BCA.

- Compliance with statutory provisions in granting credit.
- Development and quality of the overall credit portfolio.
- The veracity of exercise authority to decide on credit.
- The veracity of the process of granting, developing, and quality of credit given to related parties and certain large debtors.
- The veracity of the implementation of the legal lending limit (LLL).
- Settlement of non-performing loans in accordance with the provisions of the credit policy.
- BCA's fulfillment of adequacy of the allowance for credit write-offs.
- Results of supervision of the application and implementation of the bank basic credit policy.

3. Meeting of CPC

The provisions in implementing CPC meetings are as follows:

- CPC meetings are held as needed and at least once per year.
- CPC meetings are valid if attended by at least $\frac{2}{3}$ (two-thirds) of the total members.

4. Decision Making

The decision-making provisions of the CPC are as follows:

- Decision making regarding to the use of the CPC's authority can be carried out through circulation to CPC members or through legitimate CPC meetings.
- Decisions through meetings or circulations to CPC members will be considered valid and binding if approved by more than $\frac{1}{2}$ (one-half) of the members present.

5. Frequency of CPC Meetings in 2022

As of December 31, 2022, the CPC had held 1 meeting, with the following details on CPC member attendance:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)	1	1	100%
Deputy President Director I (Suwignyo Budiman) ²⁾	-	-	-
Deputy President Director I – IT & Digital Banking (Gregory Hendra Lembong) ³⁾	1	1	100%
Credit Risk & Legal Director (Subur Tan)	1	1	100%
Commercial & SME Banking Director (John Kosasih) ¹⁾	1	1	100%
Corporate Banking & Treasury Director (Rudy Susanto) ¹⁾	1	1	100%
Transaction Banking Director (Santoso) ¹⁾	1	1	100%
Risk Management Director (Antonius Widodo Mulyono) ⁴⁾	1	1	100%
Compliance & Human Capital Management Director (Lianawaty Suwono) ⁵⁾	1	0	0%
Branch & Network Director (Frengky Chandra Kusuma) ⁶⁾	1	1	100%
Executive Vice President (EVP) in charge of Treasury & International Banking ¹⁾	1	1	100%
Executive Vice President (EVP) in charge of Credit Risk Analysis ¹⁾	1	1	100%
Executive Vice President (EVP) in charge of Corporate Banking & Transaction ¹⁾	1	0	0%
Head of Credit Risk Analysis or replacement official ¹⁾	1	1	100%
Head of SME & Commercial Business or alternate official ¹⁾	1	1	100%
Head of Corporate Banking, Transaction & Finance or alternate official ¹⁾	1	1	100%
Head of Consumer Finance or alternate official ¹⁾	1	1	100%
Head of Transaction Banking Services or alternate official ¹⁾	1	1	100%
Head of International Banking or alternate official ¹⁾	1	1	100%
Head of Internal Audit or replacement for the head	1	1	100%
Head of Compliance or alternate official	1	1	100%
Head of Risk Management or alternate official	1	1	100%

Description:

¹⁾ According to the topic discussed.

²⁾ At the AGMS on March 17, 2022, the Director's office term has ended.

³⁾ Appointed as Deputy President Director I based on OJK Letter No. 10/KDK.03/2022 dated April 22, 2022.

⁴⁾ Appointed as Director based on OJK Letter No. No. 9/KDK.03/2022 dated April 22, 2022 and effective from May 9, 2022.

⁵⁾ Appointed as Director in charge of the Compliance function based on OJK Letter No. 8/KDK.03/2022 dated April 22, 2022.

⁶⁾ In accordance with the topics discussed but do not have voting rights.

Details of the implementation of CPC meetings throughout 2022 are as follows:

No.	Date	Agenda
1.	September 7, 2022	<ol style="list-style-type: none"> 1. The Authority to Approve Credit with respect to the most recent Allocation of Board of Directors' Duties and Responsibilities and Director's substitute. 2. Delegation of Authority from 3 Directors to 2 Directors in stages. 3. The Authority to Decide Normal Restructuring.



6. Accountability Reporting

Responsibilities and work realization of the CPC are reported through:

- Periodic written reports to the Board of Directors with a copy to the Board of Commissioners regarding the results of supervision, monitoring and evaluation of the implementation of the Bank Basic Credit Policy as well as suggestions for the necessary improvements.
- Reports related to data and other information relating to the results of supervision, monitoring and evaluation of activities.

7. Realization of Work Program in 2022

Throughout the organization in 2022, the CPC has implemented the work program, which provides recommendations concerning the following:

1. The authority to approve credit with respect to the most recent allocation of board of directors' duties and responsibilities and director's substitute.
2. Delegation of authority from 3 (three) Directors to 2 (two) Directors in stages.
3. The authority to decide normal restructuring.

8. CPC Work Plan in 2023

CPC has established work plans for 2023 as follows:

- Evaluate and recommend credit policies.
- Monitor the implementation of credit policies to ensure BCA's compliance towards the applicable credit policies.
- Monitor the development and quality of the credit portfolio as a whole.
- Identify new regulations issued by regulators and their impact on BCA's internal policies.

V. CREDIT COMMITTEE

The Credit Committee (CC) was formed to assist the Board of Directors in evaluating and/or making credit decisions within the authority limits set by the Board of Directors, as stipulated in the BCA's Articles of Association, while taking business development into account and implementing the prudent principle.

CC Guidelines

The formation of CC is guided by OJK Regulation No. 42/POJK.03/2017 dated July 12, 2017, concerning Obligations for Preparation and Implementation of Bank Credit or Financing Policies for Commercial Banks, and Director's Decree No. 176/SK/DIR/2019 dated November 5, 2019, concerning Credit Committee Structure. The Decree serves as the CC's guideline for carrying out its duties and responsibilities.

The coverage regulated in the Credit Committee Structure Decree is as follows:

- **Organizational Scope**
 - Mission, Main Functions, Position, and Authorities.
 - Committee Position and Composition.
- **Completeness of the Committee**
 - Committee personnel.
 - Main tasks.
 - Decision Making and Accountability.

CC level

In carrying out its activities, CC is grouped by credit category, namely:

1. Corporate Credit.
2. Commercial Credit.

1. Structure, Membership of CC, and Status of Voting Rights

Based on Directors' Decree No. 176/SK/DIR/2019 concerning the Structure of the Credit Committee, it regulates the structure, membership, and voting right status of the CC, namely as follows:

Structure, Membership of Corporate CC and Voting Rights Status of Corporate CC

Position in the Committee	Served By	Voting Right Status ¹⁾
Chairman (concurrently as member)	Director of Credit and Legal (DKR)	Reserve voting right
Permanent member	<ul style="list-style-type: none"> President Director (PD) Deputy President Director (WP1) Director of Corporate Banking (DBK) EVP GARK EVP GBKF²⁾ EVP DTR-DPI²⁾ 	
	<ul style="list-style-type: none"> Head of GBKF²⁾ Head of DPI²⁾ 	No voting right
Non-permanent member	<ul style="list-style-type: none"> Other Directors who have credit approval authority Director of Compliance and Risk Management (DCR)³⁾ 	Reserve voting right
Secretary (concurrently as permanent member)	Head of GARK	No voting right

Description:
¹⁾ Decision making through meetings is carried out by a voting mechanism.
²⁾ According to the topic discussed.
³⁾ Reserve voting rights in terms of deciding credit settlement and matters related to risk management

Structure, Membership of Commercial CC, Voting Right Status of Commercial CC

Position in the Committee	Served By	Voting Right Status ¹⁾
Chairman ²⁾ (concurrently as permanent member)	Head of GARK based on compliance with the commercial credit exposure handled	Reserve voting right
Permanent member	<ul style="list-style-type: none"> Director of Commercial Banking and SME (DKS) Credit and Legal Director (DKR) EVP GARK Head of Regional Office 	
Non-permanent member	<ul style="list-style-type: none"> Director of Compliance and Risk Management (DCR)³⁾ 	
Secretary (concurrently as permanent member)	Credit Adviser	No voting right

Description:
¹⁾ Decision making through meetings is carried out by a voting mechanism.
²⁾ The implementation of the duties of the Chairman may alternate between Group Heads based on Compliance with the commercial credit exposure being handled.
³⁾ Reserve voting rights in terms of deciding, credit settlement and matters related to risk management.

2. Main Functions, Authorities, Duties, and Responsibilities of CC

Main Functions of CC

Some of the main functions of the CC are as follows:

- Provide direction and, if necessary, conduct a more in-depth and comprehensive credit analysis.
- Provide decisions or recommendations on draft credit decisions submitted by recommenders/proposers related to:
 - Major debtors.
 - Specific industry.
 - Special request from the Board of Directors.
- Discuss credit applications, which are Board of Directors decisions that must be approved by the Board of Commissioners, and meeting minutes are attached when seeking approval from the Board of Commissioners (except for credit extensions).
- Coordinate with the Asset and Liability Committee (ALCO) on credit funding issues and changes to corporate loan interest rates.



CC Authority

CC has the authority to make decisions or recommend draft credit decisions that refer to the provisions governing the authority to decide on credit as contained in the Corporate Credit Provisions Manual and the Commercial Credit Provisions Manual.

The scope of authority possessed by CC is as follows:

- In terms of authority level:
CC has the authority to decide on credit in accordance with the maximum level of authority set for each type of CC.
- In terms of the credit decision object:
 - Provide credit decisions for corporate and commercial categories above a certain value.
 - Make decisions on credit facility proposals.
 - Establish a plan to take over/purchase credit, both restructured and non-restructured, from other financial institutions.

Duties and Responsibilities of CC

Some of the duties of CC members are as follows:

- Provide direction and, if necessary, carry out a more comprehensive credit analysis if the information presented is insufficient for decision making.
- Consider the credit decision draft submitted by the recommender/proposer.
- Make credit decisions based on professional skills in an honest, objective, accurate, and thorough manner.
- Provide input to the secretary regarding the need for CC meetings.

3. Meeting of CC

Provisions regarding the implementation of CC meetings are as follows:

- CC meetings are held as needed, at least 6 (six) times per year.
- A CC meeting can be held and declared valid if it is attended by at least 3 (three) members with voting rights.
- CC meetings can be held through the teleconference media.
- For Corporate CC, the Director of Compliance and Risk Management or its replacement is required to attend every CC meeting.
- Commercial CC meetings can be held either at the head office or at the local regional office.
- Each CC meeting must be recorded in the minutes of meeting.

4. Decision Making

Provisions regarding decision-making by CC are as follows:

- Making credit decisions can be accomplished through the approval of draft decisions that are circulated in writing, the confirmation of approval via electronic mail (circular memo) to members of the CC or a valid CC meeting. If the decision draft circulated is not approved by a member of the CC, the Secretary of the CC will reschedule the CC meeting as soon as possible.
- For Corporate Creditors, if the credit decision taken at a Credit Committee meeting does not comply with the provisions regarding the authority of the Board of Directors in deciding credit, then the draft credit decision is circulated for approval by other Directors and/or the Board of Commissioners.
- Supervisor and resources do not have voting rights in making credit decisions.

5. Frequency of CC Meetings in 2022

Throughout 2022, meetings of the Corporate CC were held 25 (twenty-five) times and meetings of the Commercial CC were held 8 (eight) times. The following are the meeting implementation and attendance levels for corporate CC and commercial CC:

Meeting Frequency and Attendance Level of Corporate CC Members in 2022

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) ²⁾	25	25	100%
Deputy President Director 1 (Suwignyo Budiman) ²⁾⁶⁾	8	6	75%
Deputy President Director 1 (Gregory Hendra Lembong) ²⁾⁵⁾	17	11	64,71%
Director of Credit and Legal (Subur Tan) ¹⁾	25	25	100%
Director of Corporate Banking (Rudy Susanto) ²⁾	25	24	96%
Director of Compliance and Risk Management (Haryanto T. Budiman) ³⁾	8	6	75%
Director of Compliance and Human Resource (Lianawaty Suwono) ³⁾⁵⁾	17	12	70,59%
Director of Risk Management (Antonius Widodo Mulyono) ³⁾⁵⁾	17	14	82,35%
Executive Vice President (EVP) GARK ²⁾	25	25	100%
Executive Vice President (EVP) GBKF ²⁾	25	10	40%
Executive Vice President (EVP) DTR-DPI ²⁾	25	3	12%
Head of GARK ²⁾	25	25	100%
Head of GBKF ²⁾	25	25	100%
Head of DPI	25	3	12%
Head of Compliance Unit or its Substitute ⁴⁾	25	25	100%

Description:

¹⁾ Chairman (Concurrently as Permanent Member).

²⁾ Permanent member.

³⁾ Non-Permanent Members. According to the topic discussed.

⁴⁾ Supervisor.

⁵⁾ Mr. Gregory Hendra Lembong, Mrs. Lianawaty Suwono and Mr. Antonius Widodo Mulyono served as Director of Compliance and Director of Risk Management dated May 9, 2022.

⁶⁾ Mr. Suwignyo Budiman serves as Deputy President Director 1 until April 30, 2022.

Frequency of Meetings and Attendance Level of Commercial CC Members in 2022

Position	Number of Meeting	Attendance	Percentage
Director of Credit and Legal (Subur Tan) ²⁾	8	8	100%
Director of Commercial Banking and SME (John Kosasih) ²⁾	8	8	100%
Director of Compliance and Risk Management (Haryanto T. Budiman) ³⁾	4	0	0%
Director of Compliance and Human Resource (Lianawaty Suwono) ³⁾⁴⁾	4	0	0%
Director of Risk Management (Antonius Widodo Mulyono) ³⁾⁴⁾	4	0	0%
Executive Vice President (EVP) GARK ²⁾	8	8	100%
Head of GARK ¹⁾	8	8	100%
Head of Regional Office ²⁾	8	8	100%
Credit Adviser ²⁾	8	8	100%

Description:

¹⁾ Chairman (Concurrently as Permanent Member)

²⁾ Permanent member

³⁾ Non-Permanent Members

⁴⁾ Mrs. Lianawaty Suwono and Mr. Antonius Widodo Mulyono served as Director of Compliance and Director of Risk Management dated May 9, 2022.



The implementation of Corporate CC meetings throughout 2022 is as follows:

No.	Date	Agenda
1	January 11, 2022	Decisions or recommendations on corporate credit decisions drafts submitted by recommenders/proposers are made at these meetings.
2	January 18, 2022	
3	February 22, 2022	
4	March 10, 2022	
5	March 15, 2022	
6	March 24, 2022	
7	March 31, 2022	
8	April 7, 2022	
9	May 24, 2022	
10	June 14, 2022	
11	June 23, 2022	
12	June 28, 2022	
13	June 30, 2022	
14	July 12, 2022	
15	July 28, 2022	
16	August 18, 2022	
17	September 1, 2022	
18	September 20, 2022	
19	September 27, 2022	
20	October 17, 2022	
21	November 8, 2022	
22	November 29, 2022	
23	December 6, 2022	
24	December 15, 2022	
25	December 22, 2022	

The implementation of Commercial CC meetings throughout 2022 is as follows:

No.	Date	Agenda
1	January 18, 2022	Decisions or recommendations on commercial credit decisions drafts submitted by recommenders/proposers are made at these meetings.
2	February 9, 2022	
3	March 29, 2022	
4	April 19, 2022	
5	June 29, 2022	
6	August 19, 2022	
7	September 15, 2022	
8	October 24, 2022	

6. Accountability Reporting

The CC's accountability can be communicated through the CC's minutes of meetings, circular decision memorandums, and CC's periodic reports.

7. Realization of Work Program in 2022

Throughout 2022, CC has made decisions or recommendations on lending (new, additional, reduced and/or extended, restructuring, and COVID-19 restructuring) according to authority limits, including determining/changing credit structures.

8. Work Plan of CC in 2023

CC has established a work plan for 2023, namely recommending and/or terminating credit grants (new, additional, decreasing and/or extending, and COVID-19 restructuring) according to authority limits, including determining/changing credit structures.

VI. INFORMATION TECHNOLOGY STEERING COMMITTEE

The Information Technology Steering Committee (ITSC) was established to ensure the implementation of the information technology (IT) system is in line with the BCA's strategic plans. In addition, the implementation aims to improve the BCA's competitive advantage through the utilization of appropriate IT functions. The ITSC was established based on the Board of Directors Decree No. 167/SK/DIR/2022 dated October 7, 2022 concerning Information Technology Steering Committee (ITSC) Structure.

Guideline/Charter

The ITSC carry out the duties and responsibilities in accordance to the Board of Directors' Decree No. 128/SK/DIR/2017 dated October 10, 2017 concerning Information Technology Steering Committee Charter and based on Risk Management Basic Policy of Information Technology Use.

The scopes stipulated in the Information Technology Steering Committee Charter are as follows:

- ITSC Mission
- ITSC Main Function
- ITSC Authorities
- ITSC Responsibilities

1. Structure, Membership of ITSC, and Status of Voting Rights

In accordance with the Board of Directors Decree No. 167/SK/DIR/2022 dated October 7, 2022 regarding Information Technology Steering Committee (ITSC) Structure, the Board of Commissioners Decree No. 138/SK/KOM/2022 dated August 15, 2022 regarding Allocation of Board of Directors' Duties and Responsibilities and The Main Framework Organization of PT Bank Central Asia Tbk, the Board of Directors Decree No. 126/SK/DIR/2022 regarding the revision of the Organizational Structure of the Strategic Information Technology Group (GSIT), and the Board of Directors Decree No. 086/SK/DIR/2022 regarding the Organizational Structure of the Operation Strategy & Development Group (POL), the structure, membership and status of the voting rights of ITSC are as follows:

Position in the Committee	Served By	Voting Rights Status
Chairman (concurrently as member)	Deputy President Director (IT & Digital Banking)	Reserves voting rights
Secretary	Head of Enterprise IT Architecture, Data Management & Service Quality Group	No voting rights
Member	<ul style="list-style-type: none"> • Deputy President Director (Business Banking & Operation)¹⁾ • Risk Management Director • Branch Network Director • Head of Enterprise Security • Head of Risk Management • Head of Compliance • Executive Vice President (EVP) Strategic Information Technology Group (GSIT)²⁾ • Strategic Information Technology Group (GSIT) :³⁾ <ul style="list-style-type: none"> - Head of Enterprise IT Architecture, Data Management & Service Quality Group - Head of Application Management Group - Head of IT Infrastructure & Operations Group - Head of Digital Innovation Solutions Group • Executive Vice President Operation Strategy & Development Group (POL) • Head of Unit for Main IT Users⁴⁾ • Head of Internal Audit 	Reserves voting rights
		No voting rights

Description:

¹⁾ Become a mandatory member until October 1, 2022

²⁾ Become a member effectively as of October 1, 2022

³⁾ GSIT has only 1 (one) vote, represented by EVP as of October 1, 2022

⁴⁾ Participation in meetings depends on the topic of the meeting that is relevant to the work unit concerned.



2. Main Functions, Authorities, Duties, and Responsibilities of ITSC

Main Functions of ITSC

The ITSC has the following main functions:

- Review and recommend IT strategic plans to be in line with the BCA's business plans.
- Conduct periodic evaluations of IT support for BCA's business activities.
- Ensure the IT investments provide added value to BCA.

Authorities of ITSC

The ITSC has the following authorities:

- Provide recommendations to the Board of Directors on the IT strategic plans to align with the BCA's strategic business activities plans.
- Provide recommendations for strategic measures to minimize the risk of BCA's investment in the IT sector.
- Provide recommendations for investment feasibility in the IT sector that can contribute towards the achievement of BCA's business objectives.
- Provide recommendations on the formulation of the key IT policies, standards, and procedures.

Duties and Responsibilities of ITSC

The ITSC has the following responsibilities:

- Review the IT strategic plans to align with the strategic BCA's business activities plan.
- Review the effectiveness of strategic measures to minimize the risk of BCA's investment in the IT sector.
- Review the investment feasibility in the IT sector that can contribute towards the achievement of BCA's business objectives.
- Review the formulation of the key IT policies, standards, and procedures.
- Monitor and ensure the conformity of the approved IT projects with the IT strategic plans.
- Monitor and ensure the alignment of IT projects implementation with the agreed project plans (project charter).

- Review and ensure the alignment of the IT with the requirement for management information system and the needs for BCA's business activities.
- Oversee the IT performance and the efforts to improve it
- Monitor the efforts to solve the variety of issues related to IT, which cannot be resolved by user work units and the IT work unit effectively, efficiently, and timely manner.
- Ensure the adequacy and allocation of the resources owned by BCA.

3. Meeting of ITSC

The following are the provisions of the ITSC meetings:

- ITSC meetings are held in accordance with the needs of BCA, at least 4 (four) times per year.
- ITSC meeting can only be held if it is attended by at least $\frac{2}{3}$ (two thirds) of the total of invited members and reserves the voting rights.

4. Decision Making

The following are the provisions of the ITSC related to the decision making in the meeting:

- The decision making in relation to the authority utilization of ITSC can only be exercised through a legitimate ITSC meeting.
- The ITSC meeting decision are valid and binding if agreed by at least $\frac{1}{2}$ (one-half) of the total members present and reserves the voting rights plus 1 (one) vote.

5. Frequency of ITSC Meetings in 2022

As of December 31, 2022, the ITSC held 4 (four) meetings with the following details:

Schedule and Frequency of ITSC Meetings in 2022

Position	Number of Meetings	Attendance	Percentage
Deputy President Director (IT & Digital Banking) ¹⁾	4	4	100%
Deputy President Director (Business Banking & Operation) ²⁾	2	2	100%
Risk Management Director	4	4 ⁶⁾	100%
Branch Network Director	4	4 ⁶⁾	100%
Head of Enterprise Security	4	4	100%
Head of Risk Management	4	4	100%
Head of Compliance	4	4 ⁶⁾	100%
Executive Vice President (EVP) Strategic Information Technology Group (GSIT) ³⁾	2	2	100%
Strategic Information Technology Group (GSIT) ⁴⁾ : - Head of Data Management and IT Management Group office	2	2	100%
- Head of IT Architecture and Service Quality Group	2	1 ⁷⁾	50%
- Head of Enterprise IT Architecture, Data Management and Service Quality	2	2	100%
- Head of Application Management Group	4	4 ⁶⁾	100%
- Head of IT Infrastructure and Operations Group	4	3 ⁶⁾	75%
- Head of Digital Innovation Solutions Group	4	2	50%
Executive Vice President Operation Strategy & Development Group (POL)	4	3 ⁶⁾	75%
Head of Internal Audit ⁵⁾	4	3 ⁷⁾	75%

Description:

¹⁾ Chairman, Director in charge of IT

²⁾ Become a member of the committee until October 1, 2022

³⁾ Become a member effectively as of October 1, 2022

⁴⁾ GSIT has only 1 (one) voting right, represented by EVP IT as of October 1, 2022

⁵⁾ No Voting Rights.

⁶⁾ Presence represented 1 time.

⁷⁾ Presence represented 2 times.

The following are the agenda for ITSC meetings throughout 2022:

No.	Date	Agenda
1	April 6, 2022	<ul style="list-style-type: none"> Budget Plan 2022 New Data Center (Update) Swing Automation
2	July 20, 2022	<ul style="list-style-type: none"> Resiliency (Better/Always On) – Automate Recovery Orchestration Regulatory – Migration of API BCA to SNAP
3	October 10, 2022	<ul style="list-style-type: none"> Always On – Parallel Sysplex Alternative Faster Delivery – Development myBCA Update Bot in KlikBCA Governance, Risk, Compliance – Impact & Opportunity of New OJK Regulation
4	December 21, 2022	GSIT Performance Update 2022

6. Accountability Reporting

Accountability report/realization of ITSC work is submitted through minutes of ITSC meetings with the following provisions:

- ITSC members' presence in the meeting has fulfilled the quorum.
- The ITSC meeting results must be stated in the minutes of meeting and properly documented.
- Minutes of meetings are prepared by the ITSC secretary and signed by the ITSC chairman.



7. Realization of Work Program in 2022

Throughout 2022, ITSC has implemented work programs including:

- Evaluate and supervise the IT initiatives implemented to support the delivery of IT strategic projects, as follows:
 - a) Construction of a new data center to support BCA's IT infrastructure requirement in the long term, including a migration strategy to the new data center as well as new aspects that have a positive impact towards the availability of BCA's services.
 - b) Swing automation and Automated Recovery Orchestration initiatives, the application of technology and strategies that are suitable for recovery and swing automation processes which aim to improve system availability by speeding up the recovery time and minimizing the risk of human error.

- c. SNAP API project to support regulator initiatives regarding the digitalization of Indonesia's banking system.

- Monitoring the use of the 2022 IT budget.

8. ITSC Work Plan in 2023

ITSC has set a work plan for 2023 as follows:

- a. Review the IT strategic plans to align with the strategic BCA's business activities plan.
- b. Review the effectiveness of strategic measures to minimize the risk of BCA's investment in the IT sector.
- c. Review the investment feasibility in the IT sector that can contribute towards the achievement of BCA's business objectives.

VII. PERSONNEL CASE ADVISORY COMMITTEE

The Personnel Case Advisory Committee (PCAC) is formed by and reports to the Board of Directors. The PCAC was established with the mission of providing independent recommendations to the Board of Directors regarding the resolution of cases that adhere to the principles of justice and equality by reviewing cases of violations and/or crimes committed by employees. BCA established PCAC based on Directors Decree No. 145/SK/DIR/2021, dated July 28, 2021, concerning the Personnel Case Consideration Committee Charter (PCAC).

PCAC Guidelines

The PCAC is guided by Decree No. 145/SK/DIR/2021, dated July 28, 2021, concerning the Charter of the Personnel Case Consideration Committee, in order to support the implementation of duties and responsibilities.

1. Structure, Membership of PCAC, and Voting Rights Status

The PCAC Charter governs the structure, membership, and status of the PCAC voting rights, which are as follows:

Position in the Committee	Served By	Voting Right Status
Chairman (concurrently as permanent member)	Head of Human Capital management Division	Reserve voting right
Permanent member	<ul style="list-style-type: none"> • Head of Internal Audit Division • Head of Legal Group • EVP Operation Strategy & Development Group 	
Non-permanent member	Head of Network Management and Regional Development Division	
Secretary	Head of Audit Sub-Division of Branch Offices and Regional Offices	No voting right

2. Main Functions, Authorities, Duties, and Responsibilities of PCAC

Main Functions of the PCAC

The PCAC has several main functions, as follows:

- Examine cases of violations and/or crimes committed by employees that require a decision from the Board of Directors for follow-up.
- Provide consideration to the Board of Directors in determining follow-up actions for settlement of cases of violations and/or crimes, which include the imposition of sanctions, improvement of operational systems and procedures, and legal processing of cases if necessary.
- Periodically review the settlement of violations and/or crime cases decided by the Head of the Main Branch Office, Head of the Regional Office, and Head of Division/official equivalent to the work unit of the head office.
- Provide advice and direction (if needed) to branch offices, regions, and divisions/work units of the head office in handling cases of violations and/or crimes.

PCAC's Authority

PCAC has the authority to provide suggestions/recommendations to the Board of Directors regarding the resolution of cases of violations and/or crimes committed by workers.

PCAC Duties and Responsibilities

The main duties of PCAC members who have voting rights are to provide input in the form of information, analysis, and considerations at meetings to make suggestions/recommendations for the PCAC regarding:

- Imposition of sanctions.
- Improvement of operational systems and procedures.
- Legal processing of cases.

If the committee member is absent, his presence can be represented by another official (one position level below the member) appointed by the member via appointment letter.

3. Meeting of PCAC

Several provisions concerning the conduct of PCAC meetings are as follows:

- PCAC meetings are held on an as-needed basis.
- Members own the right to vote.
- A PCAC meeting is considered valid if it is attended by at least $\frac{2}{3}$ (two-thirds) of the permanent members.

4. Decision Making

Some of the provisions concerning PCAC meeting decisions and PCAC decision-making are as follows:

- The use of PCAC authority for decision making is only taken through a valid PCAC meeting decision.
- Decisions from the PCAC meeting can take the form of:
 - One recommendation to the Board of Directors that is unanimously agreed upon by all members; or
 - Multiple recommendations to the Board of Directors (if no mutual agreement is reached).

5. Frequency of PCAC Meetings in 2022

As of December 31, 2022, the PCAC had held 10 (ten) meetings with the following details regarding the dates and attendance of PCAC members:

Position	Number of Meeting	Attendance	Percentage
Head of Human Capital Management Division ¹⁾	10	10	100%
Head of Internal Audit Division ¹⁾	10	10	100%
Head of Legal Group ¹⁾	10	10	100%
EVP Operation Strategy & Development Group ¹⁾	10	7	70%
Head of Network management and Regional Development ²⁾	10	9	90%

Description:
¹⁾ Chairman.
¹⁾ Permanent Members.
²⁾ Non-Permanent Members.



No.	Date
1.	January 6, 2022
2.	February 14, 2022
3.	March 31, 2022
4.	June 7, 2022
5.	August 4, 2022
6.	September 22, 2022
7.	October 3, 2022
8.	November 16, 2022
9.	December 7, 2022
10.	December 13, 2022

6. Accountability Reporting

The accountability report on the realization of PCAC work can be submitted via:

- Minutes of PCAC routine meetings.
- Minutes of special PCAC meetings held to discuss certain matters.

7. Realization of Work Program in 2022

PCAC has realized a work program that includes providing input in the form of information, analysis, and considerations to make recommendations to the Board of Directors for several cases of violations committed by employees that require a decision from the Board of Directors for follow-up resolution in the form of imposition of sanctions and/or improvement of operational systems and procedures and/or legal processing of cases.

8. PCAC Work Plan in 2023

The PCAC will carry out its duties and responsibilities to provide input in the form of information, analysis, and consideration at meetings to make proposals/recommendations related to staffing cases that occur in 2023.

CORPORATE SECRETARY

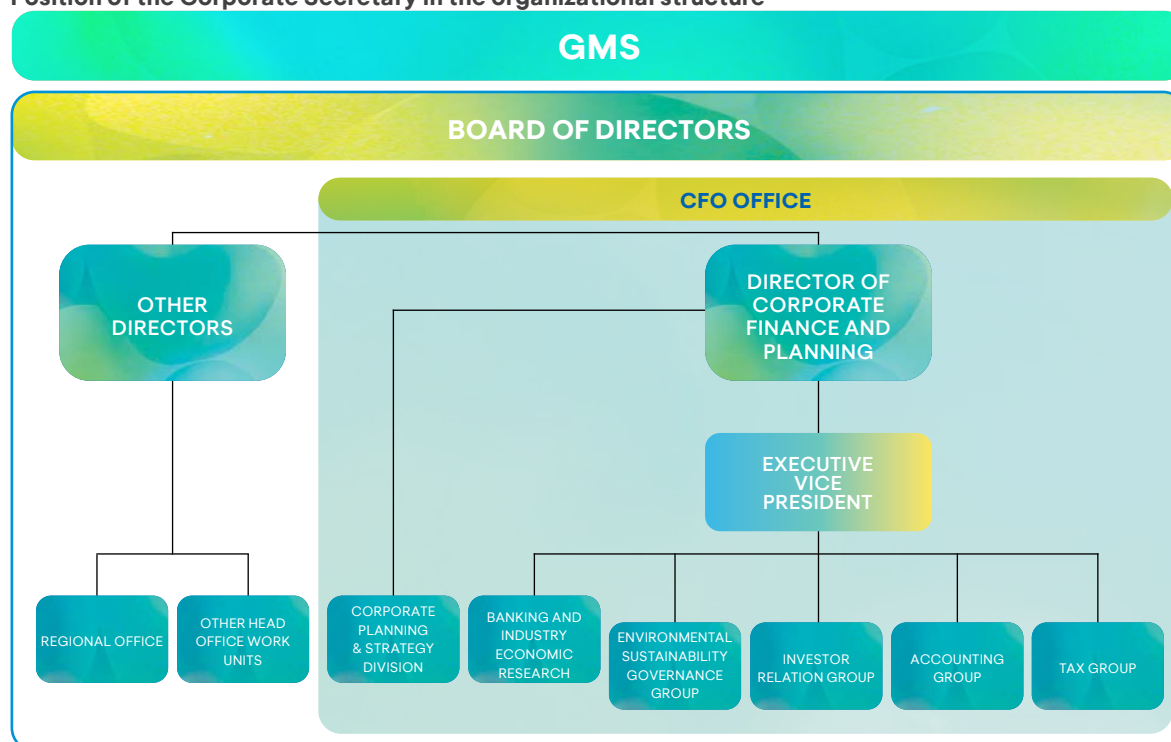
The establishment and implementation of the BCA Corporate Secretary's obligations are guided by OJK Regulation No. 35/POJK.04/2014 dated December 8, 2014 concerning the Corporate Secretary of issuers or public companies and Indonesia Stock Exchange Regulation No. I-A dated January 20, 2014 and its amendments. BCA strive to improve the information disclosure and communication to all stakeholders through the Corporate Secretary Function. The function of the corporate secretary also includes responsibility for:

1. Ensuring that BCA has implemented Good Corporate Governance principles;
2. Maintaining the positive images and interest of BCA;
3. Develop good relationship with all stakeholders
4. Support management with the implementation of BCA business;
5. Carry out secretarial duties; and
6. Ensuring BCA compliance with all applicable regulations

1. Structure and Position of Corporate Secretary

Based on Decree No. 149/SK/DIR/2022 dated September 27, 2022, the functions and roles of the BCA Corporate Secretary are carried out by an Executive Vice President (EVP) who oversees the Environment Sustainability Governance Group (ESG), Investor Relations Group (IVR), Accounting Group (ACT), and Tax Group (TAX) currently held by Raymon Yonarto. The individual reports directly to the Director of Planning and Finance. BCA Corporate Secretary was appointed on September 1, 2019, pursuant to Decree No. 2271/SK/HCM-KP/A/2019. The appointment was also reported to OJK via Letter No. 489/DIR/2019 dated September 3, 2019, and information was made public on September 3, 2019, through OJK e-reporting, IDX, and the BCA website.

Position of the Corporate Secretary in the organizational structure



2. Corporate Secretary Profile

Raymon Yonarto currently serves as Corporate Secretary of BCA.

The profile, position, legal basis for appointment, work experience, and educational history of BCA's Corporate Secretary can be found on page 93 of this Annual Report's Company Profile.



3. Competency Development and Training Programs

The Corporate Secretary has participated in competency development and training programs throughout 2022 to support the execution of duties. The following are the training sessions:

No.	Training Program / Conference	Organizer	Date	Location
1	BCA Economic Research Forum “Megatrends & the Future of the Indonesian Economy”	BCA	February 16, 2022	Jakarta, Indonesia
2	18 th Annual CITIC CLSA ASEAN Forum	CLSA	March 9, 2022	Jakarta, Indonesia
3	Morgan Stanley Virtual Hongkong Summit	Morgan Stanley	March 23, 2022	Jakarta, Indonesia
4	25 th Credit Suisse Asian <i>Investment Forum</i>	Credit Suisse	March 25, 2022	Jakarta, Indonesia
5	ICSA” An Introduction to Corporate Branding through Social Media”	ICSA	April 14, 2022	Jakarta, Indonesia
6	Warta Ekonomi Web Seminar “Accelerating the Implementation of GCG as a Recovery Strategy & Sustainable Growth in the Financing Industry	Warta Ekonomi	April 19, 2022	Jakarta, Indonesia
7	Morgan Stanley Virtual ASEAN Conference 2022	Morgan Stanley	June 29, 2022	Jakarta, Indonesia
8	BCA Economic Research Forum: Post-Pandemic Logistics Business Prospects	BCA	July 14, 2022	Jakarta, Indonesia
9	Indonesia Macro Tour	Credit Suisse	September 26, 2022	Jakarta, Indonesia
10	IKF XI 2022 – theme “Thriving Forward: Leveraging Business Opportunities for Stronger Growth and Resilience in the Digital Era”	BCA	October 18, 2022	Jakarta, Indonesia
11	IDX – Sustainability Capacity Building ESG Series: Part I Description Managing ESG Risk and Performance: Exploring the Sustainability Landscape in Indonesia	Indonesia Stock Exchange	October 25, 2022	Jakarta, Indonesia
12	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia

4. Corporate Secretary Function

Corporate Secretary function of BCA refers to Article 5 of OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies and BCA Governance Guidelines, as follows:

1. to stay current on capital market developments, particularly with regard to capital market laws and regulations;
2. To make recommendations to the Board of Directors and the Board of Commissioners in order to comply with capital market laws and regulations;
3. To assist the Board of Directors and the Board of Commissioners in implementing corporate governance, which covers:
 - a. Information disclosure to the public, including information available on BCA website;
 - b. Timely reporting to the OJK;
 - c. Organization and documentation of GMS;
 - d. Organization and documentation of meetings of the Board of Directors and/or Board of Commissioners; and
 - e. Implementation of orientation program for the Board of Directors and/or Board of Commissioners.
4. Act as a liaison between BCA with its shareholders, OJK, and other stakeholders
5. Make a special list of share ownership of members of the Board of Directors and Board of Commissioners;
6. Provide a Monthly List of Shareholders (DPS) and DPS per recording date for BCA corporate actions;
7. Responsible for holding BCA GMS and other corporate actions organized by BCA.

According to Directors Decree No.182/SK/DIR/2021, dated September 27, 2021, the Executive Vice President (EVP) of Finance, Secretariat and Corporate

Communications, and Economic Research, as an executor of the Corporate Secretary function, also has the following functions, among others:

1. Develop and manage corporate image, as well as be in charge of corporate communications, investor relations, corporate secretariat, integrated GCG, and sustainable finance.
2. Establish a sound cooperative and communicative relationships with internal and external parties.

5. Implementation of Corporate Secretary Duties in 2022

Throughout 2022, the Corporate Secretary performed the following duties and responsibilities in accordance with Article 5 of OJK Regulation No. 35/POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies, among others:

- a. Follow the development of the capital market, particularly the laws and regulations that govern capital markets.

No.	Subject	Description
1.	Implementation of Corporate Actions	<ol style="list-style-type: none"> a. Managing the Annual GMS implementation as stated in the GMS Chapter of this Annual Report. b. Managing the implementation of equity participation in subsidiaries, as described on the BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor/beritainvestor
2.	Implementation of capital market, stock exchange, and other regulations	<ol style="list-style-type: none"> a. Report OJK Regulation No. 11/POJK.04/2017 on ownership reports or changes in share ownership of public companies. b. Overseeing the development of the Sustainable Finance Action Plan (RAKB). c. Organizing analyst meetings d. Organizing a Live Public Expos. e. Coordinate dividend distribution. f. Organizing reports and conducting outreach to work units and subsidiary companies regarding affiliated transactions and transactions with conflicts of interest under OJK Regulation No. 42/POJK.04/2020. g. Organizing a Special List of Commissioners and Directors. h. Organizing a blackout period for the Boards of Commissioners and Directors. i. Other reports related to capital market and stock exchange regulations
3.	Following the socialization or development of the most recent regulations, particularly those pertaining to the capital market sector	<p>The 2022 socialization/discussions are related to:</p> <ol style="list-style-type: none"> a. OJK Regulation No. 14/POJK.04/2022 relating to the Submission of Periodic Financial Reports by Issuers or Public Companies; b. OJK Regulation No. 15/POJK.04/2022 on the split and merger of public companies' shares; c. OJK Regulation No. 11/POJK.03/2022 on commercial banks' implementation of information technology (IT); d. Decree (SK) No. Kep-00066/BEI/09-2022 of the Board of Directors of the Indonesian Stock Exchange (IDX) regarding amendments to regulation Number I-E concerning information submission obligations; e. Decree of the Board of Directors of PT IDX No. I-A Kep-00101/BEI/12-2021 regarding amendments to regulation number I-A relating to the registration of shares and equity-type securities other than shares issued by listed companies; f. KSEI regulation number XI-B on procedures for holding an electronic general meeting of shareholders with voting via the KSEI electronic general meeting system (eASY.KSEI); g. Decree of the Board of Directors of PT IDX No. II-S Kep-00030/BEI/05-2022 regarding regulation number II-S relating to equity-type securities trading under special monitoring; h. Trading plan for equity-type securities on the new economy board.



- b. Contribute to BCA's Board of Directors and Board of Commissioners in order to ensure compliance with capital market laws and regulations

No.	Subject	Description
1.	Contribution/Opinion	<ul style="list-style-type: none"> a. Contribute to/review BCA affiliate transactions. b. Ensuring that meetings, orientation, and training for members of the Board of Commissioners and the Board of Directors are carried out. c. Provide input on Sustainable Action Finance Plan and the Bank's Business Plan. d. Following up on the completion of the ASEAN Corporate Governance Scorecard. e. Reviewing and collaborating with related work units in the development of several policies, including the charters of the Board of Commissioners Committee and the Board of Directors Committee, the website information management policy, and the policy on adjustment procedures for submitting Customer-Based deposit guarantee data reports.
2.	Adjusting the implementation of the most recent governance, such as the Bank Indonesia Regulations, the OJK Regulations, and the ACGS provisions	<ul style="list-style-type: none"> a. Organize a manual for information disclosure and reporting. b. Code of Ethics statement organization and digitization c. Completion of the Annual Disclosure and Integrity Pact d. Creating an integrated governance mapping framework within the BCA financial conglomerate. e. Hold group discussion forums with subsidiaries three to four (four) times a year to discuss governance implementation, such as affiliate transactions, TKT mapping, and the completeness of the company's website. f. Conduct GCG-related socialization and education through internal communication facilities such as branch internal displays, plasma TVs, and internal portals, as well as meetings with work units.

- c. Assisting the Board of Directors and the Board of Commissioners in the implementation of corporate governance, which includes the following:

No.	Subject	Description
1.	Public disclosure of information, including information available on the Issuer's or Public Company's website	<ul style="list-style-type: none"> a. Reviewing and improving the Governance, Investor Relations, and Sustainability sections of the BCA website; b. Providing information disclosure /investor news report to both investors and the general public. The report is available on the BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor/beritainvestor c. Providing BCA reports on the BCA website, such as: <ul style="list-style-type: none"> 1) Annual Report (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporanpresentasi/laporan-tahunan); 2) Monthly, quarterly, and annual financial reports (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporanpresentasi/laporan-keuangan); 3) Corporate Governance Report (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporanacgs); 4) Integrated Governance Report (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporanacgs); 5) Report on Sustainability and/or Corporate Social Responsibility (https://www.bca.co.id/en/tentang-bca/keberlanjutan/laporankeberlanjutan). d. Disclose the Action Plan (Recovery Plan), which can be accessed on the BCA website: (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg) e. Carry out press releases f. Provides reports on share ownership transaction of the Board of Commissioners and the Board of Directors through the Indonesian Stock Exchange website.

No.	Subject	Description
2.	On-time submission of reports to OJK	<ul style="list-style-type: none"> a. Conducting a Self-Assessment of Corporate Governance Implementation in Semesters I and II of 2022. b. Distribute Audited Financial Statements c. Submitting reports or correspondence to the OJK and the Indonesia Stock Exchange related to the implementation of governance and compliance with capital market regulations, including but not limited to reports on affiliated transactions, monthly reports on registration of securities holders, and reports on share ownership of the Board of Commissioners and Directors, as described in the Access to Information section of this Annual Report. d. Submit an annual report on the implementation of good corporate governance. e. Conduct a self-assessment of integrated governance implementation in semesters I and II of 2022. f. Submitting reports or correspondence to the OJK and the Indonesia Stock Exchange regarding the implementation of integrated governance, as described in the Access to Information section of this annual report. g. Submit an annual report on the implementation of integrated governance.
3.	Organization and documentation of the General Meeting of Shareholders (GMS)	<ul style="list-style-type: none"> a. Holding the annual GMS for the fiscal year 2021 on March 17, 2022. b. Properly documenting the data of the BCA Annual GMS, which consists of announcements, invitations, and Annual GMS resolutions, including through: <ul style="list-style-type: none"> 1) BCA website, which can be accessed at https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi. 2) The Corporate Secretary and the Integrated GCG Bureau - Environment Sustainability Governance (ESG) Group manage documentation of softcopy and hardcopy data collection.
4.	Organization and documentation of meetings of the Board of Directors and/or the Board of Commissioners	<ul style="list-style-type: none"> • Attendance at the board of directors meeting by the corporate secretary. • Prepare minutes of meetings of the Board of Directors and/or joint meetings of the Board of Commissioners with the Board of Directors of BCA, and coordinate the preparation of minutes of meetings of the Board of Commissioners prepared by the Supporting Commissioners. • Reviewing and submitting follow-up results on the minutes of the Board of Directors meetings and/or joint meetings. • The documentation of Board of Directors meetings and Board of Commissioners meetings is managed by the board of Directors' Bureau. Every quarter, the Board of Directors Bureau sends data on the organization of Board of Directors and/or Board of Commissioners meetings to the Corporate Secretary and Integrated GCG Bureau - ESG Group for data collection. <p>The number of Board of Directors and Board of Commissioners meetings for 2022 can be seen in the Board of Directors and Board of Commissioners Meetings section of this Annual Report.</p>
5.	Implementation of company orientation programs for the Board of Directors and/or the Board of Commissioners	Conduct an orientation program for the new board of directors or board of commissioners. The orientation program report can be found in the annual report's Board of Directors and Board of Commissioners chapters.

d. Act as a liaison between BCA and its shareholders, as well as OJK and other stakeholders:

No.	Subject	Description
1.	Organizing Public Exposés	On September 14, 2022, a live public expose was conducted. In accordance with applicable regulations, BCA has reported the results of the live public expose to the Indonesia Stock Exchange.
2.	Organization of Press Conferences and Analyst Meetings	<p>Holding press conferences and analyst meetings on:</p> <ul style="list-style-type: none"> a. January 27, 2022 (Quarter IV position - 2021). b. April 21, 2022 (Quarter I position - 2022). c. July 27, 2022 (Semester I position - 2022). d. October 20, 2022 (Quarter III position -2022).



No.	Subject	Description
3.	Organization of communication facilities and provision of internal events	<ol style="list-style-type: none"> a. Providing internal communication facilities or media, such as news update clippings, BCA info magazines, plasma TVs, branch internal displays, and so on. The means of communication and internal events are described in greater detail in the annual report's section on access to information and company data. b. Fill out the MyBCA Hotspot section of the BCA internal portal with links to relevant GCG articles: <ol style="list-style-type: none"> 1. Non-public offering securities offer 2. E-RUPS Implementation System Provider 3. Changes to the stimulus policy and relaxation of provisions regarding issuers or public companies in maintaining capital market performance and stability due to the spread of COVID-19 4. The Board of Commissioners Committee 5. PAF and PA 6. Listing Board at the Indonesia Stock Exchange 7. Equity trading under special monitoring 8. Information technology governance of commercial banks 9. Arrangement of public company free float shares 10. Submission of periodic financial reports of issuers or public companies 11. Stock split or reverse stock split by a public company 12. Banking synergy with sharia banks
4.	Manage BCA communication materials	<ol style="list-style-type: none"> a. Updating the BCA website's corporate governance, investor relations, and sustainability sections. b. Manage and update information on the BCA website in accordance with applicable regulations. c. Prepare press release material related to the performance and development of BCA. The 2022 press release report is described in the Access to Information and Corporate Data Section of this Annual Report. d. Prepare BCA corporate communication materials, such as the publication of BCA financial statements through the mass media, public holiday advertisements, and others. e. Develop and implement roadshow activities with foreign investors.

6. Information Disclosure Report

Throughout 2022, BCA disseminated information to the public in both Indonesian and English through the mass media, the BCA website, and the IDX website. BCA has also reported to the IDX, OJK Capital Markets, and/or OJK Bank Supervision, as well as the IDXnet and SPEOJK e-reporting sites, on a regular and incidental basis. The information disclosure report can be found on page 523 of this Annual Report under the Access to Information and Company Data section.

INVESTOR RELATIONS FUNCTION

1. Investor Relations' Primary Duties

The primary duties of investor relations are to represent and/or assist the Board of Directors in dealings with the investor and capital market communities, which include:

- Developing and implementing communication strategies, including updating all stakeholders, including investors, fund managers, and analysts, on performance developments, strategies, and achievements, as well as other important company activities, in a proportional, accurate, and timely manner and in accordance with applicable regulations.
- Maintain and conduct good relations with the financial community, including analysts, investors, and other external parties, in order to obtain the most up-to-date information about the company, banking industry developments, and the economy.
- Monitor, analyze, and conduct regular research on developments in the banking and financial industries, competitors, BCA stock developments, and the capital market (equity market) as input, views, and recommendations to directors, commissioners, business work units, subsidiaries, and other divisions.
- Conducting road shows and conferences, analyst meetings and performance presentations, company visits, and conference calls.
- Providing updates/information on the website and other communication materials for the benefit of investors, as well as assisting in the preparation of the annual report in sections assigned by management.
- Fostering good relationships with the financial community and related BCA work units.
- Ensuring the acquisition of good corporate ratings so that the bank can maintain its financial reputation and credibility in accessing the capital market and wholesale financial markets. Conducting updates on current conditions and capital market participants' perspectives on BCA, as well as discussions with management

2. Investor Relations Activities

Investor Relations communicates with investors, potential investors, analysts, the financial community, and the capital market to provide them with accurate and timely information about performance, business prospects, and relevant information for decision making. Investor relations activities continue to prioritize confidentiality and equal treatment for all investors.

BCA holds quarterly analyst meetings and a public expose once a year on a regular basis to present the BCA performance results for a fiscal year. BCA actively participates in virtual and offline conferences, as well as non-deal road shows organized by securities firms, which bring BCA together with domestic and international investors. BCA also maintains contact with a diverse group of current and prospective investors, both retail and institutional.

In 2022, meetings with analysts and investors took place in a hybrid format, either online or in person. Meetings with BCA directors/management are generating a lot of interest from investors, potential investors, and analysts. As a result, the number of investor/analyst visits has significantly increased. Investor relations activity increased by 36% year on year.

Statistics on BCA Investor Relations Activities for 2022 and 2021

Activities	2022	2021
Analyst Meeting dan Public Expose ¹⁾	5	5
Investor & analyst Calls & Virtual Meeting (domestic and foreign) ²⁾	273	273
Investor Visit ³⁾	100	0
Total	378	278

Description:

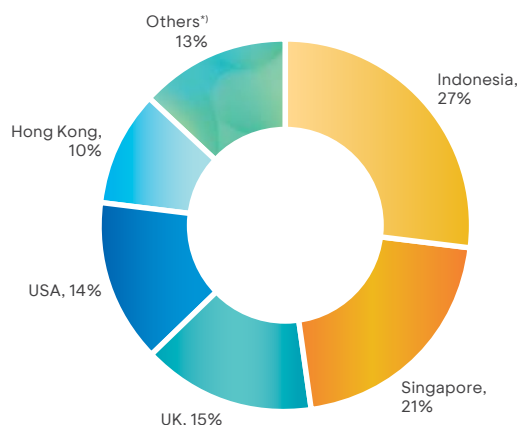
¹⁾ Financial and non-financial performance results are exposed to investors, analysts, and media partners.

²⁾ BCA meetings with local/foreign investors and analysts, including retail investors, to update performance and BCA strategy.

³⁾ BCA provides facilities for local/foreign investors to meet in person with the Board of Directors/Management of BCA.



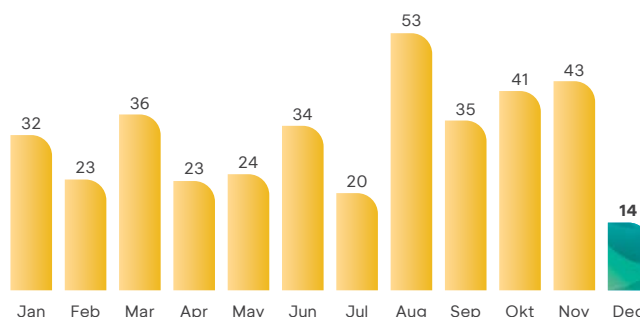
Participants who attended conferences, investor calls, and meetings both online and in person totaled 861 (eight hundred sixty-one) people, with the composition based on country of origin as follows:



Description

¹⁾ Others came from Malaysia, India, Thailand, Australia, France, and South Africa.

Monthly Investor Relations Activity Frequency in 2022



The average frequency of Investor Relations activities in 2022 is 32 (thirty-two) activities per month.

Investor Relation Contact

BCA Investor Relations can be contacted via:

PT Bank Central Asia Tbk

Menara BCA 20th floor

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

Tel. : +62 21 235 88000

E-mail : investor_relations@bca.co.id

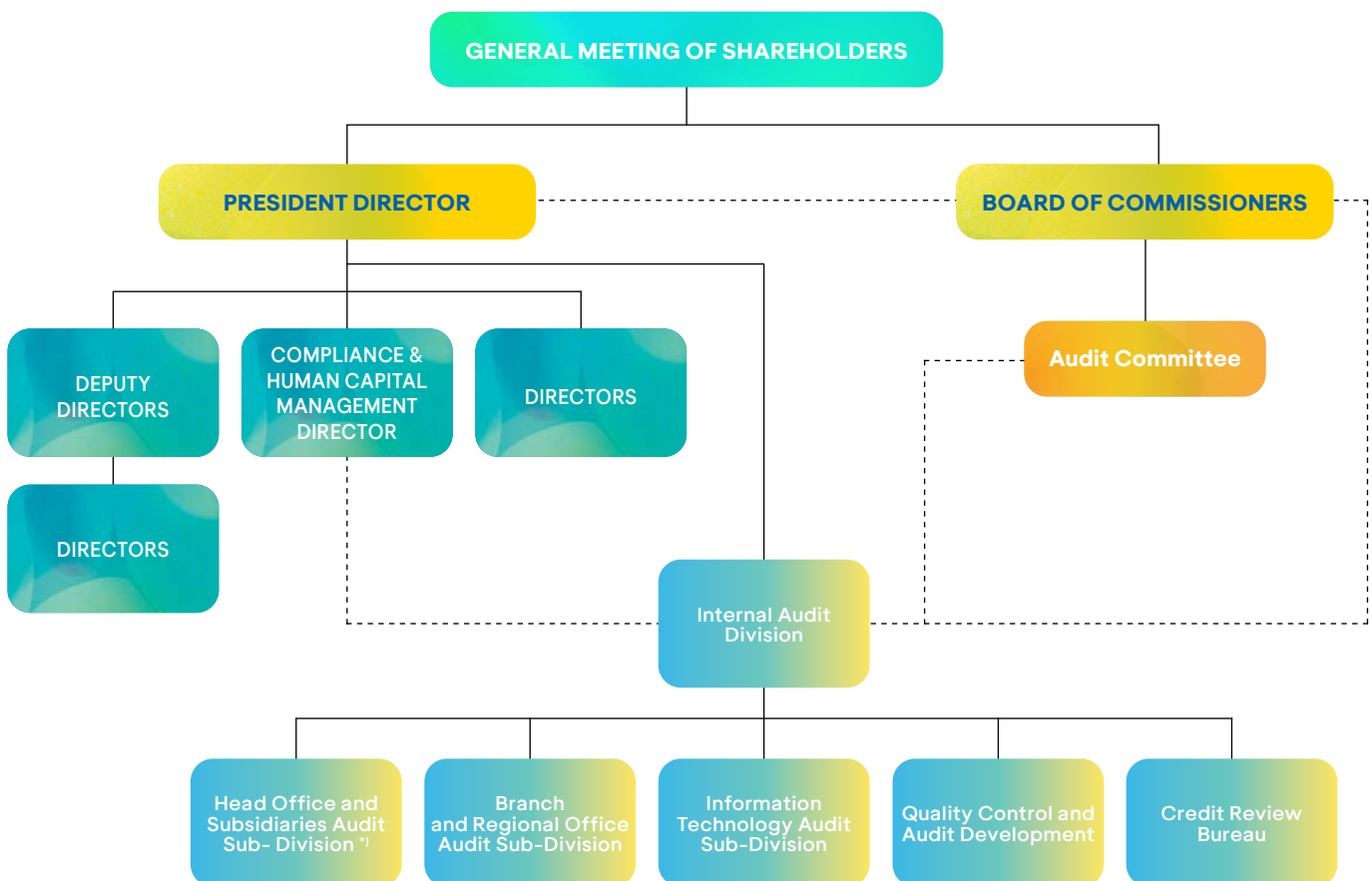
INTERNAL AUDIT DIVISION

The Internal Audit Division (DAI) was formed to enhance and protect BCA's value by providing risk-based and objective assurance, advice, and insight, and to act as well as acting as a strategic partner of management in building BCA to become the leading bank in Indonesia. The implementation of the DAI function refers to OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019, concerning the Implementation of the Internal Audit Function in Commercial Banks.

The purpose of the audit evaluations carried out by DAI is to evaluate the adequacy and effectiveness of risk management, internal control, and governance processes, and also performance review.

As a third line, DAI communicates and collaborates with other functions periodically to contribute in creating and upholding value that is aligned with stakeholders' interest.

1. Structure and Position of the Internal Audit Division



Description:

— Reporting line

- - - Communication Line

*) Includes Integrated Internal Audit function



DAI's organizational structure is reviewed periodically to ensure alignment with the company's needs. The organizational structure update has been standardized by the Board of Directors' Decree No. 063/SK/DIR/2017 regarding the Revision of the Organizational Structure of the Internal Audit Division (DAI).

DAI is led by the Head of Division, who is appointed and dismissed by the President Director with the approval of the Board of Commissioners, after considering the recommendation of the Audit Committee.

The structure and position of DAI is independent, directly responsible to the President Director and may communicate directly with the Board of Commissioners, Audit Committee, Compliance Director and Director of Supervisory of Subsidiaries.

2. Head of the Internal Audit Division

The Head of DAI was led by Ms. Ayna Dewi Setianingrum since 2017 until now.

3. Development of the Head of Internal Audit Division

The Head of DAI has participated in a series of competency development programs to support her carry out her tasks and obligations. The list of competency development programs attended in 2022 are as follows:

No.	Development Program	Organizing Body	Time
1	Indonesia Knowledge Forum XI 2022	BCA	October 18, 2022
2	2022 IIA Malaysia National Conference	IIA Malaysia	October 19-20, 2022

4. Internal Audit Charter

BCA Internal Audit Charter is a framework that provides guidance in carrying out Audit tasks and consists of mission, organizational position, independence and objectivity, authority, and scope of work. The internal audit charter approved in May 2019 by the President Director with the approval of the Board of Commissioners by considering the recommendations of the Audit Committee and has been reviewed in 2022. The internal audit charter refers to OJK Regulation No. 56/POJK.04/2015 regarding the Establishment and Guidelines for the Preparation of the Internal Audit Charter and is in accordance with the OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 regarding the Implementation of the Internal Audit Function in Commercial Banks and applicable professional standards.

Served as the Executive Vice President of Internal Audit Division since November 1 2017 based on Employee Appointment Decree number 3141/SK/HCM-KP/A/2017 dated October 24 2017.

Work experience

- Senior Vice President of Information Technology Audit Subdivision (2014 – 2017).
- Senior Vice President of Head Office Audit Subdivision (2012 – 2014).
- Vice President of Head Office Audit Subdivision (2009 – 2012).
- Vice President of Credit Audit Subdivision (2006– 2009).

Educational background

- Bachelor of Economics degree from Tarumanegara University in 1995.
- Master degree in Management from PPM School of Management in 2005.

5. Independence & Objectivity

DAI institutions is independent from operational work units or risk-taking units, and DAI has no authority and responsibility to carry out operational activities at BCA and Subsidiaries. To support independence and ensure smooth auditing along with monitoring of the follow-up audit results, the Head of DAI is responsible to the President Director and may communicate directly with the Board of Commissioners and Audit Committee.

Throughout 2022, DAI held meetings with the President Director 8 (eight) times, the Audit Committee 8 (eight) times, and the Board of Commissioners 2 (two) times.

Each auditor is obliged to make a statement confirming no family/financial/other interest related to the audit object and/or the party to be examined (auditee) which may affect the objectivity of the audit.

In 2022, DAI has carried out audit activities independently. There are no conflicts of interest, scope limitations and restriction on access to data, personnel, or property, as well as resource limitations that can impair the independence and objectivity of the audit activities.

6. Audit Implementation and Quality Control Standards

The standards for audit implementation refers to Professional Standards for Internal Auditing, including:

- OJK Regulation No. 1/POJK.03/2019 concerning Implementation of the Internal Audit Function Implementation in Commercial Banks
- Mandatory guidance set by the Institute of Internal Auditors
- Information System Audit and Control Association (ISACA) standards as a reference for best practices.

Internal audit applies a risk-based audit methodology in its activities which includes planning, implementation, reporting and follow-up monitoring. In line with technological advances, DAI strives to continuously optimize the use of data, develop, tools, and technology to increase the effectiveness and efficiency of audit implementation as well as increasing added value and early warning systems for potential errors/fraud, including the implementation of Continuous Auditing and Predictive Analytic Tools.

To support audit implementation, DAI has established an integrated Audit Management System for planning, fieldworks, and monitoring the follow-up of audit results, which can be monitored through the dashboard.

Reviews by independent external parties is conducted every 3 (three) years, the last being carried out in June 2020, with the conclusion of “generally conform” and having been reported to OJK in August 2020.

The auditor’s code of ethics adhere to the International Professional Practices Framework (IPPF) of the Institute of Internal Auditors (IIA), which consists of Integrity, Objectivity, Confidentiality and Competence. Every year, the auditor makes a statement of compliance with the auditor’s code of ethics in an effort to increase mutual commitment and trust from stakeholders.

7. Internal Audit Duties and Responsibilities

The following are the tasks and responsibilities of Internal Audit in performing its functions:

1. Assist the President Director, the Board of Commissioners and the Audit Committee in carrying out their oversight functions.
2. Assess the adequacy and effectiveness of the company’s governance, risk management, and internal control processes.
3. Resource and budget usage evaluation.
4. Provide the objective improvement recommendations for the activity being audited at all levels of management.
5. Performing consulting service for the internal parties needed.
6. Coordinate with the assurance provider.
7. Perform integrated internal audit function

The Integrated Internal Audit function is carried out by DAI in accordance to OJK Regulation No. 18/POJK.03/2014 regarding the Implementation of Integrated Governance for Financial Conglomerates. The implementation of an integrated internal audit includes but not limited to:

- Monitoring the implementation of the Subsidiary’s internal audit function and provide recommendations that added value.
- Conducting audit of Subsidiaries.
- Supporting the development of the Subsidiary’s internal audit function.

Integrated internal audit reports have been submitted to the Board of Commissioners, Audit Committee, and Board of Directors every semester.

8 Auditor Composition and Competency Development

In carrying out its functions, Internal Audit is supported by competent and qualified human resources. The following is the composition of BCA’s Internal Auditors as of December 31, 2022:

Position	Number of Auditors
Executive Vice President	1
Senior Vice President	5
Vice President	16
Assistant Vice President	32
Audit Officer	40
Associate Audit Officer	36
Assistant Audit Officer	22
Staff	48
Total	200



Auditors have participated in various professional certification programs, as of December 31, 2022 the following certification were held by Auditors:

Certification	Total*)
Certified Bank Internal Auditor Level Supervisor	67
Certified Bank Internal Auditor Level Auditor	47
Level 1 Risk Management Certification	41
Level 2 Risk Management Certification	31
Level 3 Risk Management Certification	16
Level 4 Risk Management Certification	6
Certified Information Security Auditor	3
Chartered Accountant	2
Certified Hacking Forensic Investigator	2
Enterprise Risk Management Associate Professional	2
Enterprise Risk Management Certified Professional	3
Certificate in General Insurance	2
Certified Fraud Examiner	3

*1 auditor can have more than 1 certification

DAI conducts annual skill assessment and competency mapping to identify the competency required by the auditor. The results are used as a basis for developing auditor competencies continuously (includes the development of specialized auditors). Through internal and external training, professional competency is continuously developed. Auditors are also given the opportunity for get access to seminars where they can learn about business trends, IT, and auditing techniques.

DAI provides opportunity for auditor to be part of various audit related professional associations, including the Institute of Internal Auditors (IIA) – Indonesia, the Association of Fraud Examiners (ACFE), the Information Systems Audit and Control Association (ISACA), the Association of Bank Internal Auditors (IAIB), and the Association of Accountants Indonesia (IAI).

9. Implementation of the Internal Audit Division Activities in 2022

In 2022, DAI has conducted audits of Branch Offices, Regional Offices, Head Office Divisions/Work Units, and Subsidiaries in accordance with the Annual Audit Plan which is determined based on the results of risk assessments that are conducted periodically by taking into account various risk factors. The focus of audit examinations in 2022, includes the following:

1. Credit quality related to restructuring.
2. Mobile Banking.
3. Risk Management implementation.
4. Treasury Activities.
5. Reliability of the core applications that support bank operations.
6. Regulatory audit such as:
 - Payment system process.
 - Internal Capital Adequacy Assessment Process (ICAAP).

10. Focus of Audit Activities in 2023

The focus of audit in 2023 based on macro risk assessment results are credit, operational, market, and liquidity risk, which explain as follows:

1. Reliability of the core applications that support bank operations, such as systems for third party funds, credit and trade finance.
2. Data governance.
3. Merchant network management (EDC).
4. Credit quality and restructuring.
5. Implementation of Environment Sustainability Governance.
6. Treasury Activities.
7. Complaint handling.
8. Increase the role of Early Warning Systems (EWS) by continuously expanding the scope of audits through continuous auditing and data analytics and developing predictive analytic tools/machine learning for early detection of potential errors/fraud by utilizing technology.
9. Continue to develop auditor professionalism in a sustainable manner.
10. Improving the integrated internal audit function by supporting the Subsidiary's internal audit development (i.e: providing e-Learning, internal auditing fundamental training for new auditors, and audit technical assistance) and provides improvement recommendations.

PUBLIC ACCOUNTANT (EXTERNAL AUDIT)

In order to fulfill the implementation of the external audit function in accordance with OJK Regulation No. 13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No. 36/SEOJK.03/2017 concerning Procedures for Using the Services of Public Accountants and Public Accounting Firms in Financial Services Activities, then:

1. BCA uses the services of a PA and/or a PAF to carry out an annual audit of historical financial information based on a work agreement with the PAF. The work agreement includes the scope of the audit.
2. The use of audit services from the same PA is limited, and the longest period of audit is 3 (three) consecutive fiscal years. BCA can reuse annual historical financial information audit services from the same PA after 2 (two) consecutive reporting years without using the services of the same PA.
3. Appointed PA and/or PAF are PA and/or PAF registered with OJK.
4. The appointment of PA and/or PAF to provide audit services on annual historical financial information must be decided by the GMS by considering the proposal of the Board of Commissioners. The said proposal must consider the recommendations of the Audit Committee. In the event that the GMS cannot decide on the appointment, the GMS can delegate the intended authority to the Board of Commissioners, accompanied by an explanation regarding the reasons for the delegation of authority and the criteria or limitations for PA/PAF who can be appointed.
5. In preparing recommendations, the Audit Committee may consider:
 - a. Independence of PA, PAF, and PAF Insiders;
 - b. Audit scope;
 - c. Audit service fees;
 - d. Expertise and experience of PA, PAF, and the Audit Team from PAF;
 - e. The audit methodology, techniques, and tools used by PAF;
 - f. The benefits of fresh eye perspectives that will be obtained through the replacement of the PA, PAF, and the Audit Team from the PAF;
 - g. The potential risk of using audit services by the same PAF consecutively for a long period of time; and/or
 - h. Results of the evaluation of the implementation of the provision of audit services on annual historical financial information by PA and PAF in the previous period.

6. BCA reports on the appointment of a PA and/or PAF for an audit of annual historical financial information by attaching the following form to OJK Circular Letter No. 36/SEOJK.03/2017 concerning Procedures for Using PA and PAF Services in Financial Services Activities:

- a. Appointment documents for PA and/or PAF include the Summary of Minutes of the General Meeting of Shareholders or Minutes of the General Meeting of Shareholders, as well as the Work Agreement between BCA and PAF.
- b. Audit Committee recommendations and the factors considered in making recommendations for the appointment of a PA and/or PAF.

The Annual General Meeting of Shareholders on March 17, 2022, has decided:

- I. Appointed KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), as a Registered PAF with OJK to audit/examine BCA's books and records for the financial year ending December 31, 2022.
- II. Appointed Mr. Jimmy Pangestu who is a PA and affiliated with the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) and is a Registered PA with OJK, to audit/examine BCA's books and records for the financial year ending on December 31, 2022.
- III. Granting power and authority to the Board of Commissioners to:
 - a. Appoint a replacement PAF, in the event that the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) for any reason cannot complete the audit/examination of BCA's books and records for the financial year ending December 31, 2022;
 - b. Appoint a replacement PA who is affiliated with the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), in the event that Mr. Jimmy Pangestu, for any reason, is unable to complete the audit/examination of BCA's books and records for the financial year ending on December 31, 2022; and
 - c. Perform any other necessary tasks in connection with the appointment and/or replacement of a PAF and/or Registered PA at OJK, including but not limited to determining the amount of honorarium and other conditions in connection with the appointment of a PAF and Registered PA at OJK; with due regard for the Audit Committee's and the Board of Directors' recommendations.

**PA Name**

Jimmy Pangestu

PAF Name

KAP Tanudiredja, Wibisana, Rintis & Rekan
(a member firm of the PwC global network)
WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920,
Indonesia
Tel. (62-21) 5099 2901, 3119 2901
Fax. (62-21) 5290 5555, 5290 5050

Assignment Period

1 January 2022 to 31 December 2022

In 2022, the appointment of PA Jimmy Pangestu is the 3rd year assignment, and PAF Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) is the 6th period assignment.

During 2022, there were no former members of the Board of Directors, managerial ranks, or BCA employees who became BCA's external auditors.

Upon the appointment of KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), BCA has submitted a report to the OJK through Directors Decree No. 446/DIR/2022 dated March 23, 2022. This is in accordance with the provisions stipulated in OJK Regulation No. 13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No. 36/SEOJK.03/2017 concerning Procedures for Using Public Accountant Services and Public Accounting Firms in Financial Services Activities.

Each year, BCA submits an annual publication report, accompanied by a Comment Letter (Management Letter) on the annual financial report audit, to OJK no later than 4 (four) months after the end of the fiscal year.

1. Effectiveness of External Audit Implementation

The Audit Committee evaluates the implementation of the provision of audit services on annual historical financial information by the PA and/or PAF which at least includes:

- Conformity of audit implementation by PA and/or PAF with applicable audit standards;
- Adequacy of field work time;
- Assessment of the scope of services provided and the adequacy of sampling; and
- Recommendations for improvements provided by the PA and/or PAF.

The report on the evaluation results of the Audit Committee was submitted by the Board of Directors of BCA using the form contained in the attachment to OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedures for Using the Services of Public Accountants and Public Accounting Firms in Financial Services Activities and signed by the Audit Committee on February 4, 2022.

2. Relationship Between Banks, Public Accountants, and the Financial Services Authority

BCA constantly communicates with external auditors regarding audit plans, audit progress, and other important issues during audits to ensure the audit process runs smoothly. In accordance with applicable laws and regulations, the audit results report is submitted to OJK.

3. 2022 Audit Fees

KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) was appointed as BCA's auditor for the fiscal year ending December 31, 2022, with a service fee of Rp7,770,000,000.00 (seven billion, seven hundred and seventy million rupiah) excluding VAT.

Information regarding the PAF and PA that performed audit services for BCA for the past 5 (five) years is as follows:

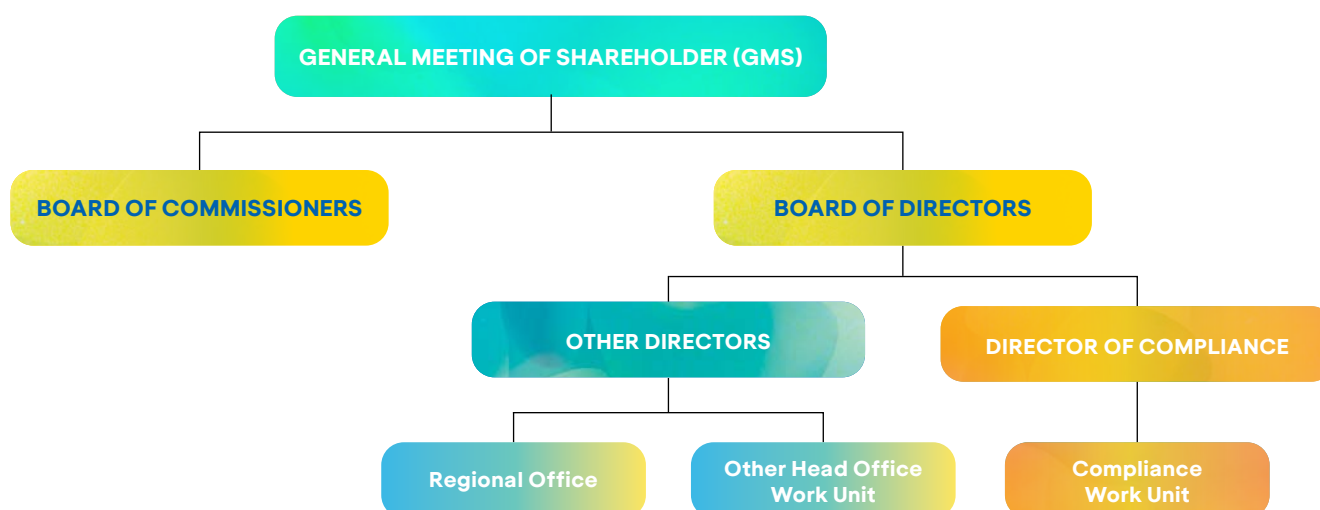
	2022	2021	2020	2019	2018
PAF	Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)
PA	Jimmy Pangestu	Jimmy Pangestu	Jimmy Pangestu	Lucy Luciana Suhenda	Lucy Luciana Suhenda

COMPLIANCE FUNCTION

In order to carry out the compliance function in accordance with OJK Regulation No. 46/POJK.03/2017 concerning the Implementation of Compliance Functions for Commercial Banks, BCA has established a Compliance Work Unit (SKK) as an independent and uninfluenced work unit. Furthermore, BCA, as the Main Entity in the BCA Financial Conglomerate, has added an Integrated Compliance Function to the SKK organizational structure in order to implement Integrated Governance for Financial Conglomerates.

1. SKK Organizational Structure

SKK's organizational structure is governed by Board of Directors Decree No. 170/SK/DIR/2018, dated October 25, 2018. The Compliance Work Unit is led by the Head of SKK, whose appointment has been reported to OJK. SKK reports directly to the Director in charge of the compliance function. The appointment and nomination of the Director in charge of the compliance function have met the applicable requirements and are being carried out in accordance with OJK.



2. SKK's Responsibilities

The following are SKK's responsibilities:

- Monitoring BCA's level of compliance with the provisions of OJK, BI, and other regulators. This also includes ensuring that BCA's policies, provisions, systems, and procedures, as well as its business activities, comply with regulatory requirements;
- Coordinating the Implementation of the Anti-Money Laundering and Counter-Terrorism Financing (APU and PPT) Programs, including being responsible for conducting risk assessments for the APU and PPT program implementation in accordance with the regulator's provisions.

3. Integrated Compliance Function

In the context of implementing Integrated Governance in accordance with OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates, BCA has also added an integrated compliance function to the SKK organizational structure as the Main Entity in the BCA Financial Conglomerate. The integrated compliance function within SKK is responsible for monitoring and evaluating the compliance function and level of compliance at each Financial Services Institution (FSI) within the BCA Financial Conglomerate, including the implementation of the APU and PPT Programs.

In order to ensure the implementation of BCA's compliance function, the Board of Directors and Board of Commissioners have also carried out active supervision in the form of policy and procedure approval, periodic reporting, requests for explanations, and meetings.



4. Implementation of the Compliance Function in 2022

In 2022, SKK carried out its functions as follows:

1. Encouraging the creation of a culture of compliance
 - Socializing/informing the Board of Directors, Board of Commissioners, and work units about new regulatory provisions.
 - Providing information on OJK, BI, and other laws and regulations on the BCA portal site, which can be accessed by work units.
 - Involve human resources at SKK in various trainings, seminars on the dissemination of regulations from regulators, and compliance certification organized by the Banking Professional Certification Institute (LSPP) in order to improve quality, including actively participating in the Banking Compliance Director Communication Forum (FKDKP) working group.
 - Carry out a consultative function related to the application of applicable regulations by providing advice/response to questions from work units or branches.
2. Ensuring that BCA's policies, provisions, systems, and procedures, as well as its business activities, comply with the following provisions:
 - Identifying sources of compliance risk.
 - Conduct a gap analysis, assess the impact of the new provisions on BCA's operations, and make recommendations for changes to manuals, policies, and internal procedures.
 - Perform updates on applicable regulatory requirements database.
 - Compile a Compliance Matrix Diary as a monitoring tool to ensure commitment toward reporting obligations to regulators.
 - Reviewing and providing opinions to ensure compliance with the applicable regulatory provisions for:
 - New products and activities plan;
 - Formulation of Internal regulations to be issued;
 - Compliance with corporate credit release;
 - Documents to ensure operational readiness for office network openings, address changes, and closures; and
 - Documents in the framework of the capital participation plan.
 - Conduct compliance tests on the implementation of provisions at the Branch Office, in collaboration with the Branch Internal Supervisor.
 - Monitor the level of compliance with applicable regulatory provisions related to prudential banking principles, such as:
 - Minimum Capital Adequacy Requirement (KPMR);
 - Statutory Reserves (GWM);
 - Macprudential Liquidity Buffer (PLM);
 - Net Open Position (NOP);
 - Legal Lending Limit (BMPK);
 - Non-Performing Loans (NPL);
 - Macprudential Intermediation Ratio (RIM);
 - Liquidity Coverage Ratio (LCR);
 - Net Stable Funding Ratio (NSFR);
 - Macprudential Inclusive Financing Ratio (RPIM).
 - Monitoring the imposition of sanctions/ fines from regulators.
 - Conducting compliance risk assessment and compiling quarterly Compliance Risk Profile Reports, in order to manage compliance risk.
 - Prepare Quarterly Compliance Monitoring Reports to be submitted to the Board of Directors and Board of Commissioners.
 - Coordinating with work units in the framework of risk-based Bank Soundness Rating.
 - Participate actively with the Corporate Secretariat Division in implementing BCA Governance and Integrated Governance.
 - Utilizing information technology, known as Regulatory Technology (RegTech), to increase efficiency and effectiveness in the process of managing regulatory provisions.

3. Ensuring BCA's compliance with commitments made to regulators:
 - Working with DAI to monitor BCA's commitments to OJK, BI, and other regulators
 - Monitor and follow up on requests for information/data by OJK, BI, and other regulators in the context of bank supervision.
4. Monitor and evaluate the compliance function both in an integrated manner and at each Subsidiary Company within the BCA Financial Conglomerate.
 - Prepare Integrated Compliance Reports to be submitted to the Board of Directors and Board of Commissioners.
- Coordinate with work units in the context of a risk-based Consolidated Bank Soundness Rating.
- Reviewing and providing opinions to ensure conformity with regulators regarding the plan for BCA's Collaborative Synergy with Subsidiaries.
- Coordinate with Subsidiary Compliance PIC in order to prepare Integrated Compliance Risk Profile every semester.
- Communicating with Subsidiaries within the scope of the implementation of the compliance function.

5. Compliance Indicators for 2022

Compliance indicators for 2022, as a form of commitment, and BCA's level of compliance with applicable laws and regulations are as follows:

Table of Compliance indicators in 2022

No.	Compliance Indicator	Applicable Provision	BCA Achievement	Description
1	Minimum Capital Adequacy Requirement (KPPM)	Min, 14% up to < 15%	25.77%	Complied with the applicable provisions
2	Net Non-Performing Loan (NPL)	Max. 5%	0.59%	
3	Legal Lending Limit (BMPK)	Max. 10% of equity	5.50%	
4	Rupiah Statutory Reserves (GWM)	Min. 5.3%	10.15%	
5	Macroprudential Liquidity Buffer (PLM)	Min. 6%	34.69%	
6	Foreign Currency Statutory Reserves (GWM)	Min. 4%	4.24%	
7	Net Open Position (NOP)	Max. 20% from capital	0.13%	
8	Liquidity Coverage Ratio (LCR)	Min. 100%	382.02%	
9	Macroprudential Intermediation Ratio (RIM)	84% - 94%	67.20% ^{*)}	
10	GWM RIM	Min. as required	169.23%	In accordance with RIM's description below
11	Macroprudential Inclusive Financing Ratio (RPIM)	December 2022 target Min. 19.78%	20.38%	In accordance with RIM's description below

Description:

^{*)} RBCA RIM in December 2022 is smaller than the lower limit of the RIM target set by BI at 84% in PADG No. 22/11/PADG/2020 dated April 29, 2020 concerning Amendments to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, so that BCA is required to establish RIM Current Accounts in Rupiah in the amount calculated between the Lower Disincentive Parameter and the difference between BCA RIM and RIM Target against Third-Party Fund Rupiah.

Based on PADG No. 23/7/PADG/2021 dated April 26, 2021 concerning the Third Amendment to PADG No. 21/22/PADG/2019 concerning Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Islamic Commercial Banks, and Sharia Business Units, there is a Lower Disincentive Parameter related to fulfilling RIM since January 2022. The Lower Disincentive Parameter for Banks with RIM conditions <84%, NPL <5% and CAR >19% is set at 0.15.



6. Anti-Money Laundering and Counter-Terrorism Financing (APU and PPT) Program

BCA is committed to implementing the Anti-Money Laundering and Counter-Terrorism Financing (APU and PPT) Program in accordance with OJK Regulation No. 12/POJK.01/2017 and OJK Regulation No. 23/POJK.01/2019 concerning the Implementation of Anti-Money Laundering and Counter-Terrorism Financing Programs in the Financial Services Sector and OJK Circular Letter No. 32/SEOJK.03/2017 concerning the implementation of Anti-Money Laundering and Counter-Terrorism Financing Programs in the Banking Sector. Activities related to the implementation of the APU and PPT Programs during 2022 are as follows:

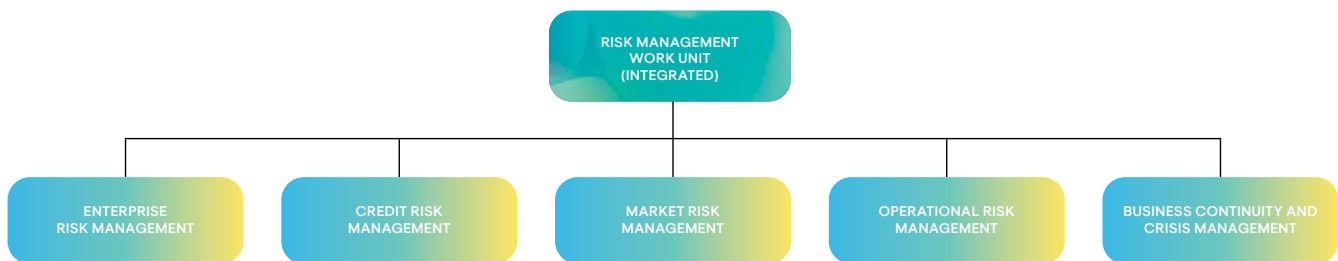
- Report on the implementation of APU and PPT to the Board of Directors and the Board of Commissioners on a periodic basis.
- Monitoring suspicious financial transactions with a web-based application called STIM (Suspicious Transaction Identification Model), as well as developing and improving the application system with cutting-edge technology and updating the parameters to detect suspicious transactions.
- Coordinate the implementation of updating customer data by setting targets and monitoring the realization of those targets.
- Reviewing plans for new products and activities to ensure compliance with the APU and PPT provisions.
- Filtering customer data and transactions against watchlists issued by the competent authorities, including the List of Suspected Terrorists and Terrorist Organizations (DTTOT), List of Funding for Proliferation of Weapons of Mass Destruction (DPPSP), the Office of Foreign Assets Control (OFAC), United Nations (UN) List, and the European Union (EU) List, at the time of opening an account and when there is a change in the watchlist.
- Use a risk-based approach to identify and assess the risks associated with the implementation of APU and PPT at BCA, considering factors such as customers, countries or geographic areas, products and services, and distribution networks.
- Collaborates with branch internal supervisors to conduct compliance tests on AML and CFT implementation at branch offices.
- Reporting suspicious financial transactions, cash financial transactions, and transferring funds to and from abroad, as well as submission of data through the Integrated Service User Information System (SIPESAT) and the Suspected Terrorism Funding Information System (SIPENDAR) for the Center for Financial Transaction Reports and Analysis (INTRAC).
- Improve understanding of APU and PPT on an ongoing basis by conducting training and outreach through classroom training, online training, e-learning, and virtual events, as well as in internal forums such as Regional Coordination Meetings and Head of Branch Operations Coordination Meetings and Service Operations Forums.
- Developing APU and PPT Implementation training materials.
- Reviewing and providing opinions on plans for new products and activities, as well as formulating internal regulations to be issued, to ensure compliance with the applicable APU and PPT provisions.
- Participating in activities organized by regulators, including:
 - a. Implementation of PPATK's Financial Integrity Rating (FIR).
 - b. Implementation of Mutual Evaluation Review (MER) – Financial Action Task Force (FATF)

IMPLEMENTATION OF RISK MANAGEMENT

BCA implements effective risk management and internal control system that is tailored to the objectives, business policies, size, and complexity of BCA's business activities. The Board of Commissioners and Board of Directors of BCA are responsible for the integrated implementation of risk management and internal control systems at BCA and its Subsidiaries.

In ensuring the implementation of effective risk management, BCA is guided by the requirements and procedures stipulated in provisions set by the regulator and refers to international best practices. BCA already has Basic Risk Management Policy (BRMP) and Basic Integrated Risk Management Policy for BCA's Financial Conglomerate (BIRMP). The policy refers to OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning the implementation of Risk Management for Commercial Banks, OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014, concerning Implementation of Integrated Risk Management for Financial Conglomerates, and ISO 31000/COSO Enterprise Risk Management Framework Standards.

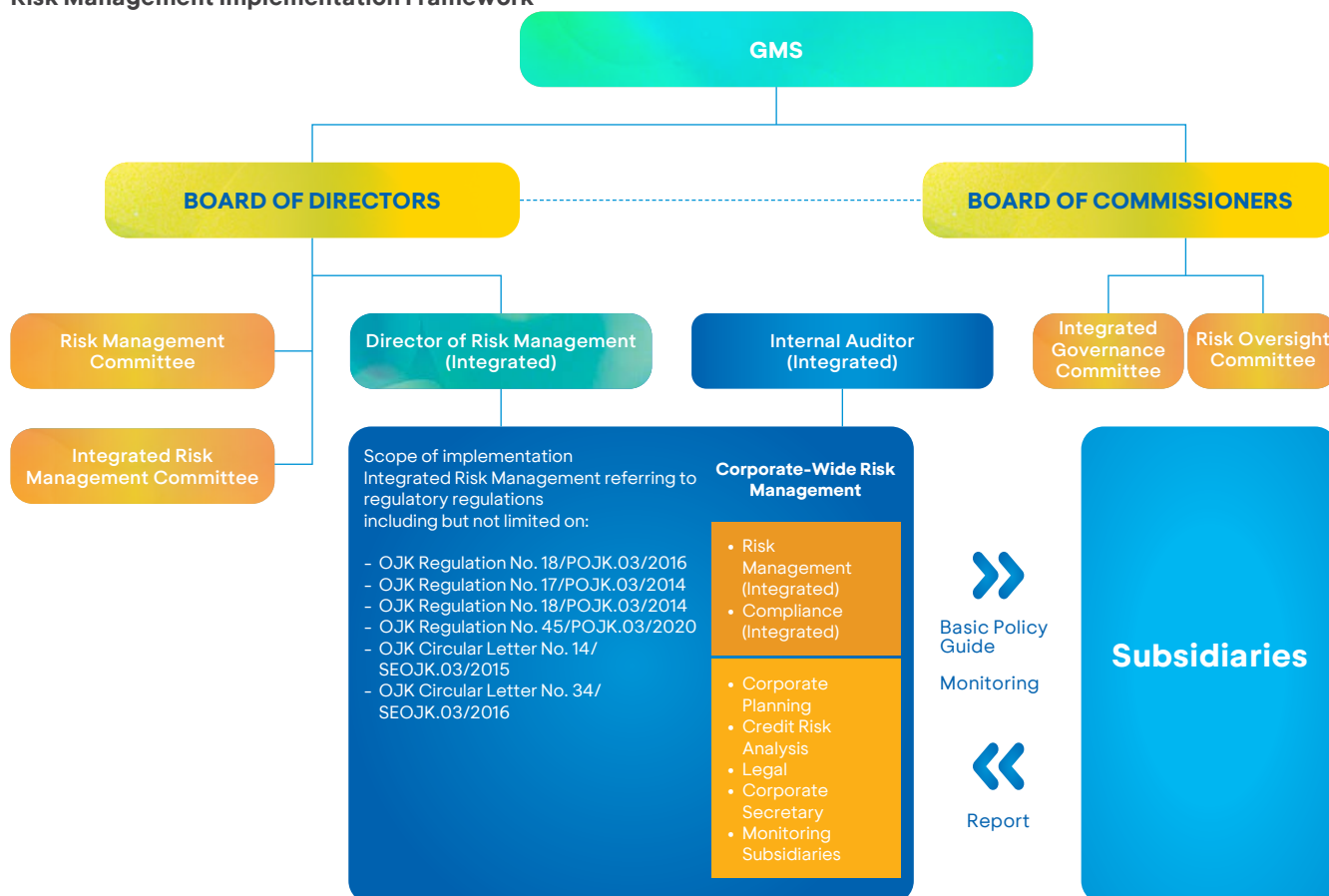
Risk Management Organizational Structure



1. Overview of Risk Management

In order to manage risk, BCA has implemented Integrated Risk Management Framework. This framework is used as a means to determine strategies, organizations, policies and procedures, as well as risk management infrastructure to ensure that all risks faced by the BCA can be identified, analyzed, evaluated, monitored, and reported correctly.

Risk Management Implementation Framework



The framework for BCA's and integrated risk management implementation describes a risk management framework and process that have interrelationship and reciprocal relationship, both between, the Board of Commissioners, the Board of Directors, Supporting Committees under the Board of Commissioners and the Board of Directors, between Divisions or Work Units and with Subsidiaries.

The implementation of BCA risk management includes:

- Active supervision by the Board of Commissioners and the Board of Directors. The implementation of active supervision by the Board of Commissioners and Board of Directors is carried out in accordance with the duties and responsibilities stipulated in the Corporate Governance Guidelines concerning the Implementation of Risk Management. The Board of Commissioners actively maintain communication with the Board of Directors and provide advice regarding strategic actions in implementing risk management at BCA.

- Oversight by the Board of Commissioners is assisted by the Risk Oversight Committee (ROC), whose function is to ensure the existing risk management framework provides adequate protection for all BCA's risks. ROC has the following main tasks:
 - Provide independent professional recommendations and opinions regarding the conformity of policies and the implementation of risk management policies to the Board of Commissioners.
 - Monitor and evaluate the implementation of the duties of the Risk Management Committee (RMC) and the Risk Management Work Unit.
- Oversight by the Board of Directors is assisted by:
 - The Risk Management Committee (RMC), which has the main task of providing recommendations to the President Director which at least includes the following:

- Formulate policies, strategies, and guidelines for implementing risk management.
- Improve or refine the implementation of risk management based on the results of evaluating the implementation of effective risk management process and system.
- Determine matters related to business decisions that deviate from normal procedures (irregularities).
- b. The Integrated Risk Management Committee (IRMC), which has the main task of providing recommendations to BCA's Board of Directors as the Main Entity which at least includes:
 - Formulate integrated risk management policies.
 - Improve or refine the integrated risk management policies based on the results of the implementation evaluation.

In addition, the IRMC has the authority to review and provide recommendations on matters relating to integrated risk management for the Board of Directors approval.
- c. Other committees tasked with handling specific risks, among others, the Credit Policy Committee (CPC), Credit Committee (CC), Information Technology Steering Committee (ITSCI), and the Asset and Liability Committee (ALCO).
- Adequacy of risk management policies and procedures and setting risk limits.
 1. BCA has carried out risk management and ensured the availability of policies and risk limits that are supported by procedures, reports, and information system that provide accurate and timely information and analysis to the management, including determining actions to deal with changing market conditions.
 2. BCA has ensured that in the process of developing work systems and procedures, it has taken into account both the operational and business side and the level of risk that may occur within a work unit.
 3. BCA already has BRMP and BIRMP as the main guidelines for implementing risk management at BCA and BCA's Financial

Conglomerate. Provisions regulated by BRMP and BIRMP, consist of:

- a. Framework for implementing risk management for each type of risk.
- b. Report on the implementation of risk management.
- c. Implementation of consolidated risk management.
- d. Implementation of integrated risk management.
4. Periodically review and update policies, procedures, and the risk management framework in accordance with the needs of BCA and the applicable laws and regulations.

- Adequacy of process for risk identification, measurement, monitoring, and control, as well as risk management information system.

1. BCA has adequate procedures for identifying, measuring, monitoring, and controlling risks, as well as a risk management information system. Risk exposure monitoring is carried out continuously by Risk Management Work Unit.

Risk Management Work Unit has been established to ensure that BCA and its Subsidiaries carry out integrated risk mitigation properly through identification, measurement, monitoring, control, and reporting in accordance with the risk management framework and are able to deal with emergency situations that threaten BCA's business continuity.

Risk Management Work Unit's authorities and responsibilities include:

- a. Provide input to the formulation of risk management policies, strategies, and frameworks by the Board of Directors.
- b. Develop procedures and tools for identification, measurement, monitoring, and risk control.
- c. Design and implement the tools needed in the implementation of risk management.
- d. Monitor the implementation of risk management policies, strategies, and frameworks that have been approved by the Board of Directors.
- e. Monitor overall and individual risk positions or exposures, including comply with established risk tolerances and limits.



- f. Perform stress testing.
 - g. Review new product and/or activity proposals.
 - h. Provide recommendations to the business work units and/or RMC/IRMC regarding the implementation of risk management.
 - i. Evaluate the accuracy and validity of the data used to measure risk.
 - j. Prepare and submit Risk Profile Reports at least quarterly and Integrated Risk Profile Reports every semester.
 - k. Carry out regular reviews to ensure the adequacy of the risk management framework and information system, and the accuracy of the risk assessment methodology.
 - l. Carry out authority and responsibility as an integrated risk management work unit in accordance with OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014, concerning Implementation of Integrated Risk Management for Financial Conglomerates.
2. BCA has built a technology-based information system, namely the Integrated Risk Management Information System (IRMIS) application, which is used for the preparation of:
 - BCA Risk Profile Report.
 - Integrated Risk Profile Report.
 - Integrated Capital Adequacy Report.
 Periodic reviews of the risk management information system are carried out according to the needs of BCA and the applicable laws and regulations.
 - Comprehensive internal control system. The full implementation of the internal control system to support the implementation of BCA's risk management is presented on page 498 of the Internal Control System section of this Annual Report.

2. Risk Management

In accordance with OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates and OJK Circular Letter No. 14/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, BCA becomes the Main Entity of BCA's Financial Conglomerate, which manages 10 (ten) types of risks in integrated manner, namely:

1. Credit Risk

- Credit organization is improved continuously by referring to the four eyes principle in which credit decisions are taken based on considerations from two sides, namely the business development side and the credit risk analysis side.
- Improving Basic Bank Credit Policy in a sustainable manner which is in line with BCA's development, regulatory provisions, prudential banking principles, and international best practices.
- Improving credit risk management procedures and system through "Loan Origination System" development for the workflow of the credit granting process (from start to finish) in order to achieve an effective and efficient credit process. The development of system for measuring debtors' risk profile continues to be improved so that it can be applied as a whole, as well as the credit database development process, which continues to be carried out and developed.
- To maintain good credit quality, monitoring credit quality continues to be carried out regularly, including credit restructuring affected by COVID-19, both per credit category (Corporate, Commercial, Small and Medium Enterprise (SME), Consumer, and Credit Card), industrial sector, and the overall credit portfolio. For branches that have SME/House Loan Credits/credit card loans with a 30+ third-party funds ratio (arrears > 30 days) and high NPLs, close monitoring and authority control are carried out for the branches can focus on improving their credit quality.

- In order to maintain the quality of the loan portfolio to remain within the bank's risk appetite, BCA also sets credit limits and monitors them.
- Development of credit risk management activities by conducting periodic stress testing analysis on credit portfolios and monitoring the results of the stress testing. Stress testing is useful for BCA as a tool to estimate the magnitude of the impact of risks in "stressful conditions". Hence, BCA can develop appropriate strategies to mitigate these risks as part of the implementation of "contingency Plan".
- To monitor and control credit risk in Subsidiaries, BCA has routinely monitored credit risk in Subsidiaries and ensured that Subsidiaries have a good and effective credit risk management policy.
- To anticipate the latest dynamic developments that require a forward-looking loan monitoring system, credit monitoring facility has been developed, such as the Early Warning System (EWS).
- Internal credit regulations have been reviewed on a regular basis with due regard for the principle of prudence and compliance with BCA's risk appetite as an effort to align business developments and strategies with the most recent regulatory provisions.
- Since 2021, the focus on credit risk management has been directed at developing a Credit Scoring System and a Credit Quality Risk Model with an Advanced Analytics approach to support sustainable credit business growth.
- BCA has also developed a credit restructuring policy for debtors affected by COVID-19 with reference to OJK Regulation No. 11/POJK.03/2020 dated March 13, 2020, concerning the National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease 2019, as amended by OJK Regulation No. 48/POJK.03/2020 and OJK Regulation No. 17/POJK.03/2021.

- These policies include
 - Determination of credit quality and criteria for debtors who eligible for restructuring.
 - Develop a restructuring scheme for each credit segment.
 - Authority of the official to decide the restructuring.
 - Monitoring of restructured loans.

2. Market Risk

- In managing foreign exchange risk, BCA centralizes the management of the Net Open Position (NOP) in the Treasury Division, which combines daily NOP reports from all branches. In general, each branch must cover its foreign currency exchange risk at the end of each business day, although there is a limit to the NOP tolerance for each branch depending on the amount of foreign exchange transaction activity at the branch. BCA prepares daily NOP reports that incorporate NOP into consolidated financial statement position and administrative accounts (off-balance sheet accounts).
- To measure the risk of foreign currency exchange rates, BCA uses the Value at Risk (VaR) method with Historical Simulation approach for internal reporting purposes, while for the calculation of the Minimum Capital Adequacy Requirement report, BCA uses the standard method in accordance with regulatory provisions.
- ALCO regularly monitors market developments and adjusts interest rates on deposits and loans.
- BCA monitors the movement of benchmark interest rate and the interest rates offered by competing banks to determine interest rates for funds and loans.
- In order to anticipate the impact of the COVID-19 pandemic on market risk, BCA has taken several actions, including analyzing and reviewing the risk weighting policy to anticipate market risk as reflected in increased volatility in the USD exchange rate against the rupiah, as well as conducting stress testing for the Fair position Value Through Profit and Loss (FVTP) and Fair Value Through Others Comprehensive Income (FVOCI) periodically.



3. Liquidity Risk

- BCA regards highly in maintaining adequate liquidity in fulfilling its commitments to customers and other parties, whether in the context of extending credit, repaying customer deposits, or meeting operational liquidity needs. The overall function of managing liquidity needs is carried out by ALCO and operationally by the Treasury Division.
- Measurement and control of liquidity risk is carried out through:
 - Supervision of liquidity reserves and liquidity ratios such as the Loan to Deposit Ratio (LDR), Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR).
 - Maturity profile analysis, cash flow projection.
 - Periodic stress testing to see the impact on BCA's liquidity in the face of extreme conditions. BCA also has a contingency funding plan to deal with these extreme conditions.
- Maintain Rupiah and Foreign Currency liquidity (Minimum Statutory Reserves/ GWM) in accordance with regulatory provisions, both on a daily basis and on an average basis for a certain reporting period, which consists of:
 - GWM and RIM Current Accounts (Macro prudential Intermediation Ratio) in the form of Rupiah current accounts with Bank Indonesia.
 - PLM (Macroprudential Liquidity Buffer) in the form of SBI, SDBI, and SBN.
 - GWM foreign currency deposits at Bank Indonesia in the form of foreign currency demand deposits.
- In order to anticipate the impact of the COVID-19 pandemic on liquidity risk, BCA has taken several actions, including:
 - Increased monitor activities over the development of secondary reserves and liquidity ratios to ensure adequate liquidity, as well as Early Warning Indicators (EWI) as leading indicators of liquidity risk.
 - Performed liquidity risk stress testing simulation.
 - Increased the frequency of ALCO meetings aimed to review interest rates on funds and loans.

4. Operational Risk

- The main objective of operational risk management is to minimize the possibility of negative impacts from inadequate and/or non-functioning internal process, human errors, system failures, and/or external events. Operational risk management is constantly enhanced in order to adapt to the constantly changing business environment and minimize the risks faced by the bank.
- To be able to manage and minimize these operational risks, BCA has an Operational Risk Management Framework and implements an Operational Risk Management Information System (ORMIS), which is a web-based application that consists of several tools and methodologies, as follows:
 - Risk Control Self-Assessment (RCSA) is used as a means to instill a risk culture and increase risk awareness in all work units.
 - Loss Event Database (LED) is used as a means of recording operational losses used in calculating capital charge allocations, continuous monitoring of events that can cause operational losses for BCA, and analysis of risks faced by banks, so that necessary corrective/preventive actions are taken to minimize/mitigate the risk of operational losses that may arise in the future.
 - Key Risk Indicator (KRI) is used as a tool that can provide an early warning sign of the possibility of an increase in operational risk in a work unit. KRI is also further developed into Predictive Risk Management which can assist work units in monitoring risk exposure.
- In accordance with regulatory provisions, BCA has allocated capital reserves for losses from operational risk using the Basic Indicator Approach method. In addition, as the regulator implements the RWA calculation for Operational Risk using a standard approach, BCA conducts a gap analysis and prepares what needs to be done so that it can meet the specified requirements.

- To support banking transaction services 24 (twenty-four) hours a day without disruptions, BCA operates 2 (two) redundant data centers (which work in mirroring) and a Disaster Recovery Center (DRC). DRC is improved continuously as part of Business Continuity Management and is designed to operate as a Crisis and Command Center. In addition, BCA has a Secondary Operation Center that is ready to be used in the event of a disruption/disaster at the building/work location of BCA's critical Work Units.
- In order to minimize the risk impact of the COVID-19 pandemic, BCA carries out the following activities:
 - a. Performed risk analysis and mitigation of changes in operational process at the bank, such as changes in work methods, process changes in providing services to customers, and new/developed digital activities/products.
 - b. Socialization of COVID-19 information to workers, advice on how to anticipate COVID-19 spread, and preventive actions that can be taken. In addition, a call center is available for workers who require information about COVID-19.
 - c. Security of the Environment/ work area for workers and customers:
 - Mandatory use of masks.
 - Take body temperature measurements when entering the BCA building.
 - Improving the sanitation of facilities and infrastructure.
 - Provide hand sanitizer.
 - Conduct a self-assessment of workers/guests (except customers) who will enter the BCA work area.
 - Establish social distancing in the office area and lifts.
 - Installation of acrylic as a protective cover on the service counter.
 - d. Office activity management:
 - Workers who have received the second dose of vaccination and have GREEN status on the Peduli Lindungi application, are in good health, have no symptoms of illness, and have passed self-assessment for the past 14 days can carry out cross-building activities within and outside the city while still implementing strict and disciplined health protocols.
 - Implement the use of the Quick Response Code barcode on the Peduli Lindungi application (QR Peduli Lindungi) in every BCA building in accordance with the stipulations regarding the use of the Peduli Lindungi application in the banking industry.
 - Work activities in the office (WFO) are organized with a maximum percentage of WFO based on the current Minister of Home Affairs' regulations.
 - Carry out split operations for head office/regional office workers related to the operational customer service transactions.
 - Implementing Work From Home (WFH) on a case by case basis with permission from the head of the work unit for:
 - Workers who have degenerative diseases and comorbid factors.
 - Pregnant workers with special conditions.
 - Use video conferencing and other online communication tools to conduct meetings and communicate with internal and external parties as much as possible.



- Setting WFO staff working hours:
 - Flexi time for Head Office work units handle non-transaction customer service operational.
 - Go home early for Head Office/Regional Office/Branch Office work units related to customer service operational transactions (minimum 16.00 o'clock with permission from the work unit leader if the Implementation of Restrictions on Community Activities (PPKM) level 2-4 is in effect).
- e. Handling workers who are confirmed to have COVID-19 and the office environment is carried out according to the Crisis Team protocol.
 - For workers confirmed to have COVID-19:
 - Isolate in a hospital or independently for at least 10 (ten) days until the worker concerned recovers (1 negative antigen test).
 - Monitor the health development of workers every day.
 - For office environment:
 - Conduct epidemiological investigations to ensure the source of transmission.
 - Conduct confirmed worker contact tracing.
 - Carry out an antigen test for these close contacts 2 (two) times (day 1 and day 5) and continue the PCR test if the antigen test result is positive.
 - Carry out quarantine or self-monitoring for these close contacts.
 - Carry out disinfection in the work area where the confirmed worker is located and cover the area during the disinfection process.

- To maintain security in conducting digital banking transactions, the bank implements cyber risk management in the aspects of people, process, and technology with reference to the company's strategy and regulatory directives and conducts routine security awareness dissemination to:
 - Workers and management in the form of e-learning, videos, infographics, and simulated phishing e-mails.
 - Customers in the form of webinars.

5. Legal Risk

- Inherent legal risk is assessed based on the potential loss of cases that occurred at BCA and Subsidiaries that are currently in process or have been settled in court compared to BCA's capital and consolidated capital. The parameters used to calculate potential losses for cases that are currently being processed in court are the basis of the claim (case position), the value of the case, and legal documentation. Meanwhile, the parameters used to calculate losses from a claim are losses suffered by BCA and Subsidiaries based on court decisions that have permanent legal force.
- To identify, measure, monitor, and control legal risks, BCA has established a Legal Group (GHK) at the Head Office and Legal Work Units in all Regional Offices.
- In order to mitigate legal risks, the Legal Group has carried out, among others:
 - Create a Legal Risk Management Policy, have internal provisions governing the organizational structure and job descriptions of the Legal Group and standardize legal documents.
 - Organize legal communication forums to improve the competence of legal staff.

- Conduct socialization on the impact of newly enacted regulations on BCA's banking activities and the various modes of operation of banking crimes, as well as legal guidelines for dealing with them to branch officials, regional offices, and related head office work units.
- Provide legal defense in civil and criminal cases involving BCA that are currently being processed in court, as well as monitor the case's progress.
- Develop credit security strategy plans (in collaboration with other work units, including the Credit Rescue Work Unit) in relation to bad credit problems.
- Register BCA's assets with the authorized institution, including intellectual property rights (IPR) on BCA banking products and services, as well as BCA's land and building rights.
- Monitor and take legal action for violations of BCA assets, including violations of BCA's IPR.
- Monitor and analyze cases that BCA and its Subsidiaries are currently dealt in court.
- Conduct inventory, monitor, analyze, and calculate potential losses that may arise in connection with legal cases that have occurred.

6. Reputation Risk

- Assessment of reputation risk is carried out using parameters such as the number of complaints and negative publications and the achievement of complaint resolution.
- Infrastructure development, which includes the implementation of appropriate software and hardware (namely, HaloBCA Phone Service and 24-hour WhatsApp/ WA Chat, the BCA CRM Contact Center, Web Chat through www.bca.co.id, and the HaloBCA application that can be used by mobile phones users with IOS and Android platforms), the development of much better procedures and work management so as to facilitate monitoring and management information systems that can support the speed and quality of the organization.

- The implementation of reputation risk management is guided by regulatory provisions.
- The parameters for reputation risk management assessment and implementation are evaluated on a regular basis.

7. Strategic Risk

- Assessment of inherent strategic risk is carried out using parameters such as the alignment of strategy with the conditions of the business environment, high-risk strategy, BCA's business position, and the achievement of the Bank's Business Plan.
- The quality assessment of strategic risk management implementation is carried out using parameters such as risk governance, risk management framework, risk management process, the adequacy of Management Information Systems and Human Resources, and the adequacy of risk control system.

8. Compliance Risk

- Compliance risk is a type of risk that must be managed by BCA, considering that it can cause financial and non-financial losses.
- In accordance with OJK Regulation No. 46/POJK.03/2017 dated July 12, 2017 concerning Implementation of the Compliance Function for Commercial Banks, BCA has appointed a member of the Board of Directors as the Director in charge of the compliance function, who is responsible for ensuring compliance and minimizing compliance risk by formulating policies and procedures for compliance risk management and monitoring their implementation. In carrying out its duties, the director in charge of the compliance function is assisted by the Compliance Work Unit (SKK), which is independent from the operational work units.
- In assessing inherent compliance risk, the parameters used are the type and significance of the violations committed, the frequency of the violations committed or the track record of compliance, and violations of the provisions of certain financial transactions. In addition, SKK is also responsible for the implementation of



the Anti-Money Laundering and Combating the Financing of Terrorism (APU and PPT) programs, including conducting risk assessments for the implementation of the APU and PPT programs in accordance with regulatory provisions.

- BCA already has compliance policies and procedures, including AML and CFT, which contain, among other things, a process for continually adjusting provisions and internal systems with applicable regulations, communicating provisions to relevant employees, conducting reviews of new products/activities, conducting regular compliance tests, and providing training to workers. The results of the supervision of the Compliance Director are reported on a quarterly basis to the President Director with a copy to the Board of Commissioners.
- BCA makes use of information technology, known as Regulatory Technology (RegTech) to increase efficiency and effectiveness in the process of managing regulatory provisions.
- In order to support the bank's strategic positioning as a transactional bank, particularly in relation to preventing money laundering and terrorism financing, BCA has used a web-based application called STIM (Suspicious Transaction Identification Model) and developed a system for the application. using the latest technology and updating parameters to be able to detect suspicious transactions.
- BCA also screens customer data and transactions related to the List of Suspected Terrorists and Terrorist Organizations (DTTOT) and the List of Funding for Proliferation of Weapons of Mass Destruction (DPPSP) issued by the competent authorities at the time of account opening and when BCA conducts business relationships. Furthermore, filtering will be carried out again if there are changes to the list.

9. Intra-Group Transaction Risk

- Assessment of inherent intra-group transaction risk is carried out using parameters such as the composition of intra-group transactions in the Financial Conglomerate, documentation and fairness of transactions, and other information.
- Quality assessment of the implementation of intra-group transaction risk management is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, as well as the adequacy of the risk control system.

10. Insurance Risk

- Assessment of inherent insurance risk is carried out using parameters such as technical risk, dominance of insurance risk over the entire line of business, product risk mix and types of benefits, and reinsurance structure.
- Assessment of the quality of insurance risk management implementation is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, as well as the adequacy of the risk control system.

3. Review/Results of the Review of the Implementation of the Risk Management System

Based on the results of the self-assessment, BCA had a 'low to moderate' risk profile rating in 2022, both individually and as an integrated entity with its Subsidiaries.

The risk profile rating was the result of an assessment on "low to moderate" risk rating and the quality rating of the implementation of "satisfactory" risk management.

The risk ratings of the 10 (ten) types of risk assessed are as follows:

- Risks that have a "low" risk level are Market Risk, Liquidity Risk, Legal Risk and Intra-Group Transaction Risk.
- Risks that have a "low to moderate" risk level are Credit Risk, Operational Risk, Reputation Risk, Strategic Risk, Compliance Risk and Insurance Risk.

The “low to moderate” integrated risk profile rating of BCA was earned because BCA and its Subsidiaries (BCA’s Financial Conglomerate) have implemented a risk management process that is quite effective and efficient in all of their activities.

- The trend of integrated inherent risk for the coming period is stable because it is not expected that there will be significant changes in inherent risk. BCA’s Financial Conglomerate must pay attention to the impact of the COVID-19 pandemic, which is putting pressure on macroeconomic conditions because it may have an impact on BCA’s Financial Conglomerate’s business activities, but risks of all BCA’s Financial Conglomerate’s business activities are expected to remain manageable based on the principle of prudence.
- The quality of integrated risk management implementation for the coming period will remain strong. This is due to the establishment of an Integrated Risk Management Framework by BCA’s Financial Conglomerate, which consists of strategy, organization, policies, and procedures, as well as risk management infrastructure, and continuously reviews risk management in all of its activities to ensure that all risks faced by BCA’s Financial Conglomerate can be identified, measured, monitored, controlled, and reported correctly.

BCA and its Subsidiaries’ risk management policies are continually updated in accordance with regulatory rules/regulations, the direction of developments in the implementation of the Basel II and III Accord, prudential banking principles, and international best practices. In conducting its business, BCA’s Financial Conglomerate will continue to pay attention to the economic situation and conditions as well as banking developments.

4. Statement on the Adequacy and Effectiveness of the Risk Management System

BCA has evaluated the implementation of the risk management system in 2022, in which:

- The Board of Directors evaluates the effectiveness of the risk management system at BCA through regular reviews of the applicable risk management policies and procedures, the adequacy of the risk management information system, the risk exposure reports and an assessment of BCA’s risk profile.
- The Board of Commissioners, assisted by the ROC, supervises and evaluates the implementation of the risk management system implemented by the Board of Directors.

Based on the results of the evaluation and supervision carried out, the Board of Commissioners considers that the risk management system at BCA is adequate and running effectively.



INTERNAL CONTROL SYSTEM

BCA Internal Control System is an ongoing monitoring mechanism which is established by management and aligned with the BCA's objectives, size, and complexity. The implementation of BCA's Internal Control System is guided by OJK Circular Letter Circular Letter No.35/SEOJK.03/2017 dated July 7, 2017, regarding Standard Guidelines for Internal Control Systems for Commercial Banks.

The objective of implementing an effective Internal Control System is to ensure:

1. Compliance with laws and regulations as well as internal policies/provisions.
2. Completeness, accuracy, efficiency, and timeliness of provision of the financial and management information.
3. Effectiveness and efficiency of operational activities.
4. Effectiveness of overall risk culture.

Additionally, in order to support OJK Regulation No. 17/POJK.03/2014 on the Implementation of Integrated Risk Management for Financial Conglomerates, BCA develops a comprehensive Internal Control System for implementation of integrated risk management that ensures:

- a. Compliance to internal policies or provisions, as well as applicable laws and regulations;
- b. Availability of complete, accurate, appropriate, and timely financial and management information; and
- c. The effectiveness of the risk culture throughout the Financial Conglomerate organization.

1. Internal Control System Framework

BCA adopt the three lines model framework to achieve reliable risk management and governance. The implementation of three lines model at BCA is as follows:

1. Governing Body

The Board of Commissioners and its committees under their coordination are responsible to ensure:

- Appropriate structures and processes are in place for effective governance; and
- Organizational objectives and activities are aligned with the prioritized interests of stakeholders.

2. First and Second Line

- First line responsible in delivery of products and services to customer, and include the support functions.
- Second line roles provide assistance with managing risk including the responsibility for enterprise risk management. The second line role is carried out by the Director of Compliance, Director of Risk Management, the Risk Management Work Unit (SKMR), and the Compliance Work Unit (SKK).

3. Third Line

The third line role provide risk-based, independent, and objective assurance and advice regarding the adequacy and effectiveness of governance, risk management, and internal control processes. The third line role is carried out by the Internal Audit Division, which will communicate audit results to the Board of Directors, Board of Commissioners, and Audit Committee.

In performing their roles, all lines communicate and collaborate on a regular basis and contribute to create and protect value that is aligned with the stakeholders' interest.

2. Components of the Internal Control System

In accordance with the Internal Control Integrated Framework developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), BCA's Internal Control consists of 5 (five) components, which include:

I Management Oversight and Control Culture

According to their roles, the Board of Directors and the Board of Commissioners are in charge of fostering a culture of control. The role of the Board of Directors is to establish structure and maintain an effective internal control system, as well as ascertain the secure and reliable internal control system, among other by issuing the BCA's Internal Control System Standard Guidelines, policies, and operational procedures.

The Board of Commissioners has a role to oversight and assess the adequacy of internal control through committees under its coordination, such as the Audit Committee and Integrated Governance Committee. The Audit Committee assists the Board of Commissioners in carrying out oversight related to financial statements, internal control systems, implementation of internal and external audit functions, good corporate governance (GCG), and compliance with applicable laws and regulations.

II Risk Identification and Assessment

BCA has established an internal control mechanism embedded to each business unit, as a part of the Board of Directors' role in identifying, analyzing, and assessing the risks faced by BCA to ensure the targets are met. This role is carried out by establishing a Risk Management Unit (SKMR), which assigned to ensure that BCA and its Subsidiaries are properly carried out risk mitigation through identification, measurement, monitoring, controlling, and reporting risks in accordance to the risk management framework, and to deal with emergency situations that might threaten BCA's business continuity.

BCA has conducted a thorough risk identification and assessment that includes credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, compliance risk, insurance risk, and intragroup risk. Moreover, BCA consistently conducts Risk Control Self-Assessment (RCSA) to review the inherent risks from each business unit activities.

III Control Activities and Segregation of Duties

Based on the internal control framework and components, BCA implements internal control to ensure the adequacy of financial controls, operational effectiveness and efficiency, as well as compliance with applicable laws and regulations. In addition, the establishment of policies, manuals, and operational procedures as guideline for task implementation and segregation of duties in each business unit in order to prevent error possibilities of each personnel while carrying out their duties.

Monitoring and reviewing of business units performance is done by SKMR and DAI as independent units in the second and third lines. An Assessment Report by DAI on the adequacy and effectiveness of the risk management, internal control, and governance processes is presented to the Board of Directors, Board of Commissioners and the Audit Committee.

The implementation of internal control includes:

a. Financial Control

To ensure the successful implementation of strategic plan that supports BCA's development, BCA has applied the following:

- 1) The Board of Directors has prepared and received approval from the Board of Commissioners on the strategic plan and Annual Work Plan and Budget (RKAT), which are stipulated in the Bank's Business Plan as a blueprint for a 3 (three) year business strategy, which has been distributed to BCA management who relates to its implementation.
- 2) The strategy implemented has taken into account the impact of strategic risk to BCA's capital, including projected capital and the Minimum Capital Adequacy Requirement (KPMR).
- 3) The Board of Directors actively conducts discussions/provides input, as well as monitoring internal conditions and developments of external factors both directly or indirectly affect BCA's business strategy.
- 4) BCA implements financial control process for the Bank and its subsidiaries in financial conglomerates, in order to periodically monitor BCA's performance achievements through the Corporate Strategy and Planning Division to improve the growth and performance of BCA and its Subsidiaries.
- 5) BCA has ensured that all accounting policies and standards are periodically reviewed in accordance with applicable rules and regulations.

b. Operational Control

In order to support overall operational risk control, BCA has implemented the following:

- 1) Forming the BCA organizational structure, including:
 - Segregation of duties to avoid conflict of interest.
 - Supervisory function that monitor daily operational control at branches and Head Office.
 - Branch Internal Control Unit (PIC) function to ensure the implementation of internal control at Branch Offices.
 - Regional Office Internal Control Unit (PIKW) function to ensure the implementation of internal control in Regional Offices.
 - Head Office Internal Control Unit (PIKP) function to ensure that internal controls are implemented in specific work units at the Head Office.



- DAI, which is independent of the risk-taking unit, evaluates and assesses the adequacy and effectiveness of corporate governance, risk management, and internal control processes for BCA and its subsidiaries in financial conglomerates.
 - SKMR and SKK, which are independent to the risk-taking unit.
 - Anti-Fraud Bureau to increase the effectiveness of the implementation of anti-fraud strategies for all company activities.
- 2) All BCA operational activities are guided by standard operating procedure to ensure that operational risks have been properly mitigated.
 - 3) Establish employee rotation policies.
 - 4) Setting up limit of authority for officers to transact.
 - 5) Establish Information Security Policy, including: User ID access and password, physical security, etc.

c. Compliance with Applicable Laws and Regulations

To ensure BCA's compliance with applicable laws and regulations, BCA has implemented the following:

- 1) BCA is committed to comply with applicable laws and regulations and taking corrective action for any risk weaknesses.
- 2) BCA has established an SKK that is independent of the risk-taking unit and is responsible to monitor the compliance of BCA and its Subsidiaries in an integrated manner.
- 3) BCA has:
 - Monitored Compliance Reporting to BI/ OJK/other regulators.
 - Conducted BCA Compliance Reports, including Anti-Money Laundering and Prevention of Terrorism Financing Program Implementation Report to OJK every 6 (six) months.
 - Submitted Compliance Monitoring Reports on BCA's Prudential Provisions, including Anti-Money Laundering and Prevention of Terrorism Financing Program Implementation Report to the Board of Commissioners, President Director, and Deputy President Director quarterly

- 4) The strategy of compliance Risk Management is consistently comply with prevailing regulations by proactively taking prevention (ex-ante) in order to minimize the occurrence of violations and taking curative actions (ex-post) for improvements.

IV Accounting, Information, and Communication Systems

BCA has an adequate accounting, information, and communications system to identify potential problems. The System is also used as an information exchange to carry out task according to their responsibilities. BCA has an accounting policies that are complied with applicable principles and regulations and are supported by an efficient recording system and well-documented reconciliation procedure, which made the accounting system generates accurate, appropriate, and consistent financial information. The information system is continuously developed to conform with the Bank's business activities and technological advances, as well as an effective communication system such that all BCA employees understand and comply with the applicable policies and procedures while performing their duties and responsibilities. BCA has conducted a review by an independent party to ensure that its information system can provide data and information related to business activities, financial conditions, the implementation of risk management, and compliance with regulations that are relevant, accurate, current, timely, and accessible to interested parties. stakeholders and reported on a consistent basis to support the Board of Directors' and Board of Commissioners' duties.

V Monitoring Activities and Corrective Action

DAI monitor and analyze the adequacy of management follow-up on audit results and recommendations from DAI, external auditors, OJK, and other authorities. The result of the follow-up monitoring is reported to the Board of Directors, the Board of Commissioners and the Audit Committee on a quarterly basis. Corrective action commitment changes should be approved by the President Director and the Board of Commissioners.

3. Internal Control System Evaluation

The Board of Directors is responsible for ensuring the implementation of an effective internal control system to achieve BCA's objectives. The Board of Commissioners, assisted by the Audit Committee and the Integrated Governance Committee, is in charge of overseeing the implementation of BCA's Internal Control System.

In order to evaluate the adequacy and effectiveness of the internal control system, in 2022 BCA has monitored and taken corrective actions as follows:

1. BCA continuously evaluate and monitor the overall effectiveness of the implementation of internal control, including changes in internal and external factors that may affect BCA's ability to achieve its goals.
2. Monitoring is prioritized on BCA's key risks and functions as part of daily activities, including periodic evaluations to detect and prevent the emerging risks, by operational & risk monitoring unit and DAI.
3. DAI evaluates the adequacy and effectiveness of the internal control system independently through the implementation of risk-based audit activities. The results of the evaluation and follow-up are reported to the Board of Commissioners, the Audit Committee, and the Board of Directors.

4. Board of Commissioners Statement on the Adequacy and Effectiveness of the Internal Control System

Based on the review and discussions with the Audit Committee on evaluation reports submitted by the management, the Board of Commissioners considers that BCA's internal control system is adequate and operating effectively.



IMPLEMENTATION OF THE ANTI-FRAUD STRATEGY

1. Introduction

In accordance with OJK Regulation No. 39/POJK.03/2019 dated December 19, 2019, concerning the application of the anti-fraud strategy for commercial banks, BCA already has guidelines for implementing an anti-fraud strategy. The Policy Guidelines have been ratified in the Decree of the Board of Directors No. 114/SK/DIR/2021 dated June 17, 2021 concerning adjustments to anti-fraud strategy policies. These guidelines are a manifestation of BCA management's commitment to preventing fraud by implementing a fraud control system that is implemented effectively and continuously. This fraud control system directs BCA in determining steps to prevent, detect, investigate, and monitor fraud incidents.

In accordance with the prevailing OJK regulation, BCA defines fraud as all acts of deviation or omission that are intentionally carried out to deceive, delude or manipulate BCA, customers, or other parties that occur within BCA and/or use BCA facilities, resulting in BCA, customers, or other parties suffering losses and/or perpetrators of fraud gaining financial benefits, either directly or indirectly. Types of acts classified as fraud are:

- 1) Fraudulence;
- 2) Deception;
- 3) Asset embezzlement;
- 4) Leakage of information;
- 5) Banking crimes.

In preparing and implementing an effective anti-fraud strategy, BCA has paid attention to the following matters:

- 1) Internal and external environmental conditions;
- 2) The complexity of business activities;
- 3) The potential, type, and risk of fraud; and
- 4) The adequacy of the required resources.

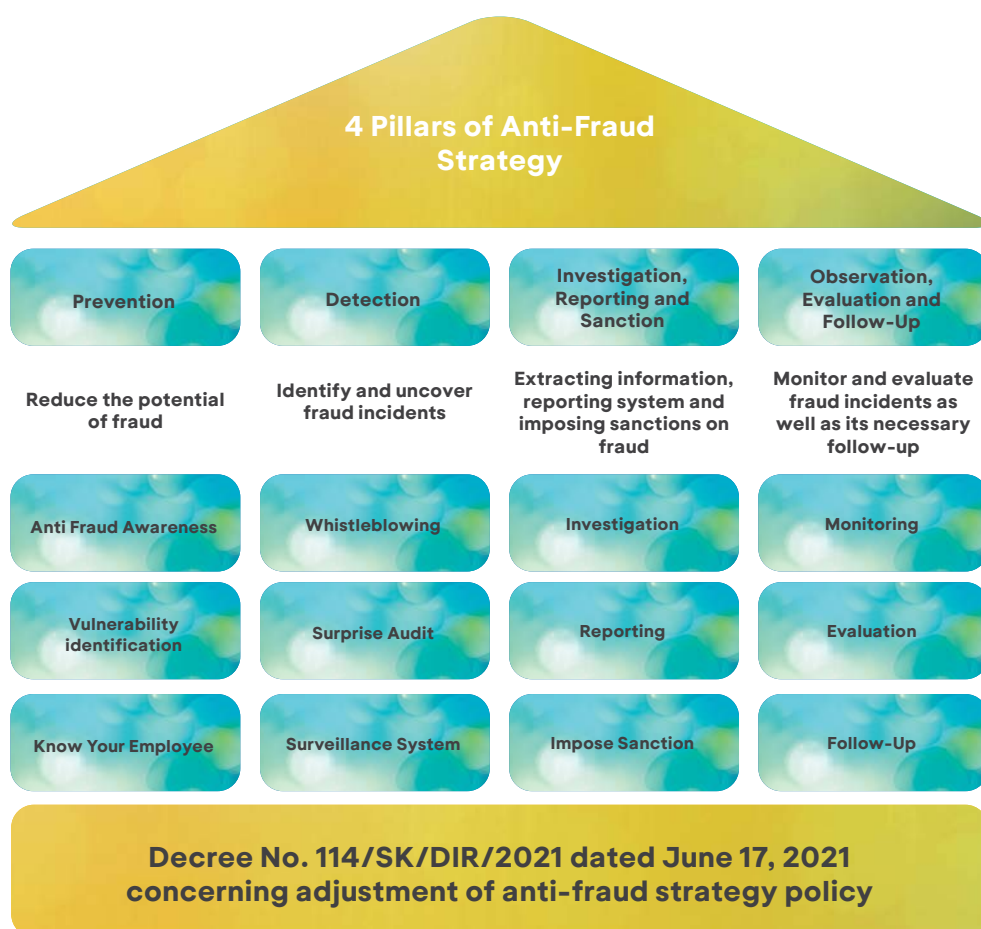
In addition to supporting the implementation of the anti-fraud strategy, BCA has also established an Anti-Fraud Bureau whose job it is to carry out the function of implementing the anti-fraud strategy at BCA. The Anti-Fraud Bureau is independent & responsible to the president director. The Anti-Fraud Bureau has a line of communication and reporting to the board of commissioners and a line of coordination with the Head of the Internal Audit Division.

2. Objectives

The objective of anti-fraud policy implementation in BCA are:

- To nurture an anti-fraud culture across BCA organization.
- To enhance awareness and concern for the risk of fraud in BCA's operations.
- As a reminder to all personnel of BCA to comply with applicable procedures and regulations.

Pillars and Implementation of Anti-Fraud Strategy



Anti-fraud strategy in its application is manifested in to a fraud control strategy, has 4 (four) pillars are as follows:

1) Prevention

Configure devices in order to reduce the potential risk of fraud, which includes anti-fraud awareness, vulnerability identification, and getting to know your employees.

2) Detection

Configure devices in order to detect fraud incidents in BCA's business operations, including whistleblowing, surprise audits, and surveillance system mechanisms.

3) Investigation, reporting, and sanctions

Configure steps for study or investigation, a reporting system, and the imposition of sanctions against incidents of fraud, which at least include investigation, reporting, and the imposition of sanctions.

4) Monitoring, evaluation, and follow up

Configure steps to monitor and evaluate as well as follow up on fraud which at least includes monitoring, evaluation and follow-up.

3. Implementation and Internalization

Anti-Fraud Declaration

In line with BCA's commitment to implementing the anti-fraud strategy, BCA prepared an anti-fraud declaration, which states that management is committed to implementing a "Zero Tolerance" policy against fraud through efforts to build strong pillars that function to prevent, detect, investigate, and continuously monitor risks, indications, and occurrences of existing fraud.



The contents of the BCA Anti-Fraud Declaration (Decree of Directors No. 139/SK/DIR/2020) are as follows:

“In order to strengthen the internal control system, implement good corporate governance, and further implement OJK Regulation No. 39/POJK.03/2019, dated December 19, 2019, concerning the application of an anti-fraud strategy for commercial banks, BCA declares its commitments to:

1. Conducting business fairly, honestly and transparently;
2. Avoid doing business with third parties who were not committed in accordance with company’s policy; and/or;
3. Provide consequences for violating policies and commitments.

Let all levels of the BCA organization, customers, and work partners collaborate to create an anti-fraud culture and a fraud free and safe BCA.”

Socialization and Anti-Fraud Training

Socialization

BCA continues to strive to increase the awareness and vigilance of BCA employees against fraud. This effort is carried out through socialization related to anti-fraud, both in the form of digital posters and anti-fraud awareness comics. BCA employees also have an obligation to fill out an Integrity Pact every year by accessing the Integrity Pact document on the BCA internal portal.



Training

BCA has endeavored to continuously increase employee awareness and vigilance towards actions of fraud through the anti-fraud awareness program, including in the form of training/socialization e-learning, in class training, comics, posters, videos, sharing to increase control operational, and so on.

All BCA employees are required to take part in e-Learning Anti Fraud Awareness that can be obtained accessed through the MyBCA internal portal and Mobile Learning.

Data of Anti-Fraud Training in 2021 and 2022

Attendees	2022	2021
New employee	5,875	3,947
Existing employee	33,178	31,662

4. Internal Fraud Violations Data in 2022

Disclosure of irregularities (internal fraud) is carried out based on Article 64 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks and Chapter IX No. 5 OJK Circular Letter No.13/SEOJK.03/2017 concerning the implementation of governance for commercial banks, where the report consists of forms of deviation (internal fraud), namely fraud committed by members of the board of directors, members of the board of commissioners, permanent employees, temporary employees (honorary), and/or outsourced workers. The nominal deviation disclosed is a deviation of more than Rp100,000,000.00 (one hundred million rupiah).

Table of Data on Fraud Violations Committed by Management, Permanent and Non-Permanent Employees

Deviation for 1 year	Members of the Board of Directors and members of the Board of Commissioners		Permanent Employee		Non-Permanent Employees and Outsourced Workers	
	2022	2021	2022	2021	2022	2021
Total Fraud	-	-	2	1	1	1
Resolved	-	-	1	1	1	-
In the process of being settled in internal BCA	-	-	-	-	-	-
Yet to be resolved	-	-	-	-	-	-
It has been followed up through the legal process	-	-	1	-	-	1

5. Reporting

BCA submits a report on the implementation of the anti-fraud strategy to OJK every semester as a form of monitoring the implementation of the anti-fraud strategy, as well as an Incidental report in the event that a fraud incident has a significant impact that could disrupt BCA's operational activities.



WHISTLEBLOWING SYSTEM

The whistleblowing system is a reporting tool that can be used by BCA internal and external parties to report acts of fraud or violations committed by perpetrators within BCA's internal environment.

BCA's whistleblowing system policy refers to OJK Regulation No. 39/POJK.03/2019 and is stated in the directors' decree No. 146/SK/DIR/2017 dated November 1, 2017, and disclosed on the BCA website in the Governance section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/ACGS/Kebijakan-GCG>).

Objectives of Whistleblowing System

The whistle blowing system implementation in BCA aims to:

- To raise stakeholders (employees, customers, etc.) awareness in reporting the fraud or violations activities that they think are being committed in BCA without any fear and anxious, as their confidentiality is guaranteed.
- To detect and prevent fraud or violations at the earliest stage possible through the information disclosed by a whistleblower.

1. Whistleblowing Procedure

A. Media

The media that can be utilized by the whistleblower to convey the report is accessible through BCA website <https://www.bca.co.id/en/tentang-bca/tata-kelola/Whistleblowing-System>. Correspondingly, the managing team of whistleblowing system will receive the report directly.

B. Acceptable Reporting Criteria

For the convenience and acceleration of the follow up process, whistleblower must meet the following reporting criteria:

- 1) The reporting must be based on good faith and should not be a personal complaint or a made-up story with bad intent/slander.
- 2) The whistleblower's identity should be provided with a minimum of information, which include:
 - Whistleblower name (anonymous is permitted);
 - Whistleblower phone number that can be reached/an active email address;
- 3) Provide preliminary indication of fraudulent act or violations that are reliable and accountable with an additional of attached data (if any) which incorporated the 4W1H, as follows:
 - Action/Reported actions (What);
 - Alleged Parties (Who);
 - Time of events (When);
 - Place/location of events (Where);
 - Chronology of events (How).
- 4) Types of fraud/violations to be reported:

Fraud	<p>A deliberate misuse or omission to mislead, deceive or manipulate BCA, customer, or other party, that takes place in a BCA environment and/or uses BCA facilities, resulted in the bank, customer, or other party suffering a loss and/or the fraud perpetrator gain direct or indirect financial benefits.</p> <p>Type of fraud acts:</p> <ol style="list-style-type: none"> 1. Fraudulence, 2. Deception, 3. Assets embezzlement, 4. information leakage, 5. Banking crimes.
Code of Conduct Violation	Measures that are not in accordance with the BCA's culture that has been formulated based on positive values that grow and develop within the BCA's employees, to achieve common goals and as a reference for the BCA's employees in making decisions and taking measures.
Conflict of Interest Violation	The acts that cause a circumstance in which a person who, in performing his or her fiduciary duty and obligation, pursues outside interests, such as personal, family related or other parties' interests, that may have impaired or intruded upon his or her professional judgment and objectivity in making decisions and policies according to the authority that has been awarded by BCA to him or her.
Laws Violation	Any actions that violate applicable law in Indonesia.

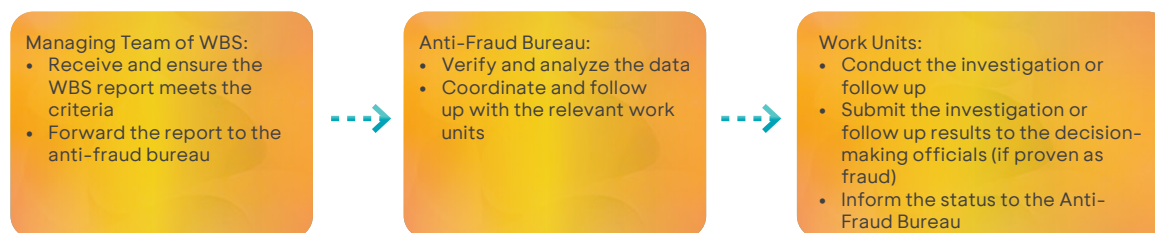
2. Whistleblower Protection

BCA will provide the protection to the whistleblower, which include:

- Guarantees the confidentiality of the submitted whistleblower's identity and the report contents;
- Guarantees the protection against mistreatments that might harm the whistleblower;
- Guarantees the protection against perpetrator's threats, intimidations, punishments or any unpleasant activities.

3. Management of Whistleblowing System (WBS) Report Flow

The following is the flow on how a report is handled by BCA regarding the whistleblowing system



4. Parties who Managed the Report

The management and follow-up on the reports are handled carefully by BCA's internal team who were appointed by the BCA's management, in accordance to the prevailing BCA's internal laws and laws and regulations in Indonesia. The BCA internal team in charge consists of Whistleblowing System Managers, Anti-Fraud Bureau, and Work Units.

5. Disclosure of Internal Fraud and Complaints through Whistleblowing System in 2022

A. Number of Complaints Reported through Whistleblowing System

As of December 31, 2022 there were 26 (twenty six) complaints that entered the whistleblowing system with the following status:

Status	Total	Description
Open (Still in process)	0	-
Closed (Resolved)	26	Proven: 4 (four) Not proven: 3 (three) Does Not Meet Reporting Criteria: <ul style="list-style-type: none"> - Information: 2 (two) - Customer Complaint: 2 (two) - The data is incomplete and the reporting party does not provide the requested additional information/data: 15 (fifteen)

B. Sanctions and Follow-Up on Complaints through the Whistleblowing System

If the investigation results prove that the perpetrator committed fraud or violations, the decision-making officials will impose sanctions in accordance with the prevailing regulations.



ANTI-CORRUPTION POLICY AND GRATIFICATION CONTROL

1. Background

The trust of the general public and market players in BCA is greatly influenced by the ethical behavior of all BCA personnel, from the Board of Commissioners, Board of Directors, management personnel to all employees. This trust is very important to building and maintaining business relationships with customers and other third parties related to BCA.

In this regard, to increase public trust and support Law No. 20 of 2001, which is an amendment to Law No. 31 of 1999 concerning the Eradication of Corruption Crimes, the Board of Directors of BCA considers it necessary to stipulate provisions regarding anti-corruption and control of gratuities. These are intended to support the implementation of the principles of Good Corporate Governance and provide guidelines for BCA personnel as individuals in dealing with customers, partners, and co-workers.

2. Anti-Corruption Policy

BCA has established several anti-corruption policies as part of its commitment to improving anti-corruption practices and culture within the organization, including the following:

1. Decree of the Board of Directors No. 269/SK/DIR/2021 dated December 31, 2021, concerning Anti-Corruption Policy and Gratification Control
2. Circular No. 336/SE/POL/2022 dated September 15, 2022, concerning Reporting of Gratification Control.
3. BCA's Anti-Corruption Code of Ethics (detailed information can be found on page 539 under the Code of Ethics section of this Annual Report).
4. Guidelines for Implementing Anti-Fraud Strategy (detailed information can be found on page 492 under the Anti-Fraud Strategy Implementation Section of this Annual Report).
5. Gratification Control Policy (complete information can be found on page 508 under the Gratification Control Policy section of this Annual Report).
6. Conflict of Interest Policy (complete information can be found on page 510-517 under the Affiliate Transactions and Conflict of Interest section of this Annual Report).

These policies aim to provide guidelines related to preventing corruption within BCA and can be found on the BCA website in the Governance section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

3. Gratification Control Policy

1. Gratification Control Policy

In an effort to prevent gratuities from occurring at any level of BCA personnel, the Board of Directors of BCA has issued Board of Directors' Decree No. 219/SK/DIR/2003 dated November 10, 2003 concerning Provisions regarding Conflict of Interest, Board of Directors' Decree No. 269/SK/DIR/2021 dated December 31, 2021 concerning Anti-Corruption Policy and Gratification Control, Circular Letter No. 336/SE/POL/2022 dated September 15, 2022 concerning Gratification Control Reporting. The gratuity control policy is intended to provide guidelines for reasonable, proper, and trustworthy behavior to all BCA personnel in dealing with customers, partners, and co-workers, and is not intended to interfere with the private life of any BCA personnel.

BCA's Gratification Control Policy stipulates that:

- All BCA personnel are prohibited from asking for, accepting, permitting, or agreeing to receive a gift or reward from a third party who obtains or seeks to obtain facilities from BCA in the form of credit facilities or other facilities related to BCA's operational activities.
- All BCA personnel are prohibited from asking for, accepting, permitting, or agreeing to receive a gift or reward from a third party who obtains or tries to obtain work or orders related to the procurement of goods or services from BCA.
- In the event that customers, partners or other parties give gifts at specific times, such as Hari Raya or other celebrations, if...
 - it is believed that receiving the gift will have a negative impact and/or influence BCA's decisions; or
 - the price of the gift is beyond reasonable limits, then

BCA personnel members who receive the gift must immediately return the present along with a polite explanation that BCA personnel are not allowed to accept gifts.

The main points of the Gratification Control Policy have been disclosed and are available for download at the BCA website in the Governance section (<https://www.bca.co.id/id/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

2. Shared Commitment

The Gratification Control Policy is binding and must be understood and implemented seriously by all BCA personnel as part of the Code of Ethics and in order to support the implementation of the principles of Good Corporate Governance. If there is a violation or non-compliance with this policy, the violator may be subject to sanctions according to the level of the violation.

With regard to the above, all personnel of BCA are required to:

- A. understand, comprehend, and implement the Gratification Control Policy with full responsibility and without exception;
- B. assist in the implementation of the Gratification Control Policy, which requires all members of the Board of Commissioners, members of the Board of Directors, and all BCA employees to submit an annual statement outlining any circumstances or situations that could result in a conflict of interest.

It is BCA's culture not to accept gifts or rewards from customers, debtors, vendors, partners, work partners, or other third parties for services provided by BCA employees in carrying out their duties. In this regard, BCA personnel must also comply with the Code of Ethics relating to vendors. The code of ethics is contained in the BCA Governance Guidelines and can be found in the Code of Ethics section of this Annual Report.

4. Implementation of Anti-Corruption Practices

BCA always strives to improve the anti-corruption culture within BCA through the following practices:

1. Annual Disclosure

In an effort to prevent corruption, all members of the Board of Commissioners, members of the Board of Directors, and all BCA employees are required to submit an Annual Disclosure, which contains all circumstances or situations that could result in a conflict of interest. Complete information regarding the Annual Disclosure can be found on page 328 under the Internalization section of this Annual Report.

2. Internalization of Anti-Corruption values

Internalization of anti-corruption values is carried out through sharing sessions, outreach, e-learning, articles on internal portals, plasma TV, BCA digital info magazine, and other internal communication media.

3. Reporting related to acts of corruption

BCA has a whistleblowing channel in place as a reporting medium for BCA internal and external parties to help with the implementation of anti-corruption policies. Throughout 2022, there were no reports regarding corruption violations received through the Whistleblowing System channel. Detailed information regarding the Complaint Handling Policy through the Whistleblowing System can be found on pages 506-507 under the Whistleblowing System section of this Annual Report.

In addition, BCA made no political donations or voluntary donations that led to acts of corruption or bribery throughout 2022. Provisions regarding the granting of funds/donations related to political or social activities are regulated in the Corporate Governance Guidelines section of BCA Code of Conduct as follows:

- Every participation in social and/or political activities by BCA personnel is in their personal name and cannot be used to represent BCA. Every statement, attitude, and action that can reflect BCA's position must be approved by the Board of Directors.
- Expenditures in the form of donations on behalf of BCA, for social and/or political activities, must be approved by the Board of Directors.



AFFILIATED TRANSACTIONS AND CONFLICT OF INTEREST TRANSACTIONS

Policy of Affiliated Transactions and Conflict of Interests

BCA already has a policy in place regarding affiliated transactions and transactions containing conflicts of interest, as stipulated in the Directors' Decree No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions Containing Conflicts of Interest and the Circular Letter No. 319/SE/POL/2019 dated December 27, 2019 concerning Instructions for Implementation of Affiliated Transactions and Transactions Containing Conflicts of Interest. The main points of the Affiliate Transaction and Conflict of Interest Policy can be found in the GCG Policy section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

In light of the publication of OJK Regulation No. 42/POJK.04/2020 dated July 2, 2020 concerning Affiliated Transactions and Transactions with Conflicts of Interest, BCA always ensures that internal policies are in compliance with recent regulatory developments. In accordance with OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Transactions with Conflicts of Interest, BCA conducts periodic outreach to its subsidiaries, branch offices, related work units at regional offices, and head office regarding affiliated transactions.

BCA Affiliated Parties

BCA affiliated parties are as follows:

- Employees, Directors, and Commissioners of BCA.
- BCA's major shareholders, namely individuals or corporations that directly or indirectly own at least 20% (twenty percent) voting rights of all shares with voting rights issued by BCA, or an amount less than that determined by OJK.
- Controlled Company of BCA, either directly or indirectly
- Companies that have one or more Directors or Commissioners holding/concurrent positions as Directors or Commissioners of BCA.
- Companies controlled by BCA Major Shareholders.
- Someone who has a family relationship by marriage or descent to the second degree, both horizontally and vertically, with members of the Board of Directors of BCA, members of the Board of Commissioners of BCA, and/or Main Shareholders of BCA.

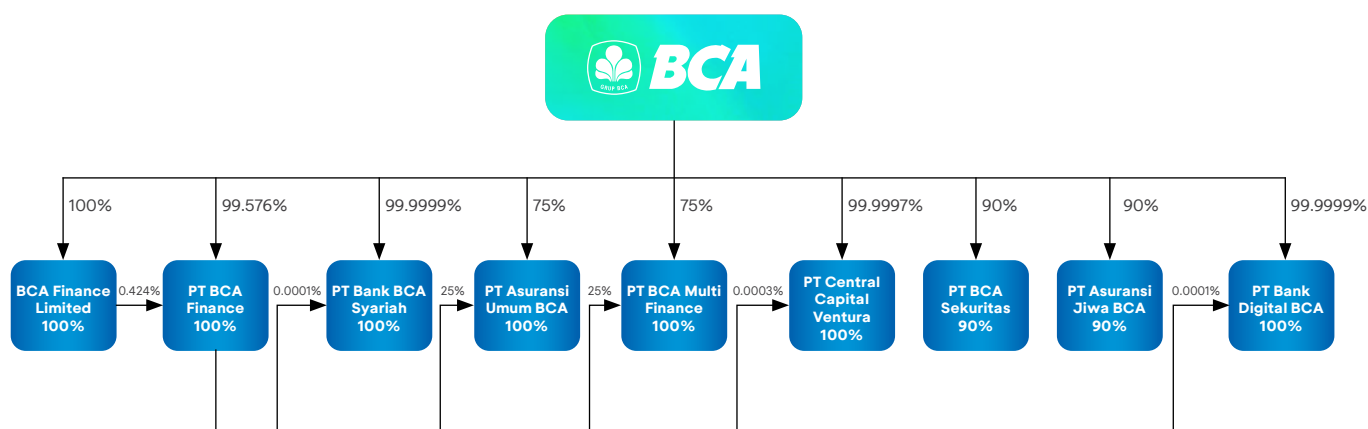
BCA Controlled Companies (Subsidiaries)

BCA has 9(nine) Subsidiaries that are not Public Companies, and their financial statements are consolidated with BCA.

BCA Subsidiaries are as follows:

1. PT Bank Digital BCA
2. PT Bank BCA Syariah
3. PT BCA Finance
4. PT BCA Multi Finance
5. BCA Finance Limited
6. PT BCA General Insurance
7. PT Asuransi Jiwa BCA
8. PT BCA Securities
9. PT Central Capital Ventura

As of December 31, 2022, BCA Share Ownership Structure in 9 (nine) Subsidiaries is described as follows:



1. Affiliated Transaction

Disclosure of Affiliated Transactions in the 2022 Annual Report

Disclosure of BCA's Affiliate Transaction Report in the 2022 Annual Report also with reference to the provisions of Article 22 of OJK Regulation Regulation No. 42/POJK/04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions ("OJK Regulation No. 42 of 2020"), namely in the case of Affiliated Transactions and/or Conflict of Interest Transactions carried out by a Controlled Company that is not a Public Company and its financial statements are consolidated with a Public Company, the Public Company must carry out the procedures as regulated in OJK Regulation No. 42 year 2020. In this sub-chapter, A Controlled Company defined as BCA's Subsidiaries as elaborated on page 101 of this Annual Report, in which the term Subsidiary is defined, among others, in OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerate and OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.

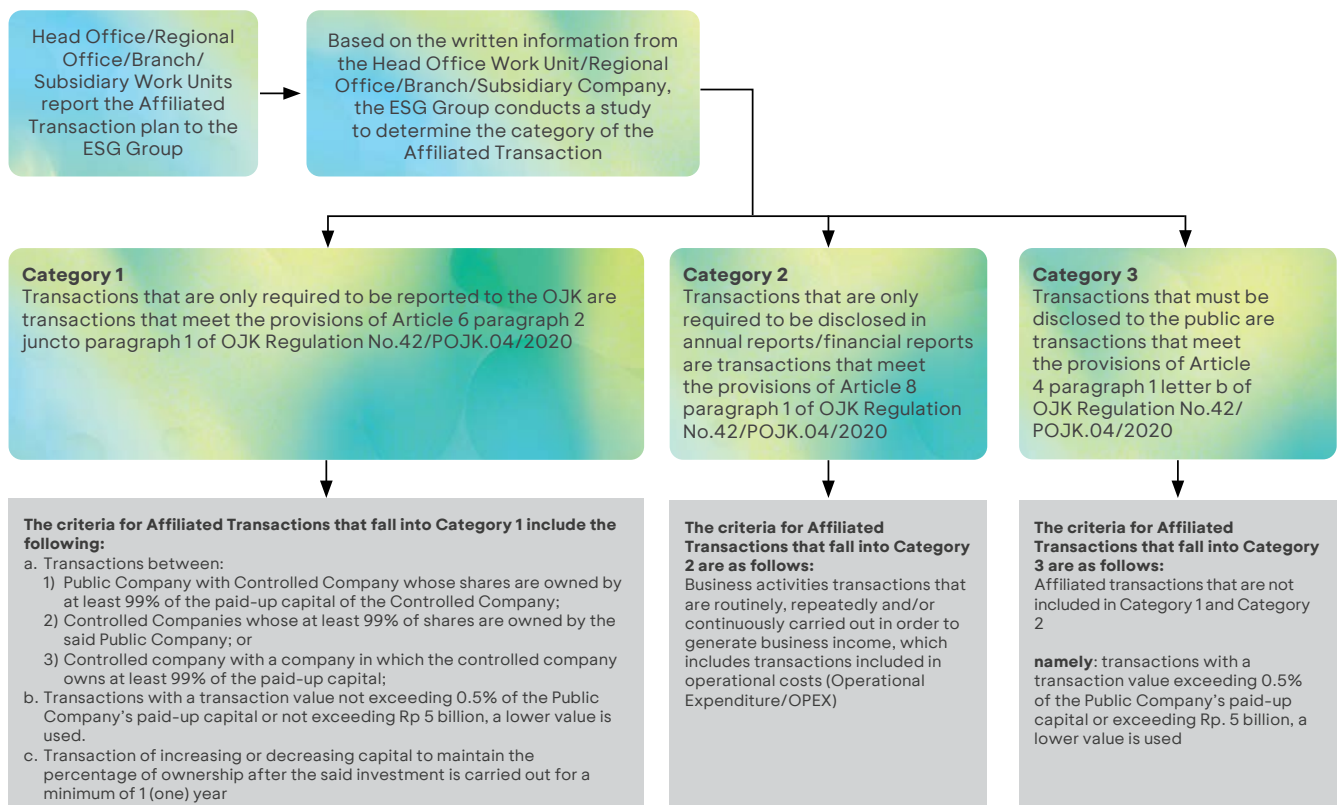
Affiliated Transactions that are disclosed in the 2022 Annual Report are as follows:

- Transactions between BCA and BCA Subsidiaries
- Transactions between BCA and BCA's Affiliated Parties
- Transactions between BCA Subsidiaries
- Transactions between BCA Subsidiaries and BCA's Affiliated Parties

Mechanism of Review and Approval of Affiliated and Conflicts of Interest Transactions

Each work unit that conducts transactions with affiliated parties must give written notice to the Environment Sustainability Governance Group (ESG Group) along with the necessary data. The ESG Group works in concert with the pertinent work units to conduct an analysis and determine the subsequent steps that must be taken in connection with the proposed transaction in accordance with the applicable provisions. In ensuring transactions are carried out in the best interests of the company and to prevent potential conflicts of interest that may occur and harm BCA. In accordance with its duties and responsibilities, the Audit Committee will review and advise the Board of Commissioners on potential conflicts of interest that may occur at BCA.

Affiliated Transaction and Conflict of Interest Flow Mechanism in BCA





A. Realization of Affiliated Transactions carried out by BCA in 2022

A.1. Category 1 (Affiliated Transactions that only require to be reported to OJK)

Throughout 2022, there were 17 (seventeen) affiliated transactions with a total value of Rp158,437,170,485.00 which were included in Category 1, as follows:

No.	Date	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1	January 11, 2022	Room Rental (15 National Locations)	PT BCA Finance	Rp51,124,289,542.00	Transactions between BCA and BCA Subsidiaries
2	January 26, 2022	Room Rental (58 National Locations)	PT Bank BCA Syariah	Rp5,151,719,341.00	
3	February 4, 2022	Room Rental BCA Wolter Monginsidi	PT Central Capital Ventura	Rp1,115,400,000.00	
4	February 10, 2022	Sale and Purchase of Software for Dynamic LC Convergent OCR Development and Its Implementation	PT Kecerdasan Buatan Indonesia	Rp863,000,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
5	March 14, 2022	Sale and Purchase of foreclosed collateral Plaza Mutiara 17 th Floor	PT Bank Digital BCA	Rp16,500,000,000.00	Transactions between BCA and BCA Subsidiaries
6	March 25, 2022	Sale and Purchase of KCU Banda Aceh Goods	PT Bank BCA Syariah	Rp206,455,000.00	
7	March 31, 2022	Provision of Regulatory Technology Application Development Services	PT Prosa Solusi Cerdas	Rp1,100,000,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
8	April 20, 2022	Development of the J-Valas Module Settlement Application	PT Darta Media Indonesia	Rp1,154,400,000.00	
9	April 26, 2022	Room Rental	PT Asuransi Jiwa BCA	Rp980,409,276.00	Transactions between BCA and BCA Subsidiaries
10	April 27, 2022	Sale of Abandoned Property	PT BCA Multi Finance	Rp8,760,000,000.00	
11	Juli 12, 2022	Provision of Use of Cash Management Applications Services	PT Bank BCA Syariah	Rp18,041,416.00	
12	October 3, 2022	Provision of Security Infrastructure Services	PT Bank BCA Syariah	Rp815,850,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
13	October 7, 2022	Procurement of Jabra PanaCast 50	PT Global Digital Niaga Tbk	Rp71,285,310.00	
14	October 24, 2022	Purchase of 34 Unit of Notebook	PT Global Digital Niaga Tbk	Rp947,349,480.00	Transactions between BCA and BCA Subsidiaries
15	December 5, 2022	BCA's Further Capital Investment in PT Asuransi Jiwa BCA	PT Asuransi Jiwa BCA	Rp67,500,000,000.00	
16	December 22, 2022	Rental of KCP Renon Building Room	PT BCA Multi Finance	Rp110,769,120.00	Transactions between BCA and BCA Subsidiaries
17	December 23, 2022	Rental of KCP Resinda Mall	PT Bukit Muria Jaya Estate	Rp 2,018,202,000.00	Transactions between BCA and companies controlled by BCA's main shareholders

A.2. Category 2 (Affiliated Transactions that only require to be disclosed in Annual Report/Financial Statement)

- Throughout 2022, there were 28 Affiliated Transactions which are relatively large (above Rp 1 billion), as follows

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1	Management & Office Facility Support dated January 17, 2022	PT Sentral Layanan Prima	Rp1,293,655,879.00	Transactions between BCA and companies controlled by BCA Pension Funds
2	Subsriptidated Link IXP and IIX dated January 26, 2022	PT Angkasa Komunikasi Global Utama	Rp1,116,475,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
3	Other Service Work dated February 10, 2022	PT Dana Purna Investama	Rp4,550,856,601.00	Transactions between BCA and companies controlled by BCA Pension Funds
4	Internet Subscription Service Provision Agreement dated February 21, 2022	PT Angkasa Komunikasi Global Utama	Rp1,198,800,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
5	Cooperation Agreement for the Provision of BCA ATM Machine Management Services dated March 1, 2022	PT Abacus Cash Solution	Rp123,263,622,761.12	Transactions between BCA and companies controlled by BCA Pension Funds
6	Provision of BCA ATM Machine Management Services dated March 1, 2022	PT Abacus Dana Pensiuntama	Rp37,048,790,835.92	
7	Information Technology Development dated March 10, 2022	PT Akar Inti Teknologi	Rp13,973,879,713.00	Transactions between BCA and companies controlled by BCA's main shareholders
8	Security Key Development Renewal Using Unbound dated March 30, 2022	PT Akar Inti Teknologi	Rp46,420,000,000.00	
9	Oris Management dated March 30, 2022	PT Danamas Insan Kreasi Andalan	Rp3,251,340,480.00	Transactions between BCA and companies controlled by BCA Pension Funds
10	Base24 Support System dated May 24, 2022	PT Akar Inti Solusi	Rp7,595,730,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
11	Outsourcing Services dated June 13, 2022	PT Dana Purna Investama	Rp1,981,799,817.00	Transactions between BCA and companies controlled by BCA Pension Funds
12	Outsourcing Services dated June 17, 2022	PT Dana Purna Investama	Rp1,424,564,979.00	
13	Lease Agreement for Bird Beak Outdoor Area BCA Tower dated June 27, 2022	PT Grand Indonesia	Rp1,053,445,500.00	Transactions between BCA and companies controlled by BCA's main shareholders
14	Foreclosed collateral sales dated July 13, 2022	PT Dana Purna Investama	Rp3,330,000,000.00	Transactions between BCA and companies controlled by BCA Pension Funds
15	MF Data Protection Modernization dated July 20, 2022	PT Akar Inti Solusi	Rp1,665,000,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
16	Wealth Management Summit 6-9 September 2022 dated August 20, 2022	Hotel Indonesia Kempinski	Rp1,694,000,000.00	
17	Promotion Expenses Outside Mass Media dated August 10, 2022	PT Grand Indonesia	Rp2,814,247,000.00	
18	Upgrade Subscription Indosat Internet Link INP and INIX MBCA and WSA 2 dated September 20, 2022	PT Angkasa Komunikasi Global Utama	Rp4,534,905,000.00	



No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
19	Event Organizer Services dated September 21, 2022	PT Darta Media Indonesia	Rp5,598,760,426.00	Transactions between BCA and companies controlled by BCA's main shareholders
20	Upgrade Subscription Indosat Internet Link INP and INIX MBCA and WSA 2 dated October 3, 2022	PT Angkasa Komunikasi Global Utama	Rp1,073,277,500.00	
21	Procurement of Amazon Web Services dated October 19, 2022	PT Darta Media Indonesia	Rp1,229,683,594.00	
22	Software Development for Digital Solutions dated October 24, 2022	PT Darta Media Indonesia	Rp8,500,000,000.00	
23	Promotion Outside Mass Media dated October 24, 2022	PT Global Digital Niaga Tbk	Rp2,077,938,803.00	Transactions between BCA and companies controlled by BCA Pension Funds
24	LED- National & WPI Branches dated November 8, 2022	PT Abacus Teknika Solusindo	Rp2,430,461,439.00	
25	Official Training Trip dated November 8, 2022	PT Grand Indonesia	Rp2,357,867,750.00	
26	Link NAP Info Subscription Extension for Open IXP and IIX dated December 7, 2022	PT Angkasa Komunikasi Global Utama	Rp1,598,400,000.00	
27	Voice Biometric License Extension dated December 8, 2022	PT Prosa Solusi Cerdas	Rp1,609,500,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
28	Sponsor Image BCA BCA Image Sponsor dated 09 December 2022	PT Darta Media Indonesia	Rp2,575,000,000.00	

- In addition to the 28 Affiliated Transactions above, there are Affiliated Transactions in the form of loans, overdrafts, placements and/or deposits with position values as of December 31, 2022, namely as follows:

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1.	Loan granted	PT Bank Digital BCA	Rp14,989,646.00	Transactions between BCA and BCA Subsidiaries
		PT BCA Multi Finance	Rp144,479,012,595.00	
2.	Loan received	-	-	
3.	Overdraft granted	PT BCA Finance	Rp35,517,000,000.00	
4.	Overdraft received	-	-	
5.	Placement of funds (in the form of current account, deposits, and equivalent)	BCA Finance Limited	HKD 784,000.00	
		PT Bank BCA Syariah	Rp100,920,882.00	

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
6.	Deposits of funds (in the form of current account, deposits, and equivalent)	PT BCA Sekuritas	Rp8,757,413,649.00	Transactions between BCA and BCA Subsidiaries
		PT Bank Digital BCA	Rp58,545,331,176.00	
		PT BCA Finance	Rp13,734,981.00	
		PT Central Capital Ventura	Rp742,837,171.00	
		BCA Finance Limited	HKD16,564,000.00	
		PT Asuransi Umum BCA	Rp40,713,054,439.00	
		PT Bank BCA Syariah	Rp14,304,902,683.00	
		PT BCA Multi Finance	Rp7,378,657,634.00	
		PT Asuransi Jiwa BCA	Rp3,383,029,500.00	

- There were 285 other transactions with a total value of Rp23,960,518,611.00 which are not disclosed in details in this Annual Report given that the value of each transaction is relatively small (immaterial).

A.3. Category 3 (Affiliated Transactions that require to conduct information disclosure to the public)

Throughout 2022, there were no Affiliated Transactions that require to conduct information disclosure to the public.

B. Realization of Affiliated Transactions carried out by BCA's Subsidiaries in 2022

B.1. Category 1 (Affiliated Transactions that only require to be reported to OJK)

Throughout 2022, there was no Affiliated Transaction which is included in Category 1.

B.2. Category 2 (Affiliated Transactions that only require to be disclosed in Annual Report/Financial Statement)

- In 2022, there are 3 affiliated transactions carried out by BCA's subsidiaries with the value of more than Rp1 billion, are as follows:

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1	Outsourcing Work Agreement between PT Bank Digital BCA and PT Dana Purna Investama dated February 16, 2022	PT Bank Digital BCA with PT Dana Purna Investama	Rp1,060,993,315.00	Transactions between BCA Subsidiaries and companies controlled by BCA Pension Funds
2	Cooperation Agreement for Alto Switch and Card Management Services between PT Alto Network and PT Bank Digital BCA dated May 24, 2022	PT Bank Digital BCA with PT Alto Network	Rp29,900,386,859.00	Transactions between BCA Subsidiaries and companies controlled by BCA's main shareholders
3	Fraud Detection System (FDS) Service Cooperation Agreement between PT Alto Network and PT Bank Digital BCA dated July 25, 2022	PT Bank Digital BCA with PT Alto Network	Rp2,416,569,900.00	



- In addition to the 3 Affiliated Transactions above, there are Affiliated Transactions in the form of loans, overdrafts, placements and/or deposits with position values as of December 31, 2022, namely as follows:

No.	Type of Transaction	Transaction Party	Value of Transaction	Nature of Relationship
1.	Loan Granting/ Receiving Transactions	PT Bank Digital BCA with PT BCA Finance	Rp200,000,000,000.00	Transactions among BCA Subsidiaries
		PT BCA Sekuritas with PT BCA Finance	Rp212,228,234.00	
2.	Overdraft Granting/Receiving Transactions	-	-	
3.	Placement/saving of funds (in the form of current account, deposits and equivalent	PT Central Capital Ventura with PT Bank BCA Syariah	Rp9,701,869,944.00	
		PT BCA Sekuritas with PT Bank BCA Syariah	Rp25,175,269,110.00	
		PT Asuransi Jiwa BCA with PT Bank BCA Syariah	Rp108,019,078,621.00	
		PT Asuransi Umum BCA with PT Bank BCA Syariah	Rp72,500,000,000.00	
		PT BCA Finance with PT Bank BCA Syariah	Rp2,468,077.10	

- There were 164 other transactions with a total value of Rp12,612,525,025.98 which are not disclosed in details in this Annual Report given that the value of each transaction is relatively small (immaterial).

B.3. Category 3 (Affiliated Transactions that require to conduct information disclosure to the public)

Throughout 2022, there were no Affiliated Transactions that require to conduct information disclosure to the public.

Transaction Fairness

The principles considered when conducting transactions with affiliated parties are as follows:

- Pay attention to the principles of Good Corporate Governance, namely transparency, accountability, responsibility, independence, and fairness.
- Ensure the transaction's feasibility, fair value, and terms (arm's length transaction).

Affiliated transactions conducted by BCA and BCA's Subsidiaries in 2022 are fair and at arm's length transactions.

Compliance of Affiliated Transactions with Applicable Procedures

Transactions are carried out with affiliated parties with the primary goal of providing the best possible benefits to BCA. In practice, all affiliated transactions that occur in 2022 have gone through procedures in accordance with BCA's policies on affiliated transactions.

2. Conflict of Interest Transactions

Policy on Conflicts of Interest

In accordance with BCA's code of ethics, the decision-making process is not influenced by other parties or any conflict of interest. Decision-making outcomes and existing conflicts of interest must be recorded and documented as evidence.

BCA's Policy on Conflicts of Interest are stated in Directors' Decree No. 219/SK/DIR/2003 dated November 10, 2003 concerning Conflicts of Interest Provision, which regulates that all levels of BCA must be aware of and avoid activities that may arise or cause conflicts of interest. BCA requires all employees in echelon 5 and above to digitally sign an Annual Disclosure form in order to manage potential conflicts of interest (as disclosed in the Internalization section of the Introduction to Governance chapter of this Annual Report).

In relation to Integrated Governance, the Board of Directors of BCA also ensures that the implementation of intra-group transaction risk management within the Financial Conglomeration is free from conflicts of interest among individual Financial Services Institutions.

Conflict of Interest Policy for the Board of Commissioners and the Board of Directors

Provisions related to conflicts of interest for the Board of Commissioners and the Board of Directors are regulated in the Corporate Governance Guidelines, among others, governing the following matters:

- Members of the Board of Commissioners and/or members of the Board of Directors who have a conflict of interest are prohibited from making decisions, and/or actions, and/or being involved in the process of carrying out transactions that may harm BCA or reduce BCA's profit and must disclose the condition of the conflict of interest referred in each decision.

- Members of the Board of Directors are not authorized to represent BCA in matters or transactions in which the member has a conflict of interest with BCA.

Compliance of Transactions Containing Conflicts of Interest with Applicable Policies

Throughout 2022, members of the Board of Commissioners and members of the Board of Directors of BCA have managed the potential for conflicts of interest as stipulated in the applicable provisions, including that if members of the Board of Commissioners or members of the Board of Directors have a conflict of interest, the members of the Board of Commissioners or members of the Board of Directors who have such conflict of interest do not participate in the decision making.

Independent Parties in Affiliated Transactions and Conflicts of Interest

In accordance with applicable regulations and as stipulated in BCA's internal policies, if there are transactions with affiliated parties that require to conduct information disclosure to the public and to be reported to OJK, BCA will appoint an independent appraiser to evaluate the fairness of the transaction value.

In the event that there is a transaction conducted by BCA with a third party that contains differences between the economic interests of BCA and the economic interests of members of the Board of Directors, members of the Board of Commissioners, major shareholders, or controllers that may be detrimental to BCA, BCA is required to use an independent appraiser to determine the fair value of the object of the transaction and /or the fairness of the transaction and obtain prior approval from BCA's Independent Shareholders through an Independent GMS.



LEGAL CASES

Legal issues covering criminal cases and civil cases faced by BCA throughout 2022, 2021, and 2020 are described as follows.

1. Criminal Law Issues

Details of criminal law issues faced by BCA throughout 2022, 2021, and 2020 are as follows:

Legal Issues in Criminal Cases	2022	2021	2020
Legally settled (a verdict has been issued with legal power)	6	6	9
In settlement process	7	4	4
Total	13	10	13

Throughout 2022, criminal cases in court involving BCA reports against customers, employees, or other third parties include allegations of criminal acts of theft, embezzlement, fraud, forgery of letters, counterfeiting, money laundering and destruction, where no case has a material loss value of more than Rp1 billion.

Meanwhile, there were no criminal cases in court involving reports from customers, employees, or other third parties against BCA.

2. Civil Law Issues

The following are the details of civil law issues faced by BCA in 2022, 2021, and 2020:

Legal Issues in Civil Cases	2022	2021	2020
Legally settled (a verdict has been issued with legal power)	160	92	118
In settlement process	186	148	145
Total	346	240	263

BCA was involved in civil cases as a result of the following:

- 1) Lawsuit related to the account by the customer's heirs.
- 2) Customer lawsuit/resistance related to account confiscation/blocking carried out by BCA at the request of the Court, Tax Office and/or other third parties.
- 3) Lawsuits from customers/other third parties related to payment transactions, transfers, balances, and/or disbursement of documents.
- 4) Lawsuits related to the use and payment of credit card bills.
- 5) A third-party lawsuit related to land/office building disputes owned by BCA.
- 6) Lawsuits related to legal entity accounts in connection with disputes over the management of legal entities and/or associations.
- 7) BCA lawsuit/resistance related to the settlement of bad loans and collateral rescue.
- 8) Lawsuit/rebuttal from debtors (husband/wife), collateral owners, and/or other parties related to confiscation of execution, auction, and/or emptying of collateral.
- 9) Lawsuit/rebuttal from debtors (husband/wife) and/or third parties related to credit and/or collateral.
- 10) Suspension of Payment/Bankruptcy requests submitted by BCA against bad debtors.

BCA civil cases that are still ongoing in 2022 have a nominal claim of over Rp50 billion, but the value of the case is immaterial or does not affect BCA's business continuity, including the following:

No.	Case Number	BCA Position	Lawsuits	Case Status	Risk for BCA
1.	193/PDT.G/2021/PN.MKS	Defendant I	Debtor's lawsuit against an auction on the grounds that, according to the debtor, BCA had committed an unlawful act because it carried out an auction on collateral without ever giving a letter of warning/notification of an auction, and the limit value of the auction is far below the market price.	In the cassation process (District Court: Ruled not in favor of BCA)	Potential compensation payments
2.	157/PDT.G/2022/PN.LBP	Defendant I	Debtor's lawsuit against an auction on the grounds that the debtor did not default because the term of the credit facility has not yet matured, and according to the debtor, BCA did not submit a proper auction warning letter and the auction was conducted with a limit value below the market price.	In the District Court process	Potential compensation payments
3.	179/PDT.G/2021/PN.JKT.PST	Defendant Co-defendant I Co-defendant II	Debtor's lawsuit regarding an auction execution plan that will be submitted by BCA was on the grounds that, according to the debtor, BCA had committed an unlawful act because it unilaterally declared that the debtor had defaulted and would auction off collateral without a court decision ordering so.	In the appeal process (District Court: Ruled in favor of BCA)	Potential compensation payments
4.	180/PDT.G/2021/PN.JKT.PST	Defendant Co-defendant I Co-defendant II	Debtor's lawsuit regarding an auction execution plan that will be submitted by BCA on the grounds that, according to the debtor, BCA had committed an unlawful act because it unilaterally declared the debtor to be in breach of contract and would auction off collateral without a court decision ordering so.	In the appeal process (District Court: Ruled in favor of BCA)	Potential compensation payments
5.	181/PDT.G/2021/PN.JKT.PST	Defendant Co-defendant I Co-defendant II	Debtor's lawsuit regarding an auction execution plan that will be submitted by BCA on the grounds that, according to the debtor, BCA had committed an unlawful act because it unilaterally declared that the debtor had defaulted and would auction off collateral without a court decision ordering so.	In the appeal process (District Court: Ruled in favor of BCA)	Potential compensation payments
6.	41/PDT.G/2022/PN.JKT.SEL	Co-defendant II	BCA's RDN customers lawsuit against the securities company PT KS on the grounds that the customer feels that a misleading lure of profit was given and that the share sale and purchase transaction carried out by PT KS was carried out without the customer's knowledge/approval so that the customer suffered a loss from the transaction.	In the District Court process	Potential compensation payments
7.	676/PDT.G/2021/PN.JKT.PST.	Defendant I	Debtor's lawsuit against an auction on the grounds that according to the debtor, BCA has committed an unlawful act by violating BCA had violated the OJK Regulation regarding the COVID-19 stimulus policy because it did not provide credit restructuring to debtors.	In the District Court process	Potential compensation payments
8.	272/PDT.G/2022/PN.CBI	Defendant I	Debtor's and collateral owner's lawsuit against an auction on the grounds that the auction limit value was far below the market value.	In the District Court process	Potential compensation payments



No.	Case Number	BCA Position	Lawsuits	Case Status	Risk for BCA
9.	133/PDT.G/2022/PN.TJK.	Defendant I	Lawsuit from a customer who was registered as debtors of the KKB facility at BCA Finance with payments via auto-debit BCA accounts on the grounds that the customer feels that they had never applied for a loan or credit from BCA Finance so that debiting a customer's BCA account was an illegal act.	In the District Court process	Potential compensation payments
10.	22-6075 US District Court for the Southern District of New York	Defendant	Third party lawsuit (foreign citizen) filed against its attorney (foreign citizen) and Hutchison Investment PTE LTD on the grounds that the customer was persuaded/deceived by its attorney to invest USD 300,000 in funds for Hutchison Investment PTE LTD, but the investment funds were misused by its attorney, and part of the investment funds (USD 25,000) were transferred to the BCA customer account.	The US District Court for the Southern District of New York	Potential compensation payments
11.	114/PDT.G/2018/PN.SRG	Defendant	Debtor's lawsuit against an auction on the grounds that according to the debtor, BCA had committed an unlawful act because it did not provide credit restructuring and the auction should have been carried out based on a court order (fiat execution).	In the cassation process (District Court & High Court: Ruled in Favor of BCA)	Potential compensation payment
12.	538/PDT.G/2022/PN.TNG	Defendant	The debtor's lawsuit against an auction on the grounds that the auction limit value was far below the market price.	In the appeal process (District Court: Ruled not in favor of BCA)	Potential compensation payment
13.	630/PDT.G/2022/PN.Jkt.Pst.	Defendant I, II III	Debtor's lawsuit against warning letters sent by BCA on the grounds that according to the debtor, BCA has committed an unlawful act because it did not provide credit restructuring to the debtor.	In the District Court process	Potential compensation payment
14.	2020055834 Tribunal de Commerce de Paris 04	Defendant	Third-party lawsuit (foreign citizen) against BCA to demand disbursement of investment guarantee funds as explained in the BCA reference letter (in fact, the reference/guarantee letter is a fake that has never been issued by BCA).	In the appeal process (First Instance Court: Ruled not in favor of BCA)	Potential compensation payment

Throughout 2022, BCA did not face significant risks from existing legal issues because, according to the results of the self-assessment, the level of legal risk for BCA is in the "low" range.

3. Legal Issues Faced by the Subsidiaries

The following are the details of civil and criminal legal issues that Subsidiaries faced in 2022:

Subsidiary	Case Status	Civil	Criminal
PT BCA Finance	Legally settled (a verdict has been issued with legal power)	67	0
	In settlement process	56	0
PT BCA Multi Finance	Legally settled (a verdict has been issued with legal power)	3	3
	In settlement process	1	1
BCA Finance Ltd	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	0	0
PT BCA Syariah	Legally settled (a verdict has been issued with legal power)	11	0
	In settlement process	15	0
PT Asuransi Umum BCA	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	1	0
PT Asuransi Jiwa BCA	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	1	0
PT BCA Sekuritas	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Central Capital Ventura	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Bank Digital BCA	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	1	0



IMPORTANT CASES & ADMINISTRATIVE SANCTIONS

1. Significant Cases Facing Members of the Board of Directors and Members of the Board of Commissioners of BCA

Throughout 2022, all current members of the Board of Directors and members of the Board of Commissioners have never been involved in or implicated in any significant criminal or civil cases.

2. Significant Cases Facing Members of Board of Directors and Board of Commissioners of Subsidiaries

Throughout 2022, all members of the Board of Directors and members of the Board of Commissioners of Subsidiaries have never been involved in any significant criminal or civil cases.

Impact of Legal Issues on BCA and Subsidiaries

All legal issues encountered by BCA and its Subsidiaries throughout 2022 have no material impact on BCA's and its Subsidiaries' position or business continuity.

3. Administrative Sanctions from Related Authorities

Throughout 2022, BCA, all members of the Board of Directors and/or members of the Board of Commissioners have never received administrative sanctions, both material and non-material, from the OJK or other regulators, which could affect BCA's business continuity.

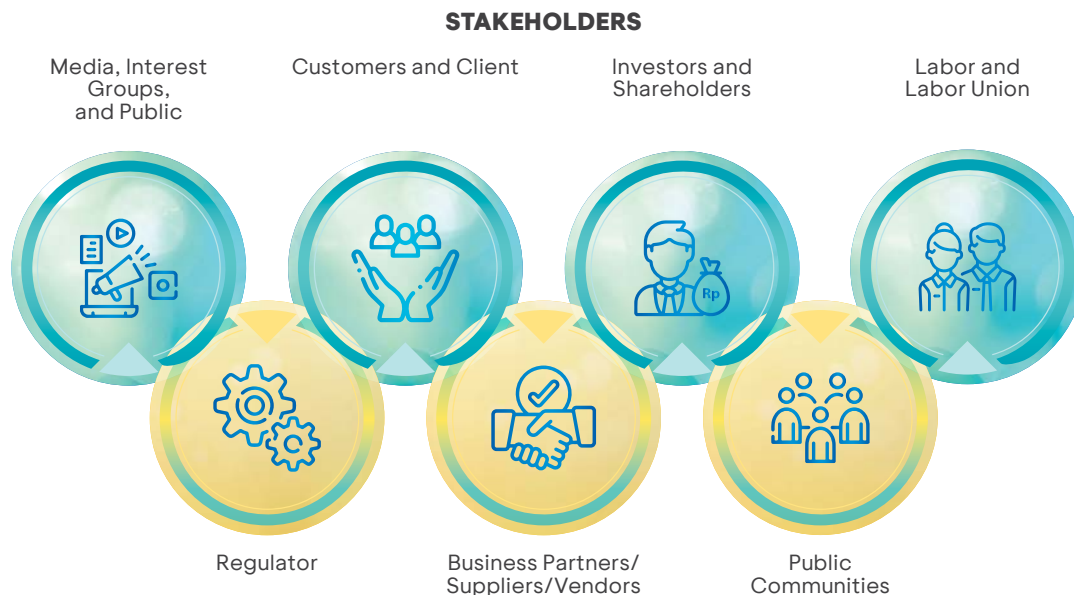
INFORMATION ACCESS AND CORPORATE DATA

BCA continuously maintains good communication with regulators, shareholders, customers, BCA employees, partners, and the general public as part of the implementation of the principles of transparency and accountability to stakeholders. The Communication Policy governs BCA's relationships with stakeholders.

BCA Communication Policy is set in the Communication and Information Function Chapter and the Information Disclosure Chapter in the BCA Governance Guidelines. BCA provides access to corporate information and data to the public, among others, via the communication channels described below.

1. Communication Channels of Stakeholders

BCA stakeholders are parties related to BCA's business activities and significantly influence the sustainability of BCA.



BCA collaborates and interacts with stakeholders through formal processes and at the appropriate level of involvement. The Corporate Secretary, the Environment Sustainability Governance (ESG) Group, the Investor Relations Group, and the Corporate Communication & Social Responsibility (CCR) Work Unit manage interactions with stakeholders such as regulators, investors, and the general public.

Furthermore, in accordance with their duties and responsibilities, related work units communicate with stakeholders.

BCA has provided various communication channels in its interactions with stakeholders to ensure that BCA information is disseminated intensively and effectively.



Name of Stakeholders	Interest	Communication Channel	Frequency
Customer and Client	<ul style="list-style-type: none"> • Providing information about banking products and services as well as the security of customer privacy. • Providing the best banking solutions for stakeholders. • Solving problems in transactions involving banking products and/or services. 	<ul style="list-style-type: none"> • Halo BCA Contact Center • BCA Website • Social Media 	At all times
Investor or Shareholder	Financial performance and implementation of prudential principles and good corporate governance.	1. Annual GMS and/or Extraordinary GMS 2. Annual Report and Sustainability Report 3. Analyst Meeting 4. Investor Relations Contact: Tel: +62 21 235 88000 E-mail: investor_relations@bca.co.id	1. Once a year 2. Incidental 3. Quarterly 4. At all time
Regulators OJK and BI	Compliance and implementation of the prudence principle and Good Corporate Governance.	<ul style="list-style-type: none"> - Monthly report - Quarterly Report - Disclosure of information related to Affiliate Transactions - Explanation of information in the mass media - Submission of evidence of the announcement of the AGMS and/or EGMS, Monthly Securities Reports, Public Expose Reports, a summary of the Consolidated Financial Statements via electronic media and/or hardcopy - Submission of press releases related to financial reports, photocopies of the minutes of AGMS and/or EGMS, and newspaper advertisements - Submission of evidence of summons for the GMS and/or EGMS - Report and announcement of dividend distribution schedule - Report on ownership or changes in share ownership 	According to regulations (monthly, quarterly and incidental)
Public Community	Empowerment programs and opportunities through community programs and Corporate Social Responsibility (CSR).	a. Sustainability Report b. Youtube BCASolution c. Instagram GoodLifeBCA	a. Once a year b. At all times
Media, Interest Groups and General Public	BCA information and data, including regarding BCA's financial condition, products and corporate actions.	a. Press release via printed and electronic media b. BCA corporate communication contact: corcom_bca@bca.co.id	a. As needed b. At all times
Business Partner/ Supplier/ Vendor	<ul style="list-style-type: none"> • General policies related to the procurement of goods and/or services, types of requirements/ specifications, BCA information and data, and the process of becoming a vendor. • Vendor input, suggestions, and information. 	<ul style="list-style-type: none"> - BCA website - Beauty Contest - Code of ethics related to vendors - Logistics Division PIC Contact (Procurement Aspect) 	As needed
Employee and Labor Union	Industrial relations and issues related to employees' welfare, rights and obligations.	Internal communication via BCA info, BCA update, MyBCAPortal, audio visual facilities, Halo SDM-call center for BCA employees, sharing sessions, GCG series articles, banking services, and/or facilities	At all times

2. Product Information and Transparency

BCA has provided information regarding BCA products and services in accordance with the provisions of OJK and BI in a transparent, accurate, and up-to-date manner. BCA uses the following facilities to make it easier for customers to obtain this information:

- BCA's official website and BCA's official social media accounts, which provide complete and up-to-date information regarding all BCA products, services, and programs;
- Leaflets, brochures, Plasma TVs, or other written forms at every BCA branch office throughout Indonesia containing information on bank products to facilitate customer awareness;
- BCA officers, such as Relationship Officers, Account Officers and Customer Service, at all BCA branch offices who are enthusiastic about providing product/service information and solutions needed by customers.

Apart from using these facilities, BCA also conveys information on its products and services directly to customers. Submission of information to customers is carried out on the basis of the customer's consent, which was given when signing the consent column for providing customer data on the account opening form. Publication of information on BCA banking products, services, and/or facilities is carried out in accordance with regulatory provisions regarding Transparency of Bank Product Information and Use of Customer Personal Data.

3. Company Information and Data Facilities

BCA's business management does not only pursue profitability but also includes efforts to provide the best banking solutions for stakeholders. The best banking solutions are provided by BCA through communication facilities, namely:

1. Halo BCA

BCA continuously provides convenience to customers to access BCA information, reporting mechanisms, and/or problem solving, through:

Halo BCA

- Telephone: 1500888
- E-mail: halobca@bca.co.id
- Halo BCA Chat: www.bca.co.id, Whatsapp (0811 1500 998).
- Video Call at the main branch offices: BSD, SCBD, Alam Sutera, Thamrin, Matraman, Darmo, and at myBCA Store.

- Video Banking at myBCA Gandaria City, Central Park, Kota Kasablanka, Emporium Pluit, Summarecon Mall Serpong, AEON Sentul, Pondok Indah Mall 2, BCA Learning Institute, BCA Tower, Ciputra World Surabaya, Grand City Surabaya, UGM Vocational School, Tangerang City Mall, Green Pramuka Square, Supermall Karawaci, Cibinong City Mall, Aeon JGC, and Royal Plaza Surabaya.
- The Halo BCA application integrates all channels in the contact center, allowing customers to access Halo BCA without phone credit (VoIP call), e-mails, halo bca chat, and Twitter @HaloBCA
- Digital Relationship Officer (DRO) is the outbound service campaign in the Halo BCA application used to contact or initiate calls to BCA customers for the purpose of, among other things, delivering offers and/or information about BCA products and services.
 - DRO calls to customer (outbound - 1500888).
- Solution Assistant (SOLA) is the Relationship PIC responsible for BCA customer acquisition and monitoring nation-wide under certain criteria.
 - SOLA calls to customer (outbound - 1500888)
 - Customer calls to SOLA (inbound - 1500118)

BCA uses the following e-mail address: sola_doc@bca.co.id

Communications may be made using SMS, telephone, e-mail, or other communication medium.

- Propeller is an outbound campaign used to deliver offers and information on investment products comprising of Mutual Funds and Government Bonds with competitive process to BCA's potential customers.

To inform and deliver offers on investment products:

1. Investment instruments at BCA (publicly available info as in bca.co.id)
2. IPO of bonds
3. WELMA application
4. Reminder to customers that already have an SID/WELMA account but not yet active



5. Other information related to BCA's investment products
 - Propeller calls to customer (outbound - 1500888)
 - Customer calls to Propeller (inbound - 1500118)

Service levels at Halo BCA

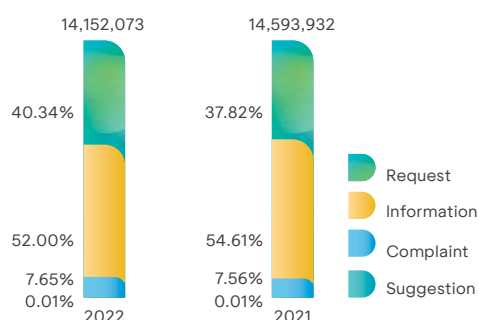
Customer contact acceptance service level:

- Phone response time: 20 seconds
- Whatsapp response time: 2 minutes
- Twitter response time: 3 minutes
- Halo BCA Chat response time: 2 minutes
- E-mail response time: 10 minutes

Service Level Agreement (SLA)

BCA has set a time limit for solving problems that varies from 1 (one) hour per day to 120 (one hundred and twenty) working days, according to the type of problem reported. Currently, 98.1% of issues submitted through the Halo BCA have been resolved in accordance with the SLA. The number of customers contacting Halo BCA as of 2022 is 14,152,073 (fourteen million, one hundred fifty-two thousand, seventy-three).

Type of Complaint



Types of customer complaints based on the criteria:

- a. As much as 52.00% in the form of information delivery.
- b. As much as 40.34% in the form of customer service requests (e.g. blocking, activation, and so on).
- c. As much as 7.65% in the form of submitted customer complaints.
- d. As much as 0.01% in the form of submitted customer suggestions.

2. BCA Website

BCA's official website, www.bca.co.id, is a trusted source of information for both individual and business customers. Starting with BCA banking products and services, BCA's latest programs and promotions, BCA news, and up to economic research reports.

In addition to being a reliable and trustworthy source of information, www.bca.co.id has evolved into a digital channel that offers each customer or prospective customers a variety of banking solutions. This is accomplished by providing a more thorough online form (e-form). Some of the e-forms on www.bca.co.id include:

- Online BCA API Cooperation Registration
- Online business credit application
- EDC and QRIS application
- Online motorcycle credit application
- Online KPR BCA application
- Online KPR application status check
- Online KPR document shortage check
- Online BCA Credit Card application

Individual customers can apply for online housing credit (KPR), online BCA credit cards, and online motorcycle credit using the e-form on the BCA website (KSM). Similarly, business customers who want to expand their businesses will have no trouble accessing capital because they can apply for business credit online at www.bca.co.id.

Customers can, in fact, customize the credit simulation feature for ceiling calculations, estimated installments, and credit terms, ensuring that business credit applications are effective and on as needed basis.

Furthermore, API Collaboration (Application Programming Interface) registration, as well as EDC and QRIS submission, can now be done easily through www.bca.co.id to support the smooth running of transactions and business acceptance.

The presence of various online forms at www.bca.co.id is consistent with BCA's commitment to always making it simple for every customer to enjoy a wide range of BCA banking products and services supported by cutting-edge technology. This online form for BCA products and services, in addition to assisting customers, is part of the BCA website's support for BCA's business growth.

Furthermore, BCA always maintains information disclosure in the context of Good Corporate Governance, in accordance with regulatory provisions, and in response to the information needs of investors, the Capital Market community, and shareholders. Therefore, information about the company, investor and shareholder information, corporate governance, commitment to sustainability, corporate responsibility, the latest BCA news, and economic research reports are regularly presented on the BCA website.

Investors, the Capital Market community, and shareholders can also register their e-mail addresses at www.bca.co.id to receive quarterly financial information publications.

Finally, in an effort to improve the customer experience in enjoying the various features of BCA's latest services, products, and programs, www.bca.co.id consistently presents informative and educative articles in the BCA News, EdukaTips BCA, and AwasModus sections.

3. BCA Social Media

BCA strives to build solid interactions with customers and the Indonesian public by consistently presenting creative and informative content on various social media platforms. This step embodies the slogan "Always by Your Side," with the goal of making BCA's social media accounts a trusted source of information and reference, as well as a source of creative inspiration for all people in the digital era. The following is a list of official BCA social media accounts.

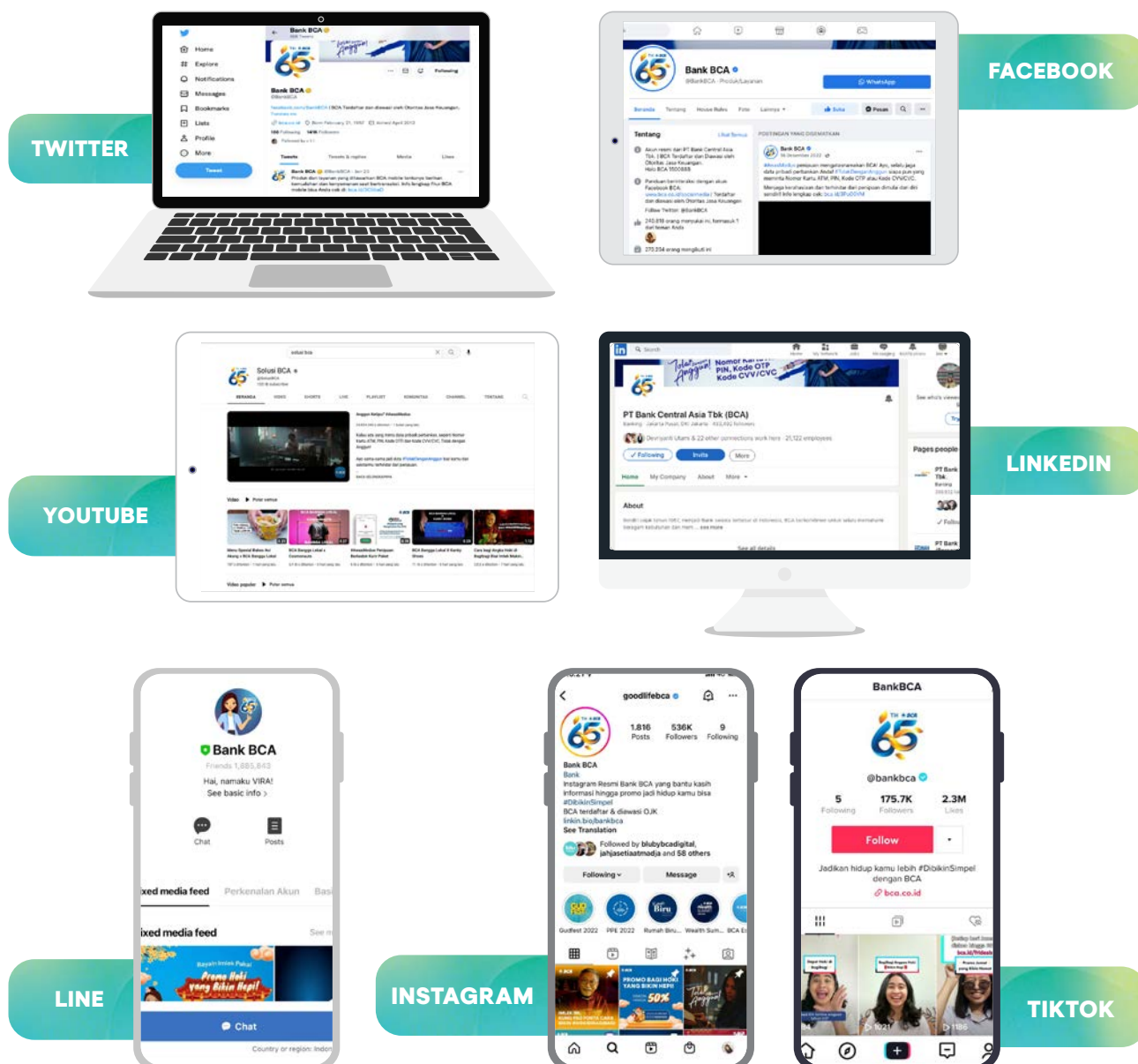
- Akun Twitter (@XpresiBCA, @GoodLifeBCA, @HaloBCA, @BankBCA, @KartuKreditBCA)
- Facebook (XpresiBCA, GoodLifeBCA, BankBCA, KartukreditBCA)
- YouTube (Solusi BCA)
- LinkedIn PT Bank Central Asia Tbk.
- Instagram (@GoodLifeBCA) and (@LifeAtBCA)
- Line (Bank BCA)
- Tiktok (@BankBCA)

Complete information regarding BCA's official accounts and social media activities can be accessed via <https://www.bca.co.id/socialmedia>

BCA also continues to innovate by presenting the VIRA chat-bot or BCA Virtual Assistant Chat Banking. VIRA can be accessed through Facebook Messenger, a Bank BCA account, and the LINE chat application. Through the VIRA Channel, customers can obtain information related to promos, check balances and transfers, exchange rates, ATM info, credit card info, and other banking access. In addition, BCA has also launched a chat service via the Whatsapp application with Halo BCA agents, which can be accessed by customers 24 hours a day, 7 days a week.

Throughout 2022, BCA actively continued to organize activities to campaign for social media-based communications, such as:

1. Campaigns related to updates on BCA banking products to communicate the benefits of BCA banking products to potential markets
2. Campaigns related to education on safe banking transactions for the public
3. Campaigns related to promotions from BCA
4. Campaigns related to available job openings at BCA.
5. Campaigns related to offering loan products from BCA
6. Campaigns related to business literacy, especially for MSME entrepreneurs
7. Campaigns related to education on transaction security and customer data privacy



4. List of 2022 Press Releases

BCA's press release is part of the implementation of the Good Corporate Governance principles, particularly the principle of transparency. In 2022, there were 198 (one hundred ninety-eight) press releases made by BCA, as follows:

No.	Month	Date	Press Release Distribution
1	January	10	BCA Scores Achievements in Indonesia's Sustainable Finance Sector
2		17	Welcoming 2022, Bluebird - BCA Synergize to Provide Convenience Features in Mobility
3		19	#BCAForSustainability: BCA Supports Vaccine Booster and Childhood Vaccine Program
4		20	Wisma BCA Foresta Awarded the Platinum Rating in GreenShip Existing Building from Green Building Council Indonesia
5		24	Bakti BCA Tourism Village Scores a Proud Achievement
6		24	BCA Holds the 2021 Hackathon in Support of IT Competence Development
7		27	PT Bank Central Asia Tbk Performance Results Throughout 2021 - Hybrid Now, Innovation and Collaboration for Sustainable Growth
8		31	Welcoming the Chinese New Year, BCA Invites Customers to Distribute the Cashless Angpao

No.	Month	Date	Press Release Distribution
9	February	4	Wayang Jaman Now Comic Competition, Bringing Wayang Closer to the Millennial Generation
10		7	Batavia Technology Sharia Equity USD Mutual Fund, Optimizing Technology Trends in Investment at BCA
11		11	Ahead of 65 th Anniversary, BCA Strengthens Commitment to Support Indonesian MSMEs
12		14	In 2022, BCA Recruitment Continues to Provide Job Opportunities for Potential Graduates
13		16	Committed to Service Excellence, BCA Receives Customer Excellence Award in the 2021 Gallup Customer Engagement Survey
14		16	Supporting G20, BCA Continues to Provide International Banking Solutions
15		21	65 Years of Service, BCA Stands by Your Side Growing Together for Indonesia
16		22	65 Years by Your Side, BCA Presents Special Anniversary Program #SebarDisconMeriah
17		24	BCA Collaborates with Kedai Sayur to Accelerate the Agriculture Digital Ecosystem
18		24	Celebrating its 65 th Anniversary, BCA Expoversary Online 2022 Officially Opens Inviting People to Realize Their Best Dreams
19		25	65th Anniversary #BCAForSustainability Supports the Progress of Indonesian MSMEs, BCA Produces 35,000 Batik Uniforms from Local Craftsmen
20	March	10	With Hybrid Concept, BCA Expoversary 2022 Offers Lowest Interest Rates in History
21		11	BCA's Innovative Strategy to Boost Mortgage Disbursement
22		12	BCA EXPOVERSARY 2022 BCA Syariah Presents Sharia Banking Solutions to Realize Dreams
23		12	Getting Closer to Customers, Halo BCA Application Ready to Become Contact Center SuperApps
24		12	BCA's "Green" Initiative Supports Government's SDGs Measures
25		12	BCA MOBILE and MYBCA will Always be Together to Serve BCA Customers
26		12	BCA EXPOVERSARY 2022 BCA Life Offers Life Insurance Protection Affordable to Millennials
27		12	Targeting the Younger Generation, BCA Presents BCA Young Community (BYC) Apps
28		12	BCA EXPOVERSARY 2022 Not Only KPR and KKB, BCA Also Offers Special Interest Rates for the MSME Sector
29		13	BCA Virtual Mall has Received Tens of Thousands of Applications Since it Was Launched
30		13	BCA Expoversary 2022 Records Transactions of Rp11.5 T Ahead of Offline Event Closing
31		13	BCA Wealth Management: 50% of WELMA Investors Dominated by Millennial Generation
32		15	BCA Collaborates with Manulife Aset Manajemen Indonesia to Provide Attractive Investment Opportunities in the Asia Pacific Region through MANSYAF Mutual Funds
33		15	BCA EXPOVERSARY OFFLINE 2022 Officially Ends
34		17	Results of BCA's Annual General Meeting of Shareholders
35		17	Preserving the Environment from Home with BCA
36		18	With BCA Expoversary 2022 Offline in Surabaya, BCA Offers Lowest Interest Rates in History
37		23	BCA's 65th Anniversary, Highest Appreciation for Commercial and SME Customers
38		24	BCA Fully Supports JUSTIN BIEBER JUSTICE WORLD TOUR Concert
39		25	BanggaLokal: Fashioning The Future 2022, BCA's Support to Develop Fashion MSME Businesses
40		26	Participating in Earth Hour, All BCA Offices Turn Off the Lights for an Hour
41		28	Supporting Digital Infrastructure Development in Indonesia, BCA Provide Loans to EDGE DC
42		30	BCA Expoversary Online 2022 is Extended due to High Public Interest
43		30	BCA Synergizes with PT Panca Budi Niaga to Disburse Rp20 Billion in KUR Support
44	April	1	BCA Holds Training for Effective Village Leader Strategies to Strengthen Leadership of Village Administrators
45		4	BCA Facilitates Cash Availability to Welcome the Holy Month of Ramadan
46		12	BCA Fully Supports Government Programs, Facilitates Disbursement of Pre-Employment Card Incentives
47		14	Expanding Business Across the Archipelago, the First Step to Becoming a BCA Priority Customer



No.	Month	Date	Press Release Distribution
48		14	BCA Consistently Improves CSR Program Quality, Receives TOP CSR Award
49		21	Performance Results for the First Quarter of 2022 - Sustainable Growth as Momentum Recovers
50		22	Consistent in Supporting the Progress of MSMEs, BCA Joins Bangka Belitung National Proud to Make Indonesia Movement
51		22	BCA Supports Indonesian Women's Empowerment in Sustainability-Based Economic Sector
52		26	Committed to Providing Service Excellence for Customers, BCA Inaugurates Labuan Bajo KCP
53		26	Supporting the Government in Accelerating Vaccination Ahead of Eid Mudik, BCA - AIA Present Vaccination Center
54		27	BCA Develops Tourism Village HR Capacity through Eco Enzyme Training
55		26	Welcoming Eid al-Fitr 1443H with BCA #LahirBatinReady
56		28	Supporting the Development of Renewable Energy Sector Facilities, BCA Presents Public Electric Vehicle Charging Stations (SPKLU)
57	May	10	Wisma BCA Foresta Receives Energy Efficient Building Award, Representing Indonesia at ASEAN Energy Award 2023
58		11	Supporting the Advancement of Indonesia's Young Talents, BCA Reopens Scholarship Registration, Check out the Requirements!
59		12	Thanks to Customer Loyalty, BCA KPR Reaches Rp100 Trillion
60		19	BCA Supports KUR Fintech Fest to Increase Access to Financing for MSMEs
61		19	BCA Shares Service Excellence Tips with BPJS Health
62		20	Supporting Banten's Creative Work Activities, BCA Continues to Advocate for Indonesian MSMEs
63		20	BCA Supports "Cahaya Bangka Belitung" Activity to Enhance Bangka Belitung BBI Gernas Potential
64		20	Commemorating the National Book Day, BCA Distributes 1,000 Books to Customers in Jabodetabek
65		23	Supporting Green-oriented Program, BCA and Bengkulu Government Planted 150 Ketapang Tree Seeds
66		24	Preventing Blindness Due to Cataracts, BCA Holds Cataract Surgery at Asih Husada Hospital in Banjar
67		26	BCA Supports the Revival of Indonesian MSMEs at Indonesia Maju Expo & Forum
68		27	BCA Receives "The Best Overall Big Caps" Award at The 13th IICD Corporate Governance Award 2022
69		28	"Rise Up" for Resilient Youth, BCA Encourages the Revival of Indonesian Youth
70		31	Ready to Support Indonesia's Digital Era, BCA Reintroduces SYNRGY Accelerator Batch 5 Program
71	June	3	Consistent in Supporting Greening Program, BCA and Prabumulih City Government Plant 200 Tree Seedlings
72		4	Consistent in Supporting Greening Program, BCA and Takalar Regency Government Plant 3,000 Mangrove Tree Seedlings
73		6	Consistently Supporting the Greening Program, BCA and Cikarang Regency Government Plant 1,000 Tree Seedlings
74		8	BCA and UNTIRTA Plant 3,000 Tree Seedlings, Supporting Greening Efforts in Campus Area
75		10	10 Bakti BCA Tourism Village Partners are Prepared to Become World Class Destinations: Exploration of Malangga Tourism Village, the Unique Roof of Langko House in Toli-Toli
76		13	Dear Customers, BEWARE of Fraudulent Offers to Upgrade to BCA Solitaire and Priority Customers
77		14	Consistent in Supporting Greening Program, BCA and Banyuwangi City Government Plant 2,000 Mangrove Tree Seedlings
78		15	Gunung Padang Tourism Village Award
79		16	#BCAForSustainability, BCA's Concrete Efforts to Support Sustainable Development
80		17	BCA and Bilibli Invite People to Take Easy and Affordable Vacations to Tourism Villages
81		19	BCA Holds Cataract Surgery at Bhayangkara Sartika Asih Hospital Bandung to Prevent Blindness Due to Cataracts
82		21	Committed to Green Economy, BCA Disburses Rp472 Billion to PT Eco Paper Indonesia

No.	Month	Date	Press Release Distribution
83	July	22	BCA Plants 1,000 Guava Trees at Butuhan Mountain, Supporting Greening Efforts in the Gunungkidul Region
84		24	BCA Collaborates with Manado City Government, Presenting Regional Tax and Retribution Payment Solutions
85		24	#BCAForSustainability: BCA Supports Regional Vaccination Programs
86		26	BCA Transforms 10 Bakti BCA Tourism Village Partners into World Class Destinations: Seeing Chinese Culture in Chinatown Glodok
87		29	BCA Transforms 10 Bakti BCA Tourism Villages Partners into World Class Destinations: Explore Cement Tourism Village in Blitar
88		29	Consistently Supporting Greening Program, BCA and Lubuklinggau City Government Plant 100 Tree Seedlings
89		29	A Look at Taro Tourism Village, a Hidden Paradise in Gianyar, Winner of BCA Desa Wisata Award
90		1	BCA Expands ATM Network for Deposit and Withdrawal in North Sumatra
91		4	Explore Bilebante Tourism Village, a Pristine 'Healing Spot' in Central Lombok
92		4	Creating a Young Generation with Integrity in Era 4.0 through BCA Bakti Scholarship
93		4	Nusantara Academic Writing Awards 2022, BCA's Consistency in Supporting Arts and Culture Development in Indonesia
94		5	BCA Consistently Presents Inclusive CSR Programs, BCA Receives Gold Champion Award in BISRA Award 2022
95		5	BCA Supports Mount Bromo Jazz Event 2022
96		7	Consistently supporting reforestation program, BCA and East Kalimantan Provincial Forestry Service UPDT KPHL Balikpapan Plant 1,500 Trees in Meranti Tourism Forest
97		7	#BCAForSustainability: BCA Supports Vaccination Program in Labuan Bajo
98		8	10 Bakti BCA Tourism Village Partners are Prepared to Become World Class Destinations: Explore Silokek, a Beautiful 'Nagari' in West Sumatra
99		12	BCA and Hutama Karya Consistently Support Greening Program by Planting Trees on Toll Roads
100		14	BCA Expo 2022 Offline in Medan, BCA Offers Attractive Programs for Visitors
101		16	BCA Successfully Holds BCA Expo Medan 2022
102		16	Preventing Blindness Due to Cataracts, BCA Holds Cataract Surgery at East Lombok Hospital
103		16	BCA Provides Exclusive Assistance for Bilebante Tourism Village
104	August	18	BCA Supports the Construction of Solar Power Plant (PLTS) in Loura, Southwest Sumba to Encourage Renewable Energy Supply
105		18	BCA Enhances Support for KUR Disbursement, Distributes KUR to KUD Dadi Jaya
106		19	BCA Synergize with PDAM Tirta Musi Palembang Presenting Payment Solutions
107		20	10 Bakti BCA Tourism Village Partners are Prepared to Become World Class Destinations: A Look at Beautiful Lake Toba from Tigarihit Village
108		25	#BCAForSustainability: As an Effort to Boost Herd Immunity, BCA Consistently Support Vaccination Program in Medan
109		27	Momentum for Sustainable Business Growth Amid Market Challenges
110		28	BCA Launches Synergy with Jayapura Water Utility, Presenting Payment Solutions
111		31	10 Bakti BCA Tourism Village Partners Prepared to Become World Class Destinations: Exploring Kampung Melayu on the Kapuas Riverbank
112		2	In the Spirit of Developing Indonesian Tourism, BCA Synergizes with Tourism Village Administrators
113		3	Sustainable Fashion Trends, BCA and Warlami Encourage South Central Timorese Weavers to Apply Ecofashion Concepts
114		4	BCA Supports the 2022 Esport President Cup Event
115		5	Photo release: Ketoprak Financial
116		8	Committed to Providing Service Excellence for Customers, BCA Inaugurates KCP Kas Poligon
117		8	Committed to Supporting Indonesian Tourism, BCA Presents at Tomohon International Flower Festival 2022
118		9	"Rumah Biru" Webseries Season 2, Presenting Stories Behind BCA's Technology Excellence
119		10	Consistently Supporting Greening Program, BCA and the Environmental Agency Conduct Tree Plantation



No.	Month	Date	Press Release Distribution
120		12	Spurring MSME Business Growth, BCA Presents “BCA UMKM Fest 2022” with a Hybrid Concept
121		13	Symbolic Presentation for BCA UMKM FEST 2022
122		16	BCA Achieves 60 Awards at Global Contact Center World Awards Asia Pacific
123		16	Encouraging Regional Economic Progress, BCA Presents “Bazaar Bangga UMKM and Autoshow Electric Vehicle Show”
124		18	BCA Supports Global Economic Recovery and Sustainable Financing at B20 - G20 Dialogue: Integrity and Compliance Task Force
125		19	BCA's Tangible Contribution to Indonesian Tourism: Gunungkidul, The Next Bali
126		21	10 Bakti BCA Partner Tourism Villages are Prepared to Become World Class Destinations: Exploration of Pahawang Island Tourism Village, an Underwater Paradise in the South of Sumatra Island
127		21	Calling for Nationalism, More than 1,400 BCA Employees Participate in “Gelora Indonesia”
128		21	10 Bakti BCA Tourism Village Partners are Prepared to Become World Class Destinations: Explore Dayun Riau Village, a Beautiful Lowland in Riau Province
129		22	Consistent in Providing Service Excellence for Customers, BCA Inaugurates Lubuk Pakam Cash KCP
130		27	BCA Consistently Supports Greening Program, Planting Trees in Rimba Makmur Forest
131		28	10 Bakti BCA Tourism Village Partners are Prepared to Become World Class Destinations: Exploration of Pahawang Island Tourism Village, an Underwater Paradise in the South of Sumatra Island
132		30	Committed to Supporting MSME Success, BCA Holds “Optimizing Business Operations and Looking at Global Market Opportunities” Webinar
133		31	BCA SYNRGY Academy Batch 5, Launches Free Bootcamp to Create More Digital Talents
134		1	BCA & Bahana Launch Exclusive Money Market Mutual Fund Products to Provide Investment Variety
135		2	BCA Celebrates National Customer Day 2022: “Your Loyalty is Our Motivation”
136		3	Consistent in Providing Added Value, BCA Holds Training Series for Bilebante Village and Lombok MSMEs
137		5	Committed to Providing Service Excellence for Customers, BCA Inaugurates KCP Pangkalan Bun
138		5	“Perdana, BCA Wealth Summit 2022 Hadir Secara Hybrid: Enrich Yourself, Enlarge Your Wealth”
139		9	Let's Visit BCA Expo Hybrid 2022: KPR and KKB Promo Party!
140		9	Crowded! More than 1,500 Customers Enthusiastically Attend BCA Wealth Summit 2022 Offline Event
141		9	Consistent in Providing Excellent Service, BCA Express is Present at Trans Studio Mall Makassar
142		10	First in Indonesia, BCA Insurance Launches Personal Cyber Insurance
143		10	“Sederet Penawaran Istimewa Bagi Nasabah BCA Solitaire dan Prioritas di BCA Expo Hybrid 2022”
144		12	Consistent in Providing Service Excellence, BCA Inaugurates KCU Bukit Darmo Boulevard
145		13	Encouraging National Economic Recovery, BCA to Hold BCA Expo Semarang 2022
146		15	Reaching Rp5.4 Trillion, BCA Records Largest Sales of Retail SBN in Primary Market
147		17	Developing Tourism Potential in Belitong Island, BCA Holds Training to Launch Web Booking for Bukit Peramun
148		17	Bakti BCA Scholarship for the 2022/2023 Academic Year Opens Soon
149		22	Always by the Customer's Side, Halo BCA Reaches Grand Champion at TBCCI 2022 Event
150		22	Transforming 10 Bakti BCA Tourism Village Partners into World-Class Destinations: Exploration of Mount Padang Area
151		23	Only Until Today, Career Booth at BCA Autoshow Makassar 2022
152		26	“Improve the quality of education, bca presents leadership training for 50 school management”
153		26	BCA and Bank DKI Collaboration, Bank DKI Customers Can Make Cardless Cash Deposits and Withdrawals at BCA ATM Networks

No.	Month	Date	Press Release Distribution
154	October	27	BCA collaborates with the university of Palangkaraya to present a single tuition payment solution
155		27	Consistently Supports the Progress of Tourism Village, BCA Organizes Homestay Management Training for 47 Administrators in Pentingsari Tourism Village, Yogyakarta
156		27	BCA Collaborates with Palangka Raya University to Provide Single Tuition Payment Solution (UKT)
157		28	BCA Conducts Training in Natural Dyeing for 30 Women Weavers of NTT on Sustainable Fashion Trends
158		5	Wisma BCA Foresta Raih Penghargaan Gedung Hemat Energi, Wakili Indonesia di ASEAN Energy Award 2023
159		6	10 Bakti BCA Tourism Village Partners Prepared to be World-class Destinations: Malangga Tourism Village, Uniqueness of Langko House Roof in Toli-Toli
160		7	Stimulating Automotive Industry Growth, BCA Presented BCA AutoShow Medan 2022
161		12	BCA Consistently Promotes Education, Receives Impactful Campaign of the Year Award at 2022 Marketeers Editor's Choice Award
162		13	Consistently Supporting Green Program, BCA and Bandung Government Planted 1,000 Tree Seeds
163		14	Echoing Growth Optimism, Once Again BCA Presented Indonesia Knowledge Forum (IKF) XI 2022
164		15	BCA's Commitment to Provide Guidance and Mentoring for BCA Bakti's Partner Villages
165		17	BCA Launches Synergy with PERUMDAM Tirta Batu Mentas, Belitung Regency
166		18	BCA Holds Indonesia Knowledge Forum (IKF) XI, Capitalizing on Business Opportunities for Stronger Growth and Resilience in the Digital Era
167		18	BCA-Bali Provincial Government Collaboration: BCA E-Commerce Payment Gateway Facility to Support Tourist Contribution Receipts
168		20	PT Bank Central Asia Tbk Third Quarter Performance Results 2022 - Solid Performance Supporting Economic Recovery
169		26	BCA Supports FinExpo BIK 2022
170		27	BCA Presents Train the Trainer Outbound Wirawisata Goa Pindul Training to Improve the Quality of Local Human Resources
171		27	BCA Facilitates Teacher Training for 21 st Century Learning to Strengthen Commitment to Improve Indonesian Education
172	November	28	BCA - Bank BPD Bali Collaboration, Presents Payment Solution for PBB-P2 and Other Local Taxes (PHR)
173		30	BCA's Commitment to Strengthen Support for Indonesian Tourism Villages
174		2	BCA Provides Assistance to Taro Tourism Village Management
175		2	BCA Holds Cataract Surgery at Raja Ampat Hospital to Prevent Blindness Due to Cataracts
176		4	BCA Holds Seminar on Self-Development Literacy through Technology and Finance for 300 UGM Vocational School Students
177		5	BCA Holds Training for IPB Students Receiving Bakti BCA Scholarship for FY 2022/2023
178		8	BCA is Committed to Supporting the Preservation of Indonesian Wayang by Introducing Wayang to the Younger Generation
179		11	BCA BanggaLokal in Bali's Nusa Dua Market
180		13	BCA Fully Supports B20 Summit in Bali, Aligns Business Strategy with B20 Program
181		14	BCA Holds Team Building Training for Sijunjung and Silokek Traditional Assisted Villages to Enhance the Capacity of Village Human Resources
182		19	Consistently Supporting MSMEs, BCA was Present with Bangga Buatan Indonesia (Proud of Indonesian Products) National Movement in Sumatera Selatan
183		23	BCA Shared Interim Dividend of Rp 35,- per Share, Increased 40% YoY
184		23	Bakti BCA Took Action and Donated to Cianjur Earthquake Site
185		23	Boosting Workforce Quality, BCA Held Team Building Activities for Wayang Wukirsari Tourism Village Committee
186		28	PPATK and BCA Took Action to Orangutan Conservation Land Rehabilitation in East Kalimantan
187		28	Bakti BCA: From Impactful Action for Bilebante Tourism Village Communities, to 1000 Trees Plantation in Sasak Mountain, Lombok



No.	Month	Date	Press Release Distribution
188	December	1	Always Presenting Solutions of Investment Options, BCA and Manulife Asset Management Indonesia Offer Manulife Obligasi Unggulan Kelas A Mutual Fund
189		7	BCA Presents Payment Solutions Through Its Synergy with Perumda Air Minum Tirta Jaya Mandiri of Sukabumi Regency
190		10	To Increase Commitment to Village Human Resources Development, BCA Holds SMART Training for the Administrators of Pentingsari Tourism Village
191		12	As a Joint Action Movement, Bakti BCA Donates for the Construction of Elementary Schools Affected by Cyclone Disaster in NTT
192		15	Welcoming the New Year, BCA Holds Economic Outlooks 2023
193		16	To Support the Development of Renewable Energy Sector Facilities, BCA Presents Electric Vehicle Charging Station in Semarang
194		17	BCA and Bilibli Hold Financial Management and Digital Marketing Strategy Training for "Aisyiyah" MSME Players in Banyumas
195		19	To Increase Support for KUR Distribution, BCA Distributes KUR to 200 Fostered Cattle Farmers of East Lombok Regency Government
196		21	Optimizing Services for State Securities Transactions, BCA Receives an Award from the Ministry of Finance
197		22	Improving Women's Empowerment in Tourism Villages, BCA and Bogasari Present Inspirational Webinar
198		29	BCA Presents Service Excellence for Loyal Customers During Christmas and New Year Period

5. Correspondence to OJK and IDX

BCA's correspondence with OJK and IDX is part of the application of Good Corporate Governance principles, specifically transparency and accountability. BCA's correspondence with OJK and IDX in 2022 is as follows:

Financial Service Authority

Date	Letter No.	To	Subject
January 3, 2022	001/DCS/2022	OJK Capital Market	Affiliate Transaction Report
January 3, 2022	002/DCS/2022	OJK Capital Market	Affiliate Transaction Report
January 13, 2022	009/DCS/2022	OJK Capital Market	Report Relating Affiliate Transaction
January 27, 2022	019/DCS/2022	OJK Capital Market	Press Release Analyst Meeting FY2021
January 27, 2022	020/DCS/2022	OJK Capital Market	Affiliate Transaction Report
January 28, 2022	021/DCS/2022	OJK Capital Market	Submission of Q4 2021 Financial Statements (audited) of PT BCA Tbk
January 28, 2022	022/DCS/2022	Bank Supervision Department 3	Submission of Q4 2021 Financial Statements (audited) of PT BCA Tbk
January 28, 2022	023/DCS/2022	OJK Capital Market	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk & Subsidiaries as of 31 December 2021
January 28, 2022	024/DCS/2022	Bank Supervision Department 3	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk & Subsidiaries as of 31 December 2021
February 2, 2022	025/DCS/2022	OJK Capital Market	Announcement of the 2022 AGMS
February 2, 2022	026/DCS/2022	OJK Capital Market	Submission of Proof of 2022 AGMS Announcement
February 2, 2022	027/DCS/2022	Bank Supervision Department 3	Submission of Proof of 2022 AGMS Announcement
February 8, 2022	030/DCS/2022	OJK Capital Market	Affiliate Transaction Report
February 14, 2022	031/DCS/2022	OJK Capital Market	Affiliate Transaction Report
February 17, 2022	032/DCS/2022	OJK Capital Market	Submission of Annual Report & Sustainability Report of BCA for Financial Year 2021
February 17, 2022	033/DCS/2022	Bank Supervision Department 3	Submission of Annual Report & Sustainability Report of BCA for Financial Year 2021
February 17, 2022	034/DCS/2022	IDIC	Submission of Annual Report & Sustainability Report of BCA for Financial Year 2021

Date	Letter No.	To	Subject
February 17, 2022	035/DCS/2022	Bank Supervision Department 3	Submission of the 2021 BCA Sustainability Report
February 17, 2022	036/DCS/2022	Bank Supervision Department 3	Submission of the 2021 BCA Internal Control Report
February 17, 2022	037/DCS/2022	OJK Capital Market	Summon for the 2022 AGMS
February 17, 2022	038/DCS/2022	OJK Capital Market	Submission of Proof of BCA AGMS Advertisement
March 14, 2022	055/DCS/2022	OJK Capital Market	Report on the Annual Rating Result
March 16, 2022	056/DCS/2022	OJK Capital Market	Affiliate Transaction Report
March 21, 2022	057/DCS/2022	OJK Capital Market	Submission of the Copy of Deed Certificate of PT BCA Tbk AGMS Minutes
March 21, 2022	058/DCS/2022	Bank Supervision Department 3	Submission of the Copy of Deed Certificate of PT BCA Tbk AGMS Minutes
March 21, 2022	059/DCS/2022	OJK Capital Market	Report & Announcement of Cash Dividend Distribution Schedule for Financial Year 2021
March 21, 2022	060/DCS/2022	OJK Capital Market	Submission of Proof of PT BCA Tbk AGMS Summary Announcement
March 21, 2022	061/DCS/2022	Bank Supervision Department 3	Submission of Proof of PT BCA Tbk AGMS Summary Announcement
March 22, 2022	062/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 22, 2022	063/DCS/2022	OJK Capital Market	Submission of Proof of Final Dividend Announcement
March 23, 2022	064/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 23, 2022	065/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 23, 2022	066/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 23, 2022	067/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 24, 2022	068/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 24, 2022	069/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 24, 2022	070/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 24, 2022	071/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	072/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	073/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	074/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	075/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	076/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	077/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 29, 2022	079/DCS/2022	OJK Capital Market	Affiliate Transaction Report
April 4, 2022	081/DCS/2022	OJK Capital Market	Affiliate Transaction Report
April 12, 2022	082/DCS/2022	OJK Capital Market	Submission of the Copy of Deed of PT BCA Tbk AGMS Minutes
April 12, 2022	083/DCS/2022	OJK Capital Market	Submission of the Copy of Deed of PT BCA Tbk AGMS Minutes
April 21, 2022	086/DCS/2022	OJK Capital Market	Press Release Analyst Meeting Q1/2022



Date	Letter No.	To	Subject
April 22, 2022	087/DCS/2022	OJK Capital Market	Affiliate Transaction Report
April 25, 2022	088/DCS/2022	Bank Supervision Department 3	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk & Subsidiaries as of March 31, 2022
April 25, 2022	089/DCS/2022	OJK Capital Market	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk & Subsidiaries as of March 31, 2022
April 25, 2022	090/DCS/2022	Bank Supervision Department 3	Submission of Q1 2022 Financial Statements (unaudited) of PT BCA Tbk
April 25, 2022	091/DCS/2022	OJK Capital Market	Submission of Q1 2022 Financial Statements (unaudited) of PT BCA Tbk
April 27, 2022	092/DCS/2022	OJK Capital Market	Affiliate Transaction Report
April 28, 2022	093/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 9, 2022	095/DCS/2022	OJK Capital Market	Affiliate Transaction Report
May 10, 2022	096/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 12, 2022	097/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 12, 2022	098/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 12, 2022	099/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 12, 2022	100/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 12, 2022	101/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 13, 2022	102/DCS/2022	OJK Capital Market	Submission of the Copy of Kemenkumham RI Letter & Deed of PKR of PT BCA Tbk
May 13, 2022	103/DCS/2022	Bank Supervision Department 3	Submission of the Copy of Kemenkumham RI Letter & Deed of PKR of PT BCA Tbk
May 17, 2022	104/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 17, 2022	105/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 17, 2022	106/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 19, 2022	107/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 24, 2022	108/DCS/2022	DIA	Submission of Statement Letter of the Board of Directors of PT BCA Tbk
May 25, 2022	110/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 25, 2022	111/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 25, 2022	112/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
July 28, 2022	143/DCS/2022	Bank Supervision Department 3	Submission of Q2 2022 Financial Statements (unaudited) of PT BCA Tbk (the "Company")
July 28, 2022	144/DCS/2022	OJK Capital Market	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk ("Company") and Subsidiaries as of June 30, 2022
July 28, 2022	145/DCS/2022	Bank Supervision Department 3	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk ("Company") and Subsidiaries as of June 30, 2022
September 16, 2022	165/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk

Date	Letter No.	To	Subject
September 16, 2022	166/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
September 16, 2022	167/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
September 19, 2022	168/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
September 19, 2022	169/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
September 19, 2022	170/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
September 19, 2022	171/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
October 4, 2022	174/DCS/2022	OJK Capital Market	Affiliate Transaction Report
October 11, 2022	002/ESG/2022	OJK Capital Market	Affiliate Transaction Report
October 18, 2022	003/ESG/2022	OJK Capital Market	Response to OJK Letter No.1685/PM.221/2022
October 21, 2022	005/ESG/2022	Bank Supervision Department 3	Submission of Q3 2022 Financial Statements (unaudited) of PT BCA Tbk
October 21, 2022	006/ESG/2022	OJK Capital Market	Submission of Q3 2022 Financial Statements (unaudited) of PT BCA Tbk
October 25, 2022	008/ESG/2022	OJK Capital Market	Affiliate Transaction Report
November 23, 2022	010/ESG/2022	OJK Capital Market	Interim Dividend Schedule
November 23, 2022	011/ESG/2022	OJK Capital Market	Submission of Proof of Interim Dividend Distribution Schedule Advertisement
December 6, 2022	014/ESG/2022	OJK Capital Market	Affiliate Transaction Report
December 6, 2022	015/ESG/2022	Departemen Pengawasan Bank 3	Report on Realization of Continuing Equity Participation Transactions at PT Asuransi Jiwa BCA
December 26, 2022	017/ESG/2022	OJK Capital Market	Affiliate Transaction Report
December 27, 2022	018/ESG/2022	OJK Capital Market	Affiliate Transaction Report

Indonesia Stock Exchange

Date	Letter No.	To	Subject
March 14, 2022	055/DCS/2022	Indonesian Stock Exchange (IDX)	Report on the Annual Rating Result
August 31, 2022	155/DCS/2022	Indonesian Stock Exchange (IDX)	Public Expose Implementation Plan
September 9, 2022	164/DCS/2022	Indonesian Stock Exchange (IDX)	Submission of Public Expose Material
September 19, 2022	172/DCS/2022	Indonesian Stock Exchange (IDX)	Submission of 2022 BCA Public Expose Results
October 18, 2022	003/ESG/2022	Indonesian Stock Exchange (IDX)	Response to OJK Letter No.1685/PM.221/2022

6. Internal Communications

Internal communication has a central role in building BCA's character and culture, as well as the solidity of the work team. Internal communication that is smooth, intensive, and effective in disseminating BCA information will accelerate processes and mechanisms at all levels, influencing BCA's overall performance.

The content of information and communication media is critical to internal communication success. Both become one unit that complements one another in order for the information conveyed to reach employees and be easily understood and followed up on.



Effective internal communication is the key to BCA's success in achieving its vision and mission. Given the relatively large number of BCA employees spread across Indonesia, BCA recognizes the need for an internal communication strategy that is well targeted to create harmonious relationships with all employees.

Internal communication media at BCA include:

a. InfoBCA Digital Magazine

InfoBCA digital magazine is BCA's internal magazine that functions as a media for education, socialization, entertainment, and a means for sharing knowledge and experiences about and activities at BCA with all employees. The InfoBCA Digital Magazine contains BCA information, banking products, banking services, networks, internal programs, awards, technology, management, and other useful information for employees. InfoBCA Magazine is published in an e-magazine version (which can be accessed through the MyBCA internal portal and BCA Instagram Highlights All Done).

b. MyBCA Portal

MyBCA is an internet-based internal communication media that can only be accessed by internal BCA members. MyBCA is managed collectively by the Service Operations Strategy and Development Group, the Information Technology Group, the Public Relations Bureau, and other work units at the head office. This internal website serves as a means to convey BCA information, work unit programs, socialization of banking products, services, learning, and various other important information. MyBCA has been developed for online employment information and administration services, such as health costs, requests for leave, overtime, business travel, employee data, compensation, appraisals, and so on.

c. LED Displays

LED Display (Videotron) is an audio-visual electronic-based internal communication media installed in strategic locations throughout the building or within the BCA office. This audio-visual electronic media contains BCA information, promotions for BCA products and services, work unit activities, and other important information.

d. E-mail

BCA communicates and shares internal information via e-mail. The management

communication forum is another e-mail-based internal communication tool.

e. Skype for Business and Microsoft Teams

Through the Skype for Business and Microsoft Teams facilities, BCA employees can collaborate and communicate more easily in carrying out their work, such as sharing files, sending messages (chat), and conducting virtual meetings via Personal Computers (PCs), laptops, mobile phones, and other devices such as modern gadgets. The Skype for Business and Microsoft Teams facilities are very useful for matters of an urgent nature because incoming messages immediately appear on the monitor screen accompanied by incoming message alerts. In addition, Skype for Business and Microsoft Teams can be used to send large files or data, host audio, video, and web conferences with anyone within BCA or outside BCA.

f. Internal Events

Internal communication is also built through various internal events that are carried out physically/face to face or virtually, such as:

- a. BCA Anniversary commemoration activities;
- b. National Work Meeting;
- c. Bakorseni activities; and
- d. Various knowledge sharing activities, for example, COP (Community of Practice) activities, BCA Open Source, and so on.

g. Corporate Identity Manual

It is a standardization or guideline for internal BCA, particularly in the use of the corporate logo, various implementations, and corporate materials.

h. TikTok @BCASemuaBeres and Instagram @BCASemuaBeres

BCA uses TikTok and Instagram as a means of internal communication with account name TikTok @BCASemuaBeres and Instagram @BCASemuaBeres. Internal circle that have been registered are connected to each other and can exchange information and share experience through Social Media.

i. Halo SDM

A call center facility for employees which serves as a communication bridge for all information about human resource provisions. It is hoped that this facility will allow every employee to better understand, comprehend, and follow the provisions that apply at BCA.

CODE OF ETHICS

BCA always uphold positive values within all of BCA personnel. In this regard, BCA has had and implemented the BCA Code of Ethics, which regulates ethical standards, values, and principles that must be applied by BCA personnel as an elaboration of the BCA culture in implementing Good Corporate Governance and achieving vision and mission that has been established.

The BCA Code of Ethics is formulated to serve as a guidance for BCA personnel in acting and making decisions in order to carry out their daily duties and responsibilities in a professional manner. The BCA Code of Ethics serves as a guideline that sets out expectations for BCA personnel's interactions with customers, shareholders, suppliers, partners, the government, and the communities in which the Company operates.

The main principles of the BCA Code of Ethics are:

1. Professional.
2. Integrity.
3. Excellent team.
4. Excellent service.
5. Social care.

1. Cores of BCA Code of Ethics

The cores of the BCA's Code of Ethics consist of:

1. Comply and adhere with all applicable laws and regulations.
2. Maintain the reputation of the bank and safeguard its assets.
3. Maintain customer and bank data confidentiality.
4. Ensure that personal interests do not conflict the interests of the bank or customers.
5. Accurately record all transactions in accordance with applicable policies.
6. Maintain and foster a harmonious working environment and fair competition.
7. To not abuse position and authority for personal or family interests.
8. To not commit any misconduct that may be harmful to the professional image and reputation of the bank in general.
9. To avoid all forms of gambling or speculative activity.
10. Constantly improve knowledge and insight by staying current on developments in the banking industry in particular and the business world in general.

2. Enforcement of the Code of Ethics

The BCA Code of Ethics is the personal responsibility of every BCA personnel and provides a framework of values and ethical standards that must be met. The BCA Code of Ethics applies to all levels of the

organization, including members of the Board of Directors, members of the Board of Commissioners, and all BCA employees.

3. Code of Ethics Related to Anti-Corruption

As part of effort to prevent corruption and control gratification in BCA's environment, BCA issued Decree of the Board of Directors No. 269/SK/DIR/2021 dated December 31, 2021 concerning Anti-Corruption Policy and Gratification Control and Circular Letter No. 336/SE/POL/2022 dated September 15, 2022 concerning Reporting on Gratification Control. BCA complies with anti-corruption regulations, ensuring that its business activities are conducted prudently and in accordance with Good Corporate Governance principles. BCA employees commit to instill anti-corruption culture in all aspects of work.

The following anti-corruption policies are contained in the BCA Code of Ethics:

1. Ensure that personal interests do not conflict the interests of the bank or customers.
2. To not abuse position and authority for personal or family interests.
3. To not commit any misconduct that may be harmful to the professional image and reputation of the bank in general.

4. Vendor-Related Code of Conduct

BCA employees frequently work with vendors in performing their duties. Therefore, in order to implement anti-corruption culture, every BCA employee must observe the BCA Code of Ethics related to vendors, which includes the following:

1. The reputation of BCA must be maintained while performing duties, including but not limited to:
 - a. Maintain personal appearance and behavior in accordance with proper etiquette and manners (action and speech).
 - b. To refrain from making excessive concessions during vendor prequalification and vendor invoices verification.
 - c. Avoiding any meetings that will influence task and work decisions.
2. Avoid situations in which vendor behavior may result in personal gain and/or harm to BCA.
3. Maintain the confidentiality of BCA and vendor information obtained in the course of performing duties and refrain from using it for personal interest.
4. Proactively providing information to the management or authorities if there is any family relationship or affiliation with vendor that may potentially influence objectivity in carrying out work.



5. To refrain from taking profit from vendor's mistakes.
6. To refrain from asking for or accepting money, presents, gifts, or service facilities, and not binding themselves to debt and receivables transactions.
7. All money, presents, gifts or service facilities must be returned in accordance with applicable regulations, and proof of return can be provided by a letter signed by the Work Unit's Head and a receipt for the return of goods.
8. Always avoid conflicts of interest when dealing with vendors.

5. Socialization

BCA makes every effort to ensure that the BCA Code of Ethics is communicated and distributed to all BCA personnel. The methods used to socialize the BCA Code of Ethics are as follows:

1. The BCA Code of Ethics is made in the form of a Pocket Book and is distributed to all BCA employees.
2. The BCA Code of Ethics is presented in the form of e-learning that can be accessed by every BCA employees, including first-time jobbers and pro-hire workers who have recently joined BCA.
3. The BCA Code of Ethics is published on the Corporate Governance Section of the BCA website and the BCA internal portal (MyBCA).
4. The BCA Code of Ethics is disseminated through sharing sessions or COP (Community of Practice) in each division or work unit at BCA, among others, related to BCA's confidentiality provisions, position confidentiality, fraud, and other topics.
5. The BCA Code of Ethics is disseminated through internal digital publications, which are accessible to all BCA employees at the Head Office, Regional Offices, internal displays at Branch Offices, and are also posted on internal social media accounts, such as the Instagram account @bcasemuaberes.

6. Enforcement and Sanctions for Code of Ethics Violations

1. The BCA Code of Ethics is legally binding and must be understood and implemented firmly by all BCA personnel in order to support the implementation of Good Corporate Governance principles.
2. All BCA employees, including members of the Board of Commissioners and members of the Board of Directors, declare their understanding and compliance with the BCA Code of Ethics by annually signing an Integrity Pact.
3. Violations of the BCA Code of Ethics are included in actions that can be reported through whistleblowing facilities, according to the BCA's Whistleblowing System implementation policy, which is contained in Directors' Decree No. 146/SK/DIR/2017, dated November 1, 2017.
4. If a violation or non-compliance with the BCA Code of Ethics occurs, the violator may face sanctions based on the severity of the violation. The following are the sanctions specified in the Collective Labor Agreement:
 - Primary sanctions include verbal warnings, reprimand letters, warning letters, demotions, or termination of employment.
 - Additional sanctions may include position transfer (rotation), postponement of promotions, postponement of wage/salary increases, revocation of facilities associated with the position in question, position relinquishment, or other sanctions in accordance with applicable legal provisions.

BCA's decision in this regard will be tailored to the nature and gravity of the violation, as well as a thorough evaluation of the individual who committed the violation.

7. Cases of BCA Code of Ethics Violations in 2022

There were 230 (two hundred and thirty) cases of violations of the BCA Code of Ethics in 2022, with the following recapitulation:

Number of BCA Code of Conduct Violation Case Settlements in 2022

Year	Type of Sanctions	Number	Settlement Status
2022	SP I	177	All cases had been resolved in 2022.
	SP II	17	
	SP III	36	

Description: SP = Warning Letter

CORPORATE CULTURE

BCA believes that culture plays an important role in determining BCA's success in conducting business. Currently, BCA has established the following culture:

- The Vision and Mission serve as the foundation, direction, and guidance for all BCA personnel in carrying out BCA business activities. Management evaluated BCA's Vision and Mission in 2014, and they remain consistent with BCA's strategic direction today. The Company Profile Chapter contains a description of BCA's Vision and Mission.
- Values to serve as a moral guidance for all BCA employees as they carry out the Mission and realize the BCA Vision.

1. BCA Values

a. Customer Focus

Following attention/care, efforts are made to provide services that meet specific customer expectations and/or needs.

b. Integrity

A firm attitude of upholding honesty and openness, followed by consistent and consequential actions in roles and duties in various situations and conditions to build customer trust.

c. Teamwork

Interaction, synergy, and collaboration based on self-understanding and others in order to accomplished organizational goals.

d. Continuous Pursuit of Excellence

Continuous efforts to achieve the best in order to offer value added to customers.

2. Socialization of Vision, Mission and Values

In 2022, the socialization program for the Vision, Mission, and Values is implemented as follows:

- a. Conduct outreach to include all work units and all BCA employees in activities/events such as:
 - 1) Communities of Practice (COP), team sharing sessions
 - 2) Coordination meetings or quality meetings for all BCA regional offices.
- b. Using a variety of corporate media and communication channels, such as:
 - 1) Video on BCA's internal portal.
 - 2) e-learning.
 - 3) e-Magazine Info BCA (BCA's official internal social media).
 - 4) Internal training.
 - 5) Internal culture video clips.

- c. Through internal training/capacity development programs, including management development programs or manager development programs, special forums such as account officer forums, and special groups such as project management offices.

3. Corporate Culture Introduction for New Employees

A corporate culture introduction is given to all new employees at BCA through an induction program that also covers an overview of BCA's vision, mission, and values. The game method is an effective way to introduce BCA's Vision, Mission and Values to new employees who are from generations Y and Z.

4. Corporate Culture Introduction for New Members of The Board of Commissioner and/or the Board of Directors

A corporate culture introduction is given to new members of the Board of Commissioners and/or Board of Directors through an orientation program for members of the Board of Commissioners and Board of Directors. The orientation method is as follows:

- Online and/or offline presentation by the Head Office Work Unit (UKKP)
- Visits to various BCA activity locations
- Online and offline meetings and discussions with other Board of Directors and Board of Commissioners members to discuss various BCA issues or other necessary information
- Examine various BCA resources that are electronically available (online base).

SHARES BUYBACK

Buying back shares or bonds is an effort to reduce the number of shares or bonds issued by BCA by buying back shares or bonds whose payment procedures are carried out in accordance with the applicable regulations. BCA does not buy back BCA shares and bonds in 2022.

OTHER CORPORATE ACTIONS

In 2022, BCA did not take any other corporate actions.



PROVISION OF FUND TO RELATED PARTY AND LARGE EXPOSURE

Disclosure regarding provision of fund to related parties (individuals or groups, including the Board of Directors, the Board of Commissioners, Executive Officers of the Bank, and other related parties) and provision of large exposure refers to OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks under the Transparency of the Implementation of Governance section.

1. Policy on Provision of Funds to Related Parties

Provision of funds to related parties and to debtors in large amounts is always carried out with due observance of the principle of prudence, through a review process and a mechanism that are in accordance with BCA policies and have complied with OJK regulations and applicable laws and regulations, including aspects of the Maximum Lending Limit Credit (LLL).

2. Policy on the Provision of Large Exposure

Provision of large exposure refers to the nominal provision of funds to 1 (one) borrower or 1 (one) group of borrowers other than Related Parties in the amount equal to or greater than 10% of the Bank's core capital (Tier 1). The provision of large exposure must be evaluated for feasibility in the same or more prudent manner as the provision of funds to general debtors. The terms and conditions for providing funds are consistent with BCA's credit terms and procedures.

3. Lending Policy for the Boards of Directors and the Board of Commissioners

BCA already has lending policies for the Board of Directors and the Board of Commissioners, which are governed by:

- Productive Credit Guidelines and Consumer Credit Guidelines;
- Policy on Credit Approval Mechanisms for Related Parties; and
- PT BCA Tbk's Policy on Basic Bank Credit (KDPB), published on October 23, 2020. (hereinafter referred as, "Policy of Providing Credit for Directors and the Board of Commissioners").

The Board of Directors and Board of Commissioners Credit Loan Policy stipulates that credit loans to the Board of Directors and Board of Commissioners are granted on an arm's length basis and in accordance with market interest rates.

4. Implementation of the Provision of Funds to Related Parties in 2022

In 2022, BCA has implemented a policy of providing funds to related parties, a policy of providing large exposure, and a policy of providing loans to the Board of Directors and the Board of Commissioners in accordance with applicable regulations, which must comply with the following provisions:

- Provision of funds to related parties and plans for granting credit to certain large debtors, must be decided by the credit officer and approved by the BCA's Board of Commissioners.
- Provision of funds to related parties must not conflict with the general lending terms and procedures in place and must continue to generate a reasonable profit for BCA.
- The policy for determining credit terms for related parties, particularly the determination of lending rates and forms and types of collateral, adheres to BCA's generally accepted credit provisions.

Provision of Funds to Related Parties and to Main Individual and Group Debtors (Large Exposure) at BCA in 2022

Fund Provision	Total	
	Debtor/Group	Nominal
To Related Parties	613	Rp 11,252,431,834,064.00
To Main Debtors:		
• Individual	50	Rp 188,656,955,576,162.00
• Group	30	Rp 261,498,938,546,463.00

Detailed information containing details of transactions related to Provision of Funds to Related Parties can be found in the Annual Financial Report Section 48 on Page 741 of this Annual Report.

THE STRATEGIC PLAN

The Board of Commissioners and the Board of Directors are always active in establishing communication and aligning views on BCA's business strategy in the banking sector. The Board of Commissioners is responsible for directing, monitoring, and evaluating the implementation of BCA's strategic policies and providing advice to the Board of Directors in accordance with the aims and objectives of BCA's Articles of Association. The Board of Directors is responsible for the development process, implementation, including reviewing of BCA's strategy to comply with internal policies and applicable regulations.

In 2022, the Board of Commissioners and the Board of Directors have reviewed, monitored, and supervised the implementation of BCA's strategy through a Joint Meeting of the Board of Directors and the Board of Commissioners with an agenda regarding Strategic Plan involving related work units. Complete information regarding the exposure of BCA's Strategic Plan is listed on page 308 under the 2022 Strategy Prospects and Priorities Chapter of this Annual Report.

TRANSPARENCY OF FINANCIAL AND NON-FINANCIAL CONDITIONS THAT HAVE NOT BEEN DISCLOSED IN OTHER REPORTS

BCA already has policies and procedures in place for implementing transparency of financial and non-financial conditions, which refer, among other things, to the following:

- a. OJK Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports.
- b. OJK Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies.
- c. OJK Regulation No. 14/POJK.04/2022 concerning Submission of Periodic Financial Reports of Issuers or Public Companies.
- d. OJK Circular Letter No. 16/SEOJK.04/2021 concerning Form and Content of Annual Reports of Issuers or Public Companies.

Information on BCA's financial and non-financial conditions has been stated clearly and transparently in several reports, both via print media and on the BCA website, including the following:

1. Financial Conditions Transparency

BCA has prepared and presented reports on financial conditions transparency in accordance with the procedures, types, and scope as stipulated in the applicable OJK Regulation provisions, and has submitted them monthly, quarterly, and annually, depending on the type of report.

1. Annual Report

- a. Every year, BCA prepares and submits an annual report to OJK, shareholders, and other institutions as required or deemed necessary. The Annual Report contains the following information:
 - 1) A summary of key financial data, including a stock overview, the Board of Commissioners' report, the Board of Directors' report, a company profile, analysis, and management discussion of business and financial performance, corporate governance, corporate social responsibility, and sustainable finance.
 - 2) An annual financial report for one (one) fiscal year that has been audited by a PA and a PAF registered with the OJK is prepared and presented in comparison to the previous fiscal year as well as the beginning of the previous comparative year.



- 3) Statement of the Board of Commissioners and Board of Directors' responsibility for the accuracy of the annual report's contents. The statement is contained in a statement sheet signed by all members of the Board of Commissioners and Directors.
- b. The Annual Report has been published on the BCA website at - www.bca.co.id.
- c. The audited annual financial report has been published on the BCA website - www.bca.co.id - as well as in an Indonesian language newspaper with widespread distribution in Indonesia.

2. Quarterly Publication Reports

- a. BCA has announced the Quarterly Publication Reports in print media (Semester I and Semester II) and on the BCA website - www.bca.co.id, including reporting the Quarterly Publication of Financial Reports to OJK or stakeholders in accordance with the prevailing OJK Regulation.
- b. Announcement of Quarterly Publication Reports in the form of Quarterly Publication of Financial Reports and other reports on the BCA website are maintained for at least the last 5 (five) fiscal years.
- c. Although not required, the quarterly publication of financial reports in the form of Consolidated Financial Reports of BCA and subsidiaries are announced in 2 (two) newspapers (Semester I and Semester II), and the financial reports of the BCA parent entity are announced in 1 (one) newspaper in the form of infographics financial performance. The newspapers used are daily print newspapers in the Indonesian language that have widespread distribution at the domicile of the BCA head office. The Quarterly Publication of Financial Report is signed by the President Director and 1 (one) member of the Board of Directors of BCA.

3. Monthly Publication Reports

- a. BCA has announced the Monthly Publication Report on the BCA website - www.bca.co.id, including reporting the Monthly Publication of Financial Report to OJK in accordance with the prevailing OJK Regulation.

- b. Announcements of Monthly Publication Reports in the form of Monthly Publication of Financial Reports are maintained on the BCA website for at least the last 5 (five) fiscal years.

2. Transparency of Non-Financial Conditions

BCA has prepared and presented reports related to the transparency of non-financial conditions with the procedures, types, and scope as stipulated in the applicable OJK Regulation provisions and provided and published other information related to non-financial conditions, including the following:

1. Publish non-financial conditions to stakeholders in a transparent manner, including Routine BPMK Reporting to the OJK, corporate governance information through the BCA Governance Implementation Report and published on the BCA website, as well as other non-financial conditions transparently in Analyst Meetings, Press Conferences, Public Exposés, and Non-Deal Road Shows via teleconference and the BCA website in accordance with applicable regulations.
2. Disclose ownership structure transparency in the Annual Report and the BCA website.
3. Disclose important and relevant information or facts regarding events, incidents, or facts that may affect the price of securities on the Stock Exchange and/or the decisions of investors, potential investors, or other parties who have an interest in such information or facts. BCA always submits reports of material information or facts through the BCA website and the Indonesia Stock Exchange.
4. BCA has published clear, accurate, and up-to-date information regarding BCA products and/or services in accordance with OJK regulations regarding transparency of information on bank products and use of customer personal data. This information can be obtained easily by customers, including in the form of leaflets, brochures, or other written forms at each BCA branch office in locations that are easily accessible and/or in the form of electronic information provided via hotline services/call centers, the BCA website, and BCA's official social media account.

5. BCA provides and informs customers of procedures for customer complaints and dispute resolution in accordance with OJK regulations governing customer complaints and banking mediation, including through the BCA website - [www. bca.co.id](http://www.bca.co.id). In addition, mediation for the settlement of BCA customer complaints is carried out through complaint channels, including BCA Branch Offices, Halo BCA at 1500888, the Halo BCA application, or e-mail halobca@bca.co.id.
6. Prepare complete, accurate, and timely internal reports supported by an adequate management information system. BCA has a dependable BCA management information system supported by competent human resources and an adequate IT security system capable of providing complete, accurate, and timely information to the Board of Directors for use in supporting BCA's business decision-making process.
7. Other information that aims to support information disclosure, financial education, and services to the public.

PROVISION OF FUND FOR SOCIAL ACTIVITIES

As a form of corporate social responsibility, BCA actively contributes to the improvement of community welfare and environmental conditions through the "Bakti BCA" activity program.

Bakti BCA program activities are focused on 3 (three) main pillars:

- BCA Smart Solutions
- BCA Synergy Solutions
- BCA Superior Business Solutions

In addition to these programs, BCA participates in giving donations to social institutions. Detailed information regarding BCA's social activities and total fund provision for social activities carried out by BCA throughout 2022 is listed in the BCA 2022 Sustainability Report, a separate book from this Annual Report, and can be viewed on the BCA website at <https://www.bca.co.id/en/tentang-bca/keberlanjutan/laporan-keberlanjutan>.

PROVISION OF FUND FOR POLITICAL ACTIVITIES

BCA did not provide funds for political activities throughout 2022 and the preceeding years.



IMPLEMENTATION OF INTEGRATED GOVERNANCE

In accordance with OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 and OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015, BCA (as Main Entity) and Subsidiaries and/or Related Companies and their subsidiary companies within the BCA Financial Conglomerate have comprehensively and effectively implemented Integrated Governance. As a Main Entity, BCA has created Integrated Governance Guidelines, formed Integrated Governance Committees, and expanded BCA's governance organs to include integrated compliance functions, integrated internal audit functions, and integrated risk management functions. Furthermore, in accordance with OJK Regulation No. 45/POJK.03/2020 dated October 14, 2020 concerning Financial Conglomerates, BCA has drawn up and submitted a Corporate Charter to the OJK in accordance with Letter No. 1118/DIR/2020 dated December 22, 2020 regarding the Submission of Corporate Charter Documents of PT Bank Central Asia Tbk.

BCA, as the Main Entity, prepares and submits the Integrated Governance Implementation Annual Report for 2022 to the OJK. The Integrated Governance Implementation Annual Report is prepared in accordance with OJK Circular Letter No. 15/SEOJK.03/2015 on the Implementation of Integrated Governance and includes the scope of the Report on the Implementation of Good Corporate Governance (GCG) as specified in the provisions applicable to commercial banks.

The results of Integrated Governance implementation self-assessment in Semester I and Semester II 2022 are categorized as **"Rank 1." ("Very Good")**.

Results of Self-Assessment of Integrated Governance Implementation

	Ranking	Ranking Definition
Semester I	1	The Financial Conglomerate has implemented Integrated Governance that is generally very good. This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of weaknesses in the implementation of Integrated Governance, the weaknesses are not significant in general and can be immediately corrected by the Main Entity and/or FSI.
Semester II	1	The Financial Conglomerate has implemented Integrated Governance that is generally very good. This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of weaknesses in the implementation of Integrated Governance, the weaknesses are not significant in general and can be immediately corrected by the Main Entity and/or FSI.

1. Self-Assessment Report on Integrated Governance Implementation

Integrated Governance Implementation Self-Assessment Report for One (one) Fiscal Year

According to the provisions in Article 44 and 45 of OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerates, as well as in Chapter VIII concerning Reporting and OJK Circular Letter No. 15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerates, BCA, as the Main Entity, is required to prepare and submit Integrated Governance implementation assessment reports to OJK on a regular basis.

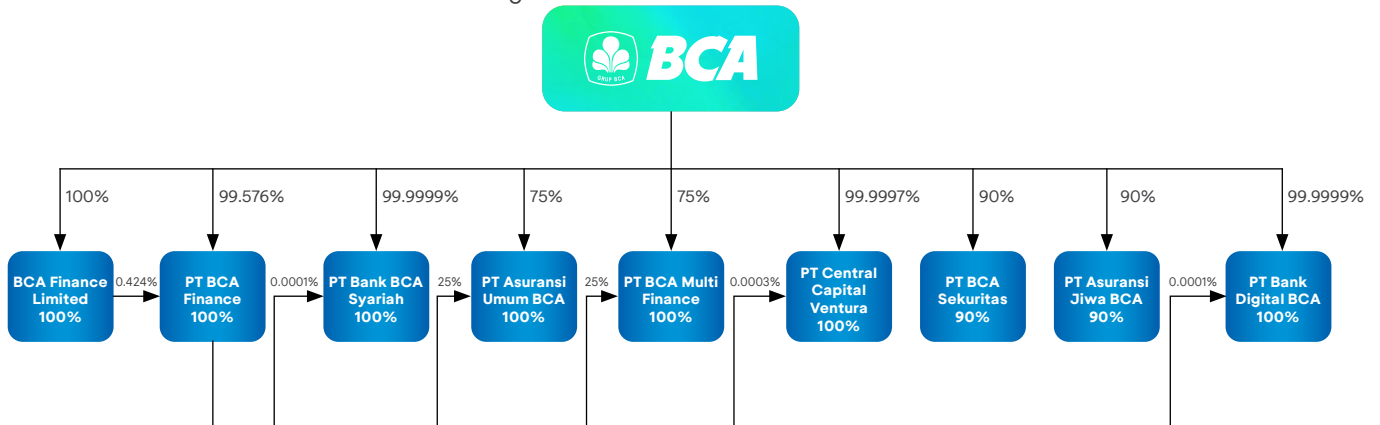
Integrated Governance implementation is assessed every semester (twice a year). BCA, as the Main Entity, conducted integrated governance implementation self-assessment for Semester I and Semester II in 2022. The assessment includes three (three) Integrated Governance aspects: Integrated Governance Structure, Process, and Results.

The Integrated Governance implementation assessment includes at least 7 (seven) factors, namely:

1. Implementation of duties and responsibilities of the Main Entity Board of Directors;
2. Implementation of duties and responsibilities of the Main Entity Board of Commissioners;
3. Duties and responsibilities of the Integrated Governance Committee;
4. Duties and responsibilities of the Integrated Compliance Work Unit;
5. Duties and responsibilities of the Integrated Internal Audit Work Unit;
6. Implementation of Integrated Risk Management;
7. Preparation and implementation of Integrated Governance Guidelines.

2. BCA Financial Conglomerate Structure

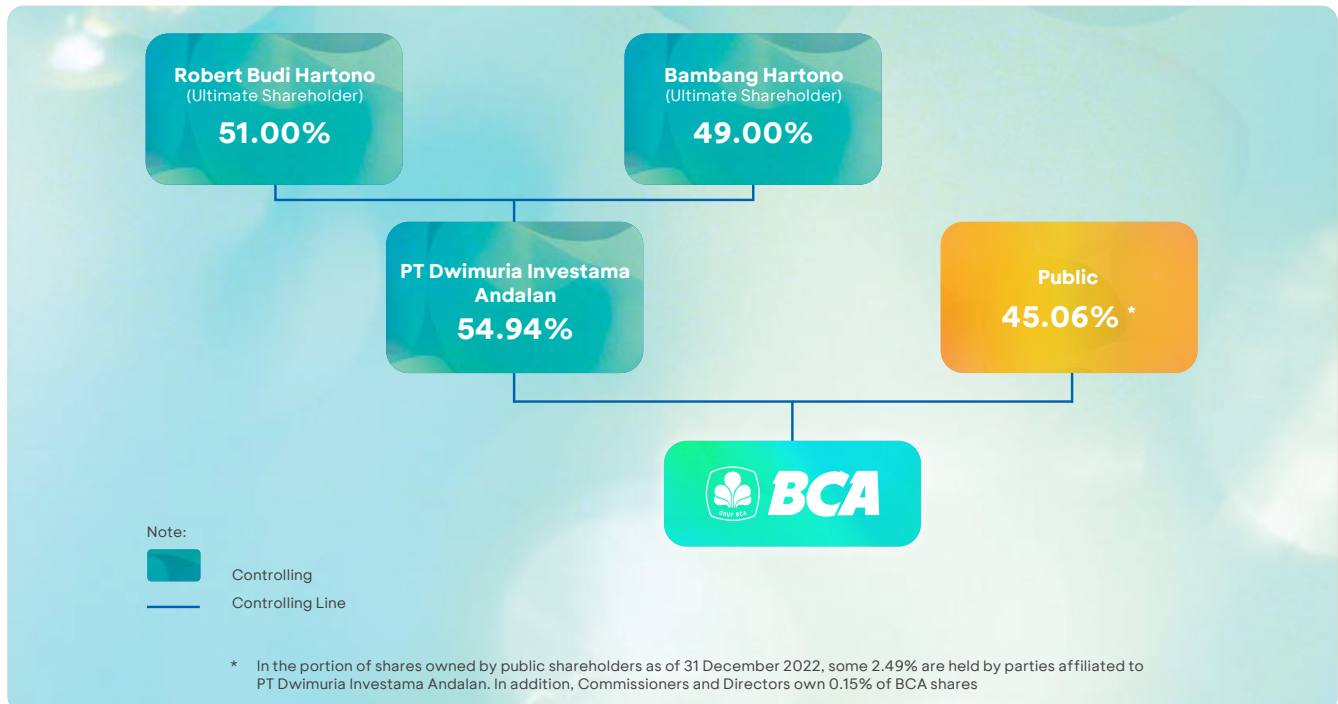
The structure of the BCA's Financial Conglomerate as of 31 December 2022 is as follows:



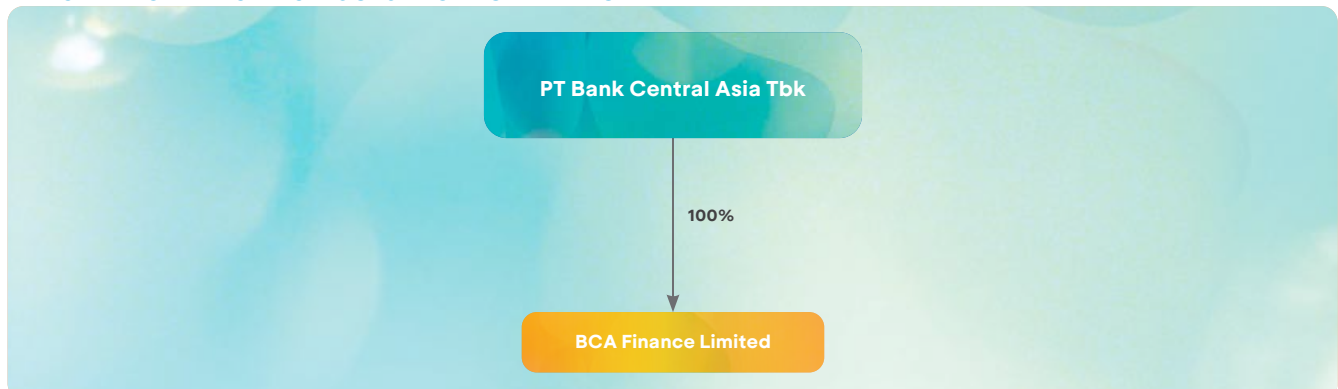
3. Share Ownership Structure in Financial Conglomerate of BCA

As of December 31, 2022, the share ownership structure in BCA's Financial Conglomerate is as follows:

• SHARE OWNERSHIP STRUCTURE OF PT BANK CENTRAL ASIA TBK

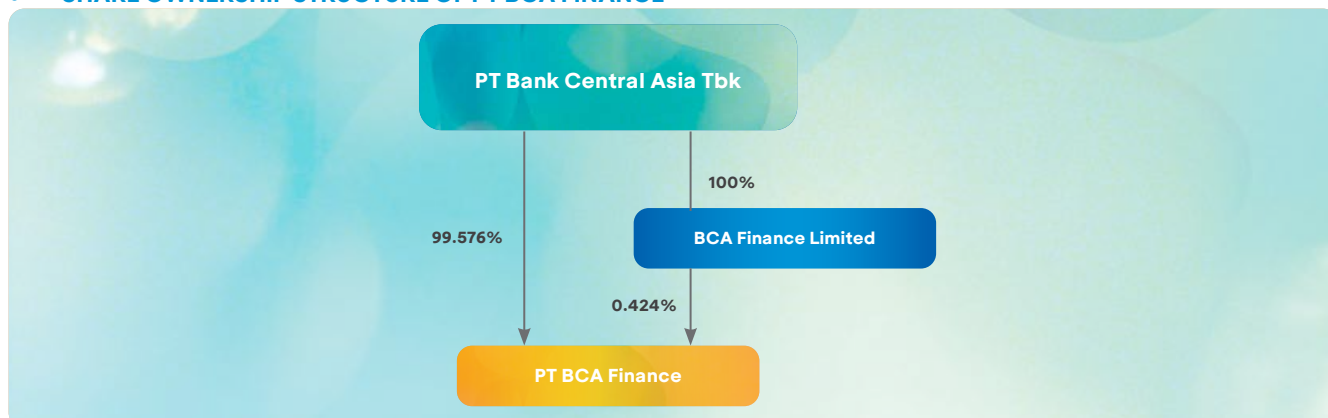


• SHARE OWNERSHIP STRUCTURE OF BCA FINANCE LIMITED

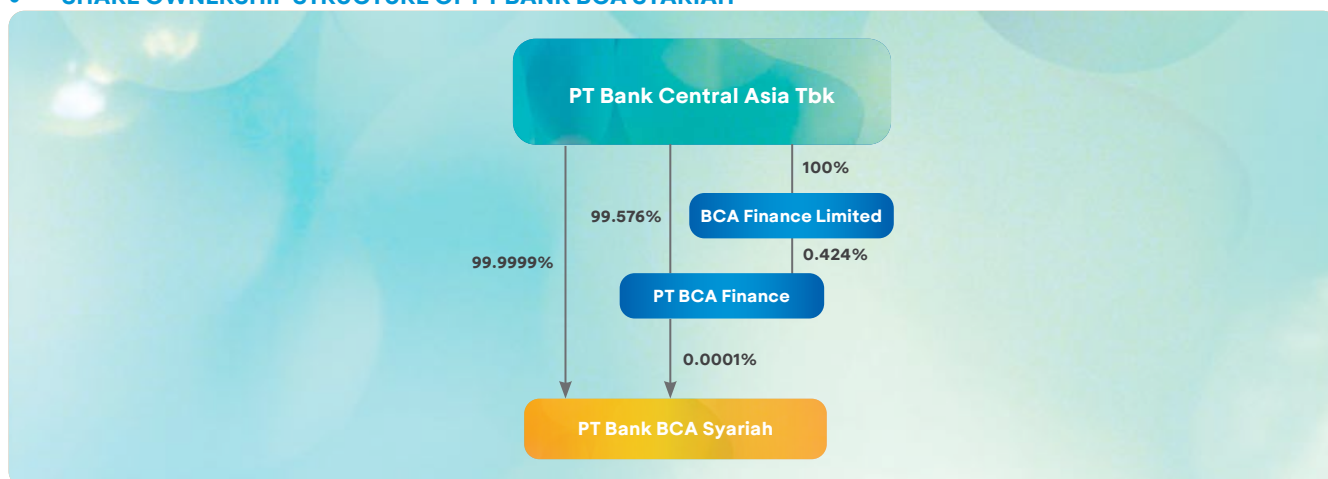




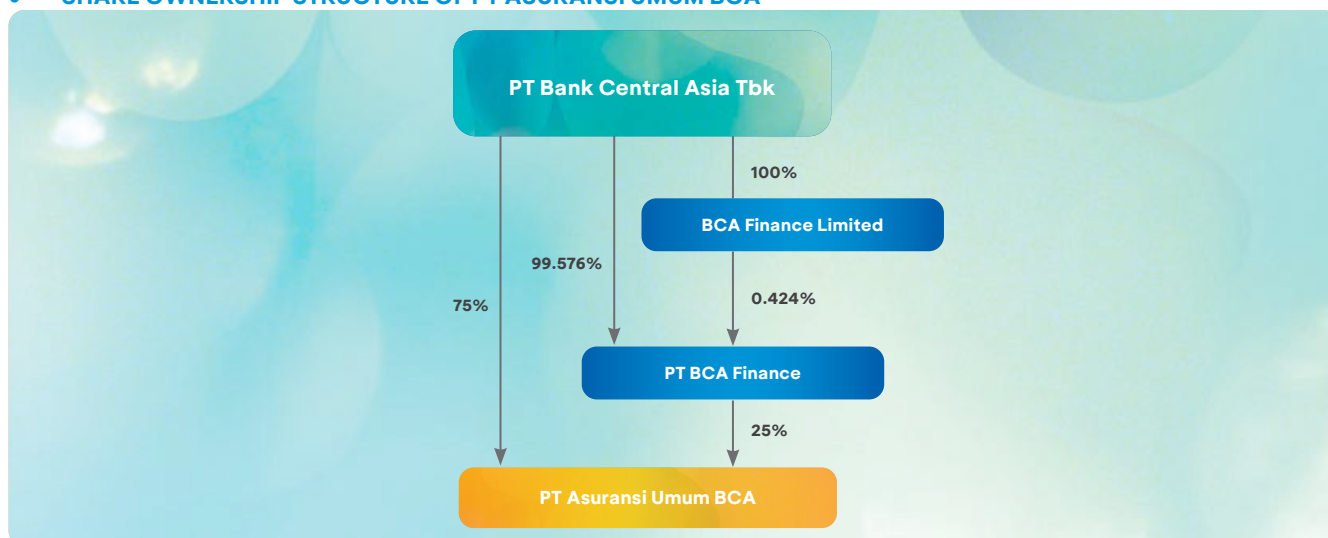
- **SHARE OWNERSHIP STRUCTURE OF PT BCA FINANCE**



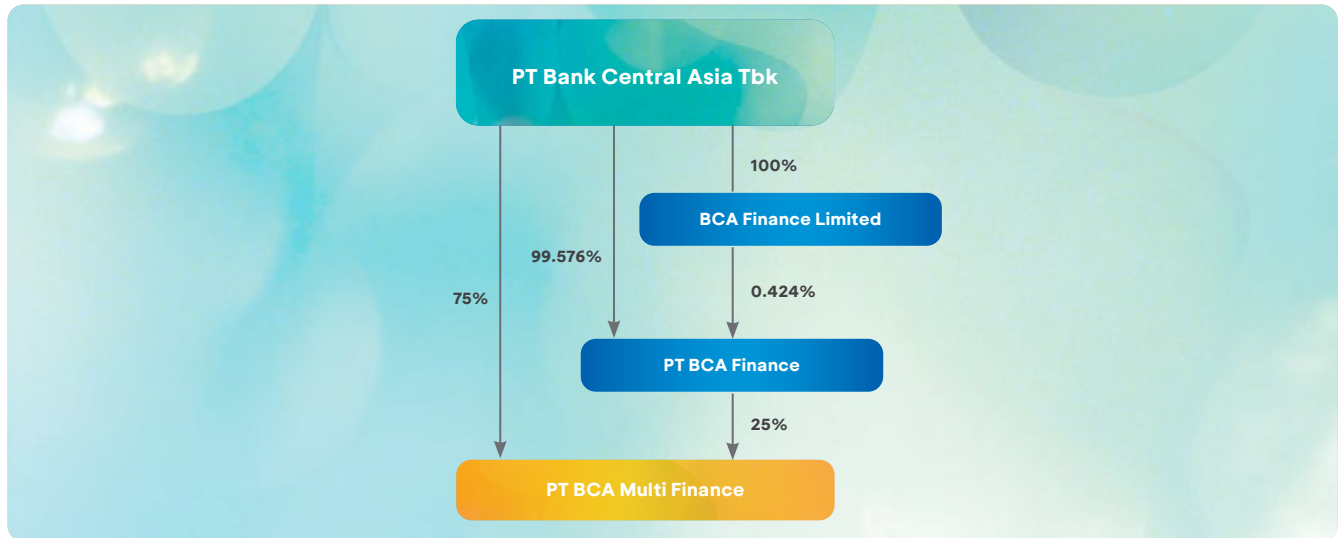
- **SHARE OWNERSHIP STRUCTURE OF PT BANK BCA SYARIAH**



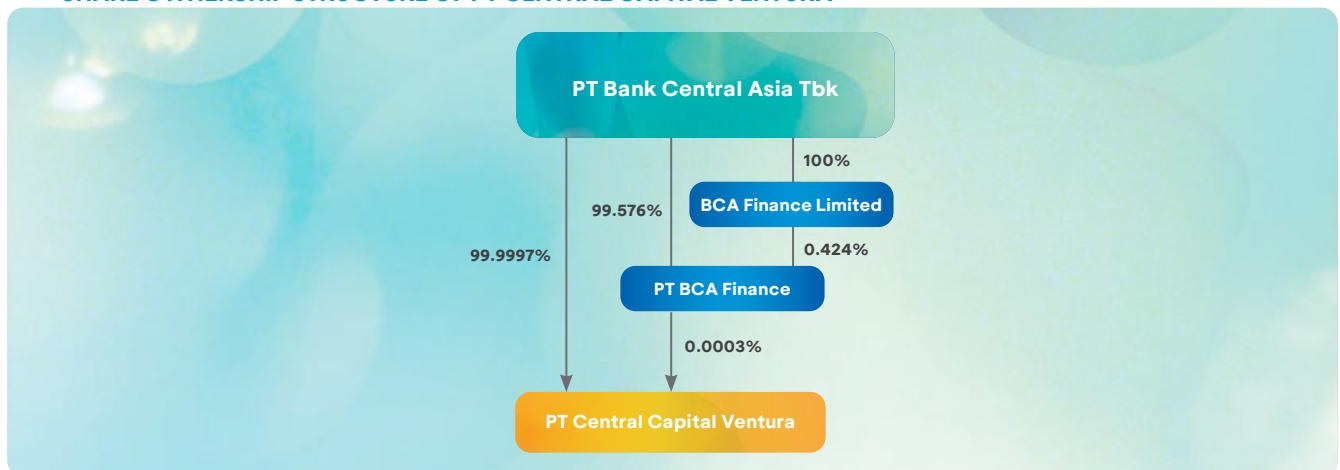
- **SHARE OWNERSHIP STRUCTURE OF PT ASURANSI UMUM BCA**



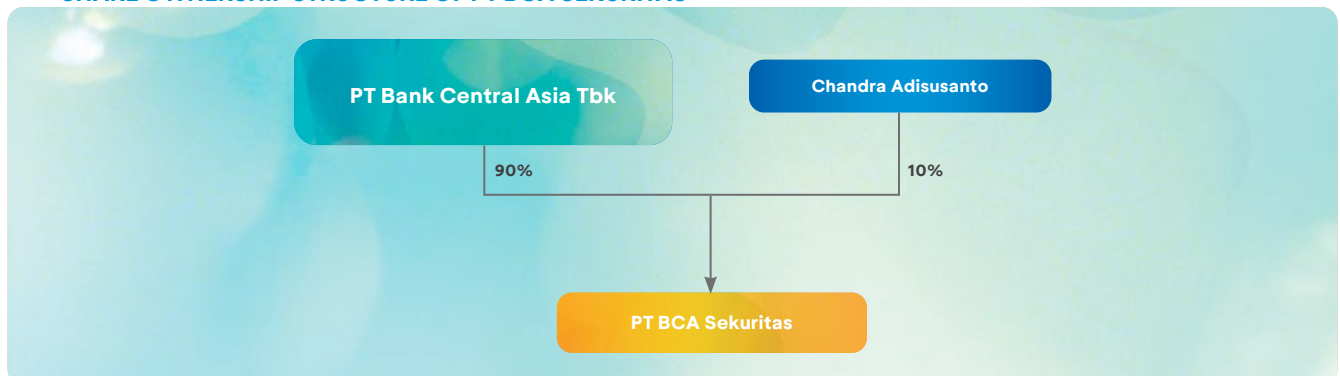
• **SHARE OWNERSHIP STRUCTURE OF PT BCA MULTI FINANCE**



• **SHARE OWNERSHIP STRUCTURE OF PT CENTRAL CAPITAL VENTURA**

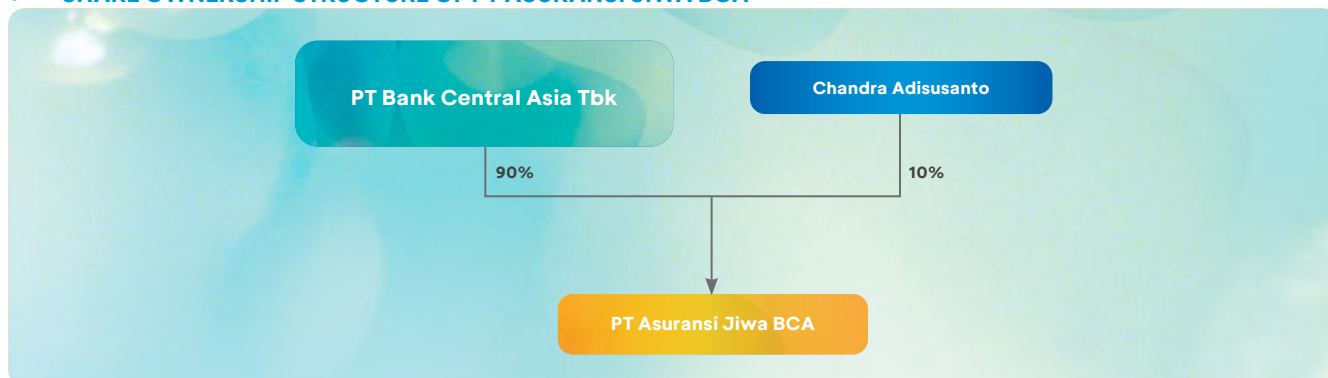


• **SHARE OWNERSHIP STRUCTURE OF PT BCA SEKURITAS**

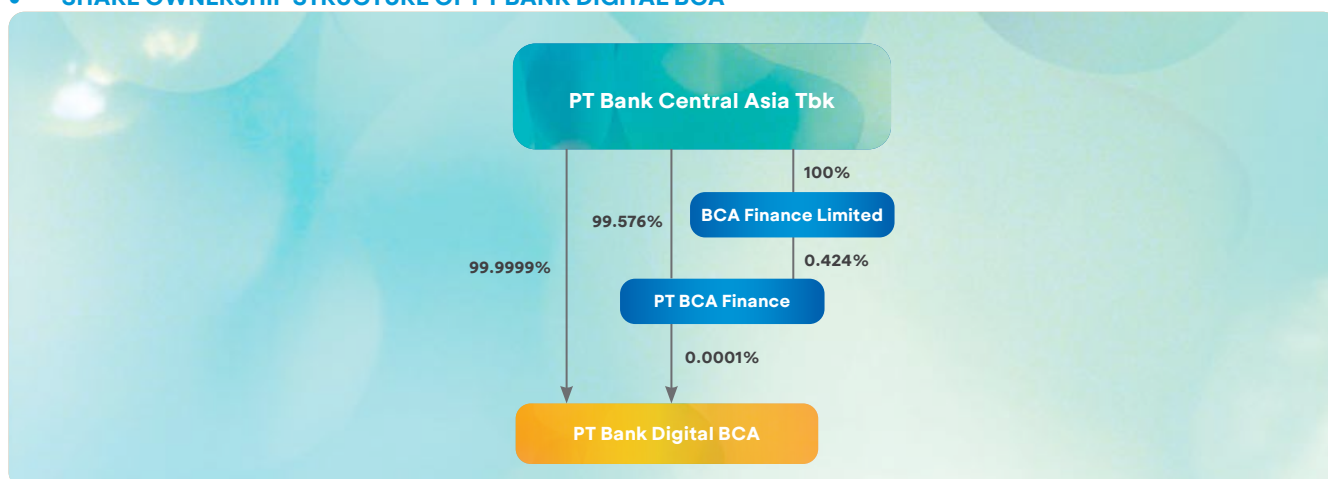




• SHARE OWNERSHIP STRUCTURE OF PT ASURANSI JIWA BCA



• SHARE OWNERSHIP STRUCTURE OF PT BANK DIGITAL BCA



4. Management Structure in Financial Conglomerate of BCA

MANAGEMENT STRUCTURE IN THE MAIN ENTITY

MANAGEMENT STRUCTURE OF PT BANK CENTRAL ASIA Tbk (Main Entity)

BOARD OF COMMISSIONERS

Position	Name
President Commissioner	Djohan Emir Setijoso
Commissioner	Tonny Kusnadi
Independent Commissioner	Cyrellus Harinowo
Independent Commissioner	Raden Pardede
Independent Commissioner	Sumantri Slamet

BOARD OF DIRECTORS

Position	Name
President Director	Jahja Setiaatmadja
Deputy President Director 1	Suwignyo Budiman*
Deputy President Director 1	Armand Wahyudi Hartono
Deputy President Director 2	Gregory Hendra Lembong**
Director	Tan Ho Hien/Subur or Subur Tan
Director	Rudy Susanto
Director (concurrently serving as Director in charge of the Compliance function)	Lianawaty Suwono***
Director	Santoso
Director	Vera Eve Lim
Director	Haryanto T. Budiman
Director	Frengky Chandra Kusuma
Director	John Kosasih
Director	Antonius Widodo Mulyono****

Description:

* Mr. Suwignyo Budiman's term of office ended at the AGMS on April 30, 2022.

** Mr. Gregory Hendra Lembong serves as Deputy President Director based on OJK Letter No. 10/KDK.03/2022 dated April 22, 2022.

*** Ms. Lianawaty Suwono serves as the Director in charge of the Compliance function based on OJK Letter No. 8/KDK.03/2022 dated April 22, 2022.

**** Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. No. 9/KDK.03/2022 dated April 22, 2022, and effective May 9, 2022.

Main Entity Board of Commissioners and Board of Directors Duties and Responsibilities

1. Duties and responsibilities of the Main Entity's Board of Commissioners
 - a. Supervise the implementation of Integrated Governance.
 - b. In order to supervise the implementation of Integrated Governance as mentioned above, at least:
 - 1) Supervise the implementation of governance in each Subsidiary so that it is in accordance with the Integrated Governance Guidelines;
 - 2) Supervise the implementation of duties and responsibilities of the Main Entity's Board of Directors, as well as provide directions or advice to the Main Entity Board of Directors on the implementation of the Integrated Governance Guidelines; and
 - 3) Evaluate the Integrated Governance Guidelines and direct their implementation for improvement
 - c. Hold regular meetings at least 1 (one) time every semester. Meetings can be held via video conference.
 - d. The minutes of meeting are written down and properly documented, as well as clearly stating the dissenting opinion that occurred at the meeting in the minutes of meeting along with the reasons for the difference of opinion.
 - e. Form the Integrated Governance Committee.
2. Duties and responsibilities of the Main Entity Board of Directors.
 - a. Ensure the implementation of Integrated Governance in the Financial Conglomeration.
 - b. In order to ensure Integrated Governance implementation as mentioned above, at least:
 - 1) Formulate Integrated Governance Guidelines;
 - 2) Direct, monitor, and evaluate the implementation of Integrated Governance Guidelines; and
 - 3) Follow up on the directions or advice of the Main Entity's Board of Commissioners in order to improve TKT Guidelines.
 - c. Ensure that audit findings and recommendations from the Integrated Internal Audit Work Unit, external auditors, and results of OJK supervision and/or monitoring results from other authorities have been followed-up by Subsidiaries.

**MANAGEMENT STRUCTURE OF FSI IN THE FINANCIAL CONGLOMERATE OF BCA****MANAGEMENT STRUCTURE OF BCA FINANCE LIMITED****DIRECTOR**

Position	Name
Director	Andy Kwok Sau Lai
Director	Fanny Surjadi
Director	Irianto Sutanto

MANAGEMENT STRUCTURE OF PT BCA FINANCE**BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Henry Koenafi*
President Commissioner	Suwigno Budiman**
Commissioner	David Hamdan
Independent Commissioner	Sulistiyowati
Description: * Served until February 25, 2022 ** Serving since September 1, 2022	

BOARD OF DIRECTORS

Position	Name
President Director	Roni Haslim
Director	Petrus Santoso Karim
Director	Amirdin Halim*
Director of Compliance	Lim Handoyo
Director	Sugito Lie
Description: * Term of office ended on November 7, 2022	

MANAGEMENT STRUCTURE OF PT BANK BCA SYARIAH**BOARD OF COMMISSIONER**

Position	Name
President Independent Commissioner*	Tantri Indrawati
Independent Commissioner	Ratna Yanti
Commissioner	Ina Widjaja**
Independent Commissioner	Joni Handrijanto***
Description: * Service since March 11, 2022, Previous position changed from President Commissioner into President Independent Commissioner ** Served since March 11, 2022 *** Serving until March 11, 2022	

BOARD OF DIRECTORS

Position	Name
President Director	Yuli Melati Suryaningrum
Director	Houda Muljanti*
Director	Rickyadi Widjaja
Director	Pranata
Director	Lukman Hadiwijaya**
Description: * Director in charge of the Compliance Function ** Serving since March 11, 2022	

SHARIA SUPERVISORY BOARD

Position	Name
Chairman	Prof. DR. H. Fathurrahman Djamil, MA
Member	Sutedjo Prihatono

MANAGEMENT STRUCTURE OF PT ASURANSI UMUM BCA

BOARD OF COMMISSIONERS

Position	Name
President Commissioner	Petrus Santoso Karim
Commissioner	Jacobus Sindu Adisuwono
Independent Commissioner	Gustiono Kustianto
Independent Commissioner	Gunawan Budi Santoso
Independent Commissioner	Salusra Satria*

Description:
* Serving since May 1, 2022

BOARD OF DIRECTORS

Position	Name
President Director	Hariyanto*
President Director	Hendro Hadinoto Wenan**
Director	Antonius
Director	Sri Angraini
Director of Compliance	Arif Singgih Halim Wijaya

Description:
* Served until April 1, 2022
** Serving since April 1, 2022

MANAGEMENT STRUCTURE OF PT BCA MULTI FINANCE

BOARD OF COMMISSIONERS

Position	Name
President Commissioner	Roni Haslim
Commissioner	Hermanto
Independent Commissioner	Mendari Handaya

BOARD OF DIRECTORS

Position	Name
President Director	Herwandi Kuswanto
Director	Senjaya Komala*
Director	Adhi Purnama
Director	Liston Nainggolan
Director	Suiman Agung
Director	Rudy Setiawan**

Description:
* Served until March 23, 2022
** Serving since December 5, 2022

**MANAGEMENT STRUCTURE OF PT CENTRAL CAPITAL VENTURA****BOARD OF COMMISSIONERS**

Position	Name
Commissioner	Jan Hendra

BOARD OF DIRECTORS

Position	Name
President director	Armand Widjaja
Director	Michelle Suteja

MANAGEMENT STRUCTURE OF PT BCA SEKURITAS**BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Dharwin Yuwono
Independent Commissioner	Hendra Iskandar Lubis

BOARD OF DIRECTORS

Position	Name
President Director	Mardi Henko Sutanto
Director	Imelda Arismunandar

MANAGEMENT STRUCTURE OF PT ASURANSI JIWA BCA**BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Christina Wahjuni Setyabudhi*
President Commissioner	Hariyanto**
Commissioner	Ugahary Yovvy Chandra
Independent Commissioner	Pudjianto
Independent Commissioner	Hardjono

Description:

* Served as President Commissioner until February 25, 2022

** Serving as President Commissioner since April 1, 2022

BOARD OF DIRECTORS

Position	Name
President Director	Rio Cakrawala Winardi*
President Director	Christina Wahjuni Setyabudhi**
Director	Yannes Chandra
Director	Antonius Widodo Mulyono***
Director of Compliance	Sukawati Lubis
Director	Eva Agrayani Tjong

Description:

* Served as President director until February 25, 2022

** Serving as President Director since April 1, 2022

*** Serving as Director until April 1, 2022

MANAGEMENT STRUCTURE OF PT BANK DIGITAL BCA

BOARD OF COMMISSIONERS

Position	Name
President Commissioner	Theresia Endang Ratnawati
Independent Commissioner	Ignatius Djulianto Sukardi
Independent Commissioner	Sri Indrajanti Dewi

BOARD OF DIRECTORS

Position	Name
President Director	Lanny Budiati
Director	Iman Sentosa
Director of Compliance	Nugroho Budiman

Duties and responsibilities of the Board of Commissioners, the Board of Directors, and the Sharia Supervisory Board of FSI in Financial Conglomerate of BCA

- The duties and responsibilities of the Board of Commissioners of FSI in BCA's Financial Conglomerate include at least the following:
 - Supervise the implementation of the governance, duties, and responsibilities of the Board of Directors and follow up on audit results from internal and external parties;
 - Form committees or appoint parties to carry out functions that support the Board of Commissioners' duties and responsibilities, at least audit monitoring committees or functions and compliance monitoring committees or functions;
 - Hold Board of Commissioners meetings that include at least the frequency, attendance, and decision-making procedures; and
 - Set out work rules for the Board of Commissioners.
- The duties and responsibilities of the FSI's Board of Directors in BCA's Financial Conglomerate include at least the following:
 - Implement the principles of Subsidiary Governance;
 - Follow up on audit results by internal and external parties;
 - Set out work rules; and
 - Organize meetings of the Board of Directors that at least include procedures for making decisions and meeting documentation.
- The duties and responsibilities of the FSI's Sharia Supervisory Board in BCA's Financial Conglomerate, include at least the following:
 - Provide advice and suggestions to the Board of Directors and supervise the activities of Bank BCA Syariah so that they comply with Sharia Principles; and
 - Drawn up work rules for the Sharia Supervisory Board.

**Integrated Governance Structure in the BCA Financial Conglomerate**

Entity	IGC*	Compliance Function	Internal Audit Function	Risk Management Function
PT BCA Tbk (Main Entity)	√	√ (including the Integrated Compliance Function)	√ (including the integrated Audit Function)	√ (including the integrated Risk Management Function)
PT BCA Finance Limited	-	√	√	√
PT BCA Finance	-	√	√	√
PT Bank BCA Syariah	-	√	√	√
PT Asuransi Umum BCA	-	√	√	√
PT BCA Multi Finance	-	√	√	√
PT Central Capital Ventura	-	√	√	√
PT BCA Sekuritas	-	√	√	√
PT Asuransi Jiwa BCA	-	√	√	√
PT Bank Digital BCA	-	√	√	√

*1) The IGC is only required to be formed in the Main Entity with members including representatives of Independent Commissioners and/or members of the Sharia Supervisory Board from each FSI in the BCA Financial Conglomerate.

Integrated Governance Committee

Based on the Decree of the Board of Commissioners No. 037/SK/KOM/2015 concerning the Establishment of the Integrated Governance Committee dated February 26, 2015, BCA has formed Integrated Governance Committee consisting of representatives of BCA Independent Commissioners, Independent Parties, and all representatives of Independent Commissioners and/or Members of the Sharia Supervisory Board of Subsidiaries. The Integrated Governance Committee is tasked with assisting the Board of Commissioners of BCA as the Main Entity in supervising the implementation of Integrated Governance in BCA's Financial Conglomeration.

In 2022, adjustments have been made to the Integrated Governance Committee members due to:

- Changes in the composition of the Subsidiary's Board of Commissioners;
- Chairman of Integrated Governance Committee change;
- Addition of Subsidiaries in the form of Financial Services Institutions.

Further explanation regarding Integrated Governance Committee can be found in the Integrated Governance Committee section on page 435 of this Annual Report.

- Integrated Compliance Work Unit**

BCA, as the Main Entity in BCA's Financial Conglomerate, has added an integrated compliance function within the Compliance Work Unit organization to monitor and evaluate the implementation of the compliance function at each FSI within the BCA Financial Conglomerate through coordination with the compliance function in each Subsidiary Company.

Integrated Compliance Work Unit has the following duties and responsibilities:

- Monitor and evaluate the implementation of the compliance function of each Subsidiaries.
- Develop the methods and processes required for the implementation of integrated compliance risk management.
- Assess and compile integrated compliance risk profiles as part of the implementation of integrated risk management.
- Prepare and submit reports on the implementation of integrated compliance duties and responsibilities to the Compliance Director of the Main Entity. Furthermore, Compliance Director prepares and submits a report on implementation of integrated compliance duties and responsibilities to the Board of Directors and Board of Commissioners of the Main Entity.

In 2022, BCA carried out the following activities related to the implementation of integrated compliance function, as referred to page 483 of the Compliance Function Implementation in 2022 section of the Compliance Function Chapter of this Annual Report.

- **Integrated Internal Audit Work Unit**

BCA, as the Main Entity in BCA's Financial Conglomerate, has added an integrated internal audit function within the DAI organization to monitor the implementation of the internal audit function at each FSI within the Financial Conglomerate of BCA and provide recommendations that increase added value.

The Integrated Internal Audit Work Unit has the following duties and responsibilities:

- Assess the adequacy and effectiveness of risk management processes, internal control, and governance of Subsidiaries, and provide recommendations for improvement.
- Monitor the implementation of internal audits at each Subsidiary.
- Monitor and evaluate the adequacy of corrective follow-up on the audit results of Subsidiaries, and report them to the Board of Directors, Board of Commissioners and Main Entity Audit Committee Main Entity.
- Submit an integrated internal audit report to the Director appointed to carry out the oversight function of Subsidiaries, the Board of Commissioners of the and the Director in charge of the compliance function of the Main Entity.
- Provide support to Subsidiaries in developing the internal audit function.

In 2022, BCA carried out the following activities related to the implementation of the integrated internal audit function, as referred to page 477 and 480 of the Position and Structure of the Internal Audit Division and the Implementation of Activities of the Internal Audit Division in 2022 of the Internal Audit Division chapter of this Annual Report.

- **Implementation of Integrated Risk Management**

In accordance with OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning the implementation of Integrated Risk Management for Financial Conglomerates, BCA and Subsidiaries in the Financial Conglomerate of BCA have implemented integrated risk management in a comprehensive and effective manner in accordance

with the characteristics and complexity of the Financial Conglomerate business.

In order to implement integrated risk management, BCA, as the Main Entity, has formed an Integrated Risk Management Committee (IRMC) and added an integrated risk management function to the Risk Management Work Unit so that it also has a role as the Integrated Risk Management Work Unit.

- The IRMC consists of the Director of BCA, who is in charge of the integrated risk management function, all members of the Board of Directors of BCA, several other relevant BCA senior managements, as well as the Director of Subsidiaries as a representative of FSI in the BCA Financial Conglomerate. Further explanation regarding the KMRT can be seen on page 451 of the Integrated Risk Management Committee section of this Annual Report.
- In carrying out its functions, IRMC is also supported by Risk Management Work Unit, which also acts as Integrated Risk Management Work Unit to ensure that the risks faced by the Main Entity and Subsidiaries in an integrated manner can be identified, measured, monitored, controlled, and reported correctly through the application of an appropriate risk management framework. The duties and responsibilities of the Integrated Risk Management Work Unit include:
 - Provide input to the Board of Directors of the Main Entity and Integrated Risk Management Work Unit, among others, in the context of preparing and perfecting Integrated Risk Management policies.
 - Monitor the implementation of the Integrated Risk Management policies, which include developing and carrying out periodic reviews of procedures and tools for identification, measurement, monitoring, and risk control.
 - Perform risk monitoring at the BCA Financial Conglomerate.
 - Perform stress testing.
 - Reviewing new business line proposals that are strategic and have a significant impact on the risk exposure of the Financial Conglomerate.
 - Provide information to the IRMC on matters that need to be followed up in relation to the results of the evaluation of the implementation of integrated risk management.
 - Prepare and submit the Integrated Risk Profile Report periodically.



In 2022, BCA carried out the following activities in relation to the implementation of integrated risk management, as referred to page 454 of the 2022 Work Program Realization Section of the Integrated Risk Management Work Unit Sub-Chapter of the Committee under the Board of Directors chapter of this Annual Report.

Further explanation regarding the implementation of integrated risk management can be found on page 490 of the Implementation of Risk Management section of this Annual Report.

5. Intra-Group Transaction Policy

As the Main Entity of a Financial Conglomerate, BCA is required to manage intergroup transaction risk and monitor intra-group transactions in an integrated manner.

Definition of Intra-Group Transaction Risk

Intergroup transaction risk is the risk resulting from the dependence of an entity, either directly or indirectly, on other entities in a Financial Conglomerate in order to fulfill written and unwritten agreement obligations followed by a transfer of funds and/or not followed by a transfer of funds.

Objectives of Intra-Group Transaction Risk Management

The main objectives of intergroup transaction risk management are:

- a. Regulate and supervise intergroup transactions of the Financial Conglomerate based on the principle of prudence.
- b. Ensure that the risk management process can be minimize the possibility of negative impacts resulting from the dependence of an FSI, either directly or indirectly, on other FSIs in a Financial Conglomerate.

Intra-Group Transaction Risk

Intra-group transaction risks may arise from:

- a. Cross-ownership among FSI in the Financial Conglomerate.
- b. Centralized short-term liquidity management.
- c. Guarantees, loans, and commitments given or obtained by an FSI from another FSI in the Financial Conglomerate.
- d. Exposures to controlling shareholders, including loan and off-balance sheet exposures such as guarantees and commitments.

- e. Purchase or sale of assets to other FSI in a Financial Conglomerate.
- f. Transfer of risk through reinsurance.
- g. Transactions to divert third party risk exposure among FSI in the Financial Conglomerate.

Scope of Intra-Group Transaction Risk Management Policy

The implementation of intra-group risk management in the Financial Conglomerate includes:

1. Oversight of the Board of Commissioners and the Board of Directors

Oversight by the Board of Commissioners and the Board of Directors is required to ensure the effectiveness of intra-group transaction risk management implementation and compliance with applicable regulations.

- a. The Board of Commissioners' authorities and responsibilities in implementing intra-group transaction risk management include:
 - 1) Approve the intra-group transaction risk management policy.
 - 2) Evaluate the Board of Directors' accountability and provide guidance for improving the implementation of intra-group transaction risk management policies.
- b. The authorities and responsibilities of the Board of Directors in managing intra-group transaction risk include the following:
 - 1) Understand the risks of intra-group transactions inherent in the Financial Conglomerate.
 - 2) Develop and establish intra-group transaction risk management policies.
 - 3) Accountable for implementing intra-group transaction risk management.
 - 4) Ensure that each entity in the Financial Conglomerate implements intra-group transaction risk management.
 - 5) Monitor the risk of intra-group transactions on a regular basis.
 - 6) Developing a risk culture as part of implementing intra-group transaction risk management.
 - 7) Ensuring that the implementation of intra-group transaction risk management is free from conflicts of interest between the Financial Conglomerate and individual FSI.

2. Adequacy of Policies, Procedures and Determination of Intra-Group Transaction Risk Limits

Stipulation of intra-group transaction policies, procedures, and risk limits, taking into consideration the following factors:

- a. The Financial Conglomerate must ensure that the arm's length principle (transaction fairness) is followed when conducting intra-group transactions.
- b. The level of risk to be taken (risk appetite) and the level of risk tolerance must be in line with the Financial Conglomerate's business strategy, risk profile, and capital plan.
- c. Intra-group transaction policies and limits are in accordance with applicable regulatory requirements.
- d. The intra-group transaction risk management procedures must include at least the following:
 - 1) Accountability and clear levels of delegation of authority in intra-group transaction risk management implementation.
 - 2) Review of procedures in a regular basis
 - 3) Adequate procedure documentation, namely written documentation that is complete and allows for an easy audit trail.

3. Adequacy of Risk Identification, Measurement, Monitoring and Control Processes, as well as Intra-Group Transaction Risk Management Information Systems

BCA, as the Main Entity, is required to carry out an integrated process of identifying, measuring, monitoring, and controlling risks for all significant risk factors, supported by an adequate intra-group transaction risk management information system, taking into consideration the following factors:

- a. The Financial Conglomerate's intra-group transaction composition.
- b. Transaction documentation and fairness
- c. Comply with legal and regulatory requirements.
- d. Other significant information

The implementation is also supported by an intra-group transaction risk management information system, which includes an intra-group transaction risk profile report as part of the Integrated Risk Profile Report.

4. Comprehensive Internal Control System for Intra-Group Transaction Risk Management Implementation

A comprehensive internal control system is required to supplement the process of implementing effective intergroup transaction risk management. The intergroup transaction risk internal control system refers to the internal controls outlined in the Basic Integrated Risk Management Policy.

BCA is required to implement an effective internal control system for intra-group transaction risk that includes the following provisions:

- a. BCA is required to implement an effective intergroup transaction risk internal control system with reference to established policies and procedures.
- b. The internal control system is designed to ensure:
 - 1) Compliance with internal policies or provisions as well as laws and regulations.
 - 2) The effectiveness of the risk culture in the Financial Conglomerate organization as a whole in identifying weaknesses and deviations earlier and continuously reassessing the fairness of existing policies and procedures in the Financial Conglomerate.
- c. Review of the measurement of intergroup transaction risk, at least covering:
 - 1) Conformity of policies, organizational structure, allocation of resources, design of intergroup transaction risk management processes, information systems, and risk reporting according to the business needs of the Financial Conglomerate, as well as the development of regulations and best practices related to intergroup transaction risk management.
 - 2) Complete and adequate documentation of coverage, operational procedures, audit findings, and the Financial Conglomerate management responses based on audit results.



INFORMATION RELATED TO THE FULFILLMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

1. Implementation of Public Company Governance Guidelines (OJK Circular Letter Recommendation No.32/SEOJK.04/2015)

BCA has complied with the implementation of Public Company Governance guidelines in accordance with Article 3 of of OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines. In this Annual Report, BCA discloses information regarding the implementation of the recommendations in the Governance Guidelines, as referred in of OJK Circular Letter No.32/SEOJK.04/2015 concerning Guidelines for the Governance of Public Companies, namely as follows:

Fulfillment of OJK Circular Letter Recommendation No. 32/SEOJK.04/2015

No.	Recommendation	Description
A	PUBLIC COMPANY RELATIONSHIP WITH SHAREHOLDERS IN GUARANTEING THE RIGHTS OF SHAREHOLDERS	
	Principle 1 Increasing the value of holding a General Meeting of Shareholders (GMS).	
1.1	The Public Company has a method or technical procedure for collecting voting, both openly and privately, that promotes independence and shareholder interests.	<p>Implementation: Compliant</p> <p>To prioritize shareholder independence and interests, vote collection techniques in the GMSBCA are regulated in the GMS Rules (distributed to shareholders or their proxies who are present and read out before the GMS is convened) as well as the Articles of Association. Shareholders and the general public can also download the BCA GMS Rules of Conduct from the BCA website at https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi in the GMS Rules of Conduct section as a form of transparency.</p> <p>At the Annual GMS on March 17, 2022, voting on each proposal submitted in each GMS agenda was conducted openly in accordance with the procedure proposed by the Meeting's Chairman, namely:</p> <p>a. Voting for shareholders or their proxies who are physically present at the Meeting takes place as follows:</p> <ol style="list-style-type: none"> 1) The Chairman of the Meeting will request that shareholders or their proxies who DO NOT AGREE OR ABSTAIN from the proposed action raise their hands and cast ballots to the Meeting officials. 2) The votes that will be counted for the power of attorney of shareholders who receive power of attorney by voting through the eASY.KSEI application are the votes cast by the shareholders through eASY.KSEI, so the relevant power of attorney does not need to raise their hand and submit ballots to the officer Meeting. <p>b. Voting for shareholders or their proxies who are present electronically through the eASY.KSEI application is carried out in the following manner:</p> <ol style="list-style-type: none"> 1) The voting process takes place on the eASY.KSEI application on the E-Meeting Hall menu, Live Broadcasting sub-menu; 2) Shareholders who are present or have provided power of attorney electronically at the meeting via eASY.KSEI but have not yet determined their vote choice have the opportunity to convey their choice of vote during the voting period opened by the Company through the E-Meeting Hall screen in the easy.KSEI application; 3) During the electronic voting process, the status "Voting for agenda item no [] has started" will appear in the 'General Meeting Flow Text' column; 4) Direct electronic voting through the eASY.KSEI application has been allocated for 2 (two) minutes; 5) If the shareholders or their proxies do not vote until the status of the Meeting as shown in the 'General Meeting Flow Text' column changes to "Voting for agenda item no [] has ended", then the shareholders or their proxies will be deemed to have voted ABSTAIN for the relevant agenda of the Meeting. <p>Furthermore, the votes cast by the shareholders or their proxies, both physically and electronically, will be counted by BCA Securities Administration Bureau and then verified by a Notary as an independent public official.</p>

More information can be found on pages 336

No.	Recommendation	Description
1.2	All members of the Board of Directors and members of the Board of Commissioners of the Public Company attend the Annual GMS.	Implementation: Compliant The attendance of all members of the Board of Directors and Board of Commissioners at the AGMS on March 17, 2022 was as follows: Board of Commissioners 100% Board of Directors 100% More information can be found on page 335
1.3	A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year	Implementation: Compliant On March 17, 2022, BCA published a summary of the minutes of the Annual GMS on the BCA website, which has been available for more than 1 (one) year. The summary of the minutes of the 2022 Annual GMS, as well as the summary of the minutes of the previous five years, can be downloaded from the BCA website at https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi under the Shareholders' General Meeting section. More information can be found on page 337
Principle 2 Improving Public Company Communication Quality with Shareholders or Investors		
2.1	Public companies have a communication policy with shareholders or investors	Implementation: Compliant BCA has a communication policy with shareholders as stipulated in the Corporate Governance Guidelines Chapter on Communication and Information Functions. BCA has an Investor Relations work unit that supports the communication process between BCA and the shareholder community and other capital market communities. These forms of communication include holding analyst meetings for performance presentations, public exposes, conference calls, as well as conveying information through the BCA website's Investor Relations section. This information can also be accessed by the wider community through the BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor . More information can be found on page 475 and 524
2.2	The public company discloses the communication policy of the public company with shareholders or investors on the website	Implementation: Compliant BCA has disclosed its communication policy with shareholders on the BCA website, which can be found at: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg under the policy related to Governance of the Communication Policy section More information can be found on page 475 and 524
B	FUNCTIONS AND ROLE OF THE BOARD OF COMMISSIONERS	
Principle 3 Strengthening the Membership and Composition of the Board of Commissioners		
3.1	Determination of the number of members of the Board of Commissioners considering the state of the Public Company	Implementation: Compliant BCA has complied with the provisions of Article 23 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks, which states that banks must have a minimum of three (three) members of the Board of Commissioners and a maximum of the same number of members of the Board of Directors. As of 31 December 2022, the BCA's Board of Commissioners had 5 (five) members, 3 (three) of whom were Independent Commissioners. The Remuneration and Nomination Committee of the BCA determines the number and composition of the Board of Commissioners, which makes recommendations to the Board of Commissioners for approval at the GMS. These recommendations have also taken into consideration the applicable regulations/conditions, as well as BCA's conditions, capacity, goal achievement, and fulfillment of BCA's needs. More information can be found on page 358



No.	Recommendation	Description
3.2	The diversity of skills, knowledge, and experience required is considered when determining the composition of the Board of Commissioners.	<p>Implementation: Compliant</p> <p>The Remuneration and Nomination Committee of the BCA is tasked with, among other things, compiling and providing recommendations to the Board of Commissioners regarding:</p> <ul style="list-style-type: none"> - Systems and procedures for selecting and/or replacing Board of Commissioners and Board of Directors members; - The composition of positions on the Board of Directors and/or the Board of Commissioners; - Policies and criteria required in the nomination process; and - Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners <p>The policy on diversity in the composition of the Board of Commissioners is contained in the provisions regarding the Composition and Criteria for the Board of Commissioners in Chapter 3 of the BCA Governance Guidelines. In determining the composition of the Board of Commissioners, BCA has paid attention to the diversity of its members, both in terms of education (field of study), work experience, age, and expertise, regardless of gender, ethnicity, religion, or race. The diversity of each member of the Board of Commissioners, who has high competence, supports the improvement of BCA's performance.</p> <p>More information can be found on page 407</p>
Principle 4 Improving the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners.		
4.1	The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	<p>Implementation: Compliant</p> <p>According to Chapter 14 of the BCA Governance Guidelines, the Board of Commissioners has a self-assessment policy. The Board of Commissioners' self-assessment policy is a guideline used as a form of accountability for evaluating the Board of Commissioners' performance.</p> <p>The Board of Commissioners evaluates the self-assessment of the Board of Commissioners based on recommendations from the Remuneration and Nomination Committee.</p> <p>More information can be found on page 409</p>
4.2	The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Public Company Annual Report	<p>Implementation: Compliant</p> <p>BCA has disclosed the Board of Commissioners' performance self-assessment policy through this Annual Report.</p> <p>More information can be found on page 409</p>
4.3	The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes.	<p>Implementation: Compliant</p> <p>Policies related to the resignation of members of the Board of Commissioners from their positions if involved in financial crimes are regulated in Chapter 3 of the BCA Board of Commissioners' Work Guidelines and Rules and Article 14 of the BCA's Articles of Association.</p>
4.4	The Board of Commissioners or Committees carrying out the Nomination and Remuneration Functions develop a succession policy in the process of nominating members of the Board of Directors	<p>Implementation: Compliant</p> <p>The Remuneration and Nomination Committee of the BCA is tasked with formulating a succession policy in the nomination process for members of the Board of Directors, as described in Chapter 3 of the BCA Governance Guidelines. Implementation of the succession policy for the Board of Directors includes providing recommendations regarding systems, procedures, and candidates for the Board of Directors for selecting and/or replacing members of the Board of Directors to the Board of Commissioners to be submitted to the GMS.</p> <p>More information can be found on page 435</p>

No.	Recommendation	Description
C	FUNCTIONS AND ROLE OF THE BOARD OF DIRECTORS	
	Principle 5 Strengthening the Membership and Composition of the Board of Directors	
5.1	The condition of the public company and decision-making effectiveness are taken into consideration when determining the number of members of the Board of Directors.	<p>Implementation: Compliant</p> <p>BCA has complied with the provisions of Article 2 of OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies, namely that the Board of Directors of Issuers or Public Companies must consist of at least 2 (two) members. As of December 31, 2022, the number of members on BCA's Board of Directors is 12 (twelve). The number and composition of the Board of Directors is determined by the BCA's Remuneration and Nomination Committee, which is tasked with making recommendations to the Board of Commissioners for approval at the GMS. In determining the number of members of the Board of Directors, BCA also considered BCA's condition, capacity, goal achievement, and fulfillment of BCA's needs.</p> <p>More information can be found on page 372-373</p>
5.2	The diversity of skills, knowledge, and experience required is taken into consideration when determining the composition of the Board of Directors.	<p>Implementation: Compliant</p> <p>The BCA's Remuneration and Nomination Committee is tasked with creating reports and making recommendations to the Board of Commissioners regarding, among other things:</p> <ul style="list-style-type: none"> - Systems and procedures for selecting and/or replacing members of the Board of Directors and/or the Board of Commissioners; - Position composition of members of the Board of Directors and/or members of the Board of Commissioners; - Policies and criteria required in the nomination process; and - Policy for evaluating the performance of Board of Directors and/or Board of Commissioners members. <p>Through carrying out the duties of the Remuneration and Nomination Committee, the determination of the composition of the members of the Board of Directors of BCA has considered the diversity of skills, knowledge, and experience required. The policy on diversity in the composition of the Board of Directors has also been stipulated in the provisions regarding the Composition and Criteria of the Board of Directors in Chapter 4 of the BCA Governance Guidelines, including taking into consideration the diversity of the Board of Directors in terms of gender, age, educational background, and expertise.</p> <p>More information can be found on page 408</p>
5.3	Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting	<p>Implementation: Compliant</p> <p>Members of the Board of Directors in charge of accounting and finance have experience in finance and accounting</p> <p>More information can be found on page 71 (Ms. Vera Eve Lim's profile).</p>
	Principle 6 Improving the Quality of Implementation of Duties and Responsibilities of the Board of Directors.	
6.1	The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	<p>Implementation: Compliant</p> <p>BCA has a self-assessment policy for the Board of Directors, as stated in Chapter 4 of the BCA Governance Guidelines. Self-assessment is carried out with reference to the Bank's Business Plan which has been approved by the Board of Commissioners.</p> <p>The results of the self-assessment of members of the Board of Directors (including the President Director) are evaluated by the Board of Commissioners through meetings based on recommendations from the Remuneration and Nomination Committee</p> <p>More information can be found on page 410</p>



No.	Recommendation	Description
6.2	The self-assessment policy to assess the performance of the Board of Directors is disclosed in the Public Company's annual report	<p>Implementation: Compliant</p> <p>Assessment of the performance of the Board of Directors has been disclosed in this Public Company Annual Report.</p> <p>More information can be found on page 410</p>
6.3	The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes	<p>Implementation: Compliant</p> <p>The policy regarding the resignation of a member of the Board of Directors if involved in a financial crime is in Chapter 4 of the Board of Directors' Work Guidelines and Rules. In addition, Article 11 of the BCA's Articles of Association stipulates provisions regarding the resignation of members of the Board of Directors.</p>
D	STAKEHOLDER PARTICIPATION	
	Principle 7 Improving Corporate Governance Aspects through Stakeholder Participation.	
7.1	The Public Company has a policy to prevent insider trading	<p>Implementation: Compliant</p> <p>BCA's insider trading policy is included in the BCA's Governance Guidelines. The main points of insider trading policy are disclosed through the policies related to governance section on BCA website: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg under Insider Trading Policy sub section.</p> <p>More information can be found on page 326</p>
7.2	The Public Company has anti-corruption and anti-fraud policies	<p>Implementation: Compliant</p> <p>BCA has:</p> <p>Anti-corruption policy as stipulated in:</p> <ol style="list-style-type: none"> Code of Ethics Decree No.269/SK/DIR/2021 concerning Anti-Corruption Policy and Gratification Control Circular Letter No.336/SE/POL/2022 concerning Reporting of Gratification Control <p>In addition, BCA also has an anti-fraud policy, as stated in the Guidelines for Implementing Anti-Fraud Strategy, which refers to OJK Regulation No.39/POJK.03/2019 concerning the Implementation of Anti-Fraud Strategy for Commercial Banks. This policy has been ratified in Decree No. 114/SK/DIR/2021 dated June 17, 2021 concerning Adjustment of Anti-Fraud Strategy Policy.</p> <p>More information can be found on page 502 and 508 Link: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</p>
7.3	The Public Company has a policy regarding the selection and capacity building of suppliers or vendors.	<p>Implementation: Compliant</p> <p>BCA has a policy regarding the procurement of goods and services related to logistics, buildings, and information technology, as outlined in Directors' Decree No. 130/SK/DIR/2017 dated October 10, 2017, and No. 089/SK/DIR/2018 dated June 6, 2018. This policy regulates the value of procurement transactions and the selection methods used (tenders, price comparisons/direct selection, direct appointments, repeat orders, payment systems, etc.), so that the procurement process at BCA is fair and open.</p> <p>More information can be found on page 327 and 539</p>

No.	Recommendation	Description
7.4	The Public Company has a policy for the fulfillment of creditor rights	<p>Implementation: Compliant</p> <p>BCA guarantees the fulfillment of creditor rights in:</p> <ul style="list-style-type: none"> • The right to obtain clear information. • The right to submit suggestions/inputs, complaints/complaints and obtain their resolution. • The right to receive creditor rights in accordance with the agreed agreement. • The right to get access to the audited Annual Report and Financial Statements. • The right to obtain information and easy access to announcements, summons, and results of the GMS in accordance with the procedures stipulated in regulations related to the GMS. <p>In its implementation, BCA is committed to always fulfilling the rights of creditors in accordance with the policies set out in applicable regulations and based on mutually agreed-upon agreements regarding creditor rights in the relationship between BCA and creditors.</p> <p>Throughout 2022, BCA has fulfilled creditor rights in accordance with applicable regulations.</p>
7.5	The Public Company has a whistleblowing system policy	<p>Implementation: Compliant</p> <p>BCA already has a Whistleblowing System Policy as stated in Board of Directors Decree No.146/SK/DIR/2017 dated November 1, 2017, concerning the Implementation of a Whistleblowing System at BCA. The main points of the whistleblowing system have been disclosed on the BCA website in the governance-related policy section: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg in the Policies related to Governance in the WBS Policy section (Whistleblowing System)</p> <p>More information can be found on page 506</p>
7.6	The Public Company has a policy of providing long-term incentives to the Board of Directors and employees	<p>Implementation: Compliant</p> <p>In this Annual Report, BCA has disclosed its Incentive Policy to the Board of Directors. The Employee Incentives Policy is outlined in the Collective Labor Agreement and Board of Directors Decree No. 005/SK/DIR/2019 regarding Main Policies Regarding Achievement Assessment Systems, Positions/Ranks, and Payroll.</p>
E	INFORMATION DISCLOSURE	
	Principle 8 Improving the Implementation of Information Disclosure.	
8.1	Aside from the Website as a medium for information disclosure, public companies benefit from the broader use of information technology.	<p>Implementation: Compliant</p> <p>Use of information technology as a medium for BCA Information Disclosure:</p> <p>a. External, including:</p> <ul style="list-style-type: none"> • Website (www.bca.co.id), • HaloBCA, • Twitter account (@XpresiBCA, @GoodLife, @BizGuideBCA, @HaloBCA, @kartuKreditBCA), • Facebook (/XpresiBCA, /GoodLifeBCA, /BizGuideBCA, /BankBCA, /kartukreditBCA), • Youtube (www.youtube.com/solusibca), • LinkedIn PT Bank Central Asia Tbk, • Instagram (@goodlifeBCA), • Line (BankBCA). <p>b. Internals Internal Information Disclosure Media through the MyBCA Intranet Portal, Facebook group for employees (BCA Semua Beres), Instagram @bcasemuberes, BCA Info Magazine, Plasma TV and Tiktok @BankBCA</p> <p>More information can be found on page 523-538</p>



No.	Recommendation	Description
8.2	The Public Company Annual Report discloses the ultimate beneficial owner in public company share ownership of at least 5% (five percent), other than disclosure of the ultimate beneficial owner in public company share ownership through a major or controlling shareholder.	<p>Implementation: Compliant</p> <p>BCA's Annual Report has disclosed:</p> <ul style="list-style-type: none"> a. List of BCA shareholders who own 5% or more of BCA shares; b. The ultimate beneficial owner in BCA share ownership; as well as c. BCA's main/controlling shareholder. <p>More information can be found on page 354</p>

BCA has implemented all recommendations for the Implementation of Public Company Governance Guidelines in accordance with OJK Circular Letter No.32/SEOJK.04/2015 concerning Guidelines for Public Company Governance. As of December 31, 2022, all of the above recommendations have been implemented.

2. The Implementation of the OECD Corporate Governance Principles by BCA, is as follows:

No.	Principle	Description
1.	Corporate Governance Framework	BCA has a BCA governance framework which is reflected in the action plan and organizational structure of BCA.
2.	Shareholder Rights	In accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 – Aspect A (Public Company Relations with Shareholders in Guaranteeing Shareholders' Rights).
3.	Equal Treatment of Shareholders.	Based on the principle of equality and fairness (equal treatment), BCA provides opportunities for all shareholders to express opinions and access information in accordance with the principle of transparency.
4.	The Role of Stakeholders in Corporate Governance	In accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 – Aspect D (Stakeholder Participation).
5.	Disclosure and Transparency	In accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 – Aspect E (Information Disclosure).
6.	Roles and Responsibilities of the Board of Commissioners and Directors	In accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 – Aspect B (Function and Role of the Board of Commissioners) and Aspect C (Function and Role of the Board of Directors).

BCA has implemented the principles of Corporate Governance compiled by the OECD. As of December 31, 2022, there are no other recommendations that have not been implemented by BCA.

3. The Principles of Corporate Governance are in Accordance with the Guidelines for Corporate Governance Principles for Banks

BCA applies 12 (twelve) principles of corporate governance according to the guidelines issued by the Basel Committee on Banking Supervision. The principles of corporate governance compiled by the Basel Committee serve as a reference for implementing corporate governance in banking.

No.	Principle	BCA Implementation
1.	<p>Responsibilities of the Board of Commissioners.</p> <p>The Board of Commissioners has responsibilities which include: approval and oversight of the implementation of business strategy, governance structure and mechanisms as well as corporate culture.</p>	<p>The Board of Commissioners' Work Guidelines and Rules, which are an integral part of the Corporate Governance Guidelines, stipulate the responsibilities of the Board of Commissioners, including: providing direction, monitoring, and evaluating the implementation of BCA's strategic policies; periodically reviewing the Company's vision and mission; as well as ensuring the implementation of Good Corporate Governance in all BCA business activities. The Board of Commissioners' Work Guidelines and Rules can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).</p>

No.	Principle	BCA Implementation
2.	Qualifications and Composition of the Board of Commissioners. Members of the Board of Commissioners must have quality in accordance with their duties and responsibilities, both individually and collegially. The Board of Commissioners must understand their role in supervising and implementing corporate governance and be able to carry out sound and objective decision-making.	BCA already has the qualifications and composition of the Board of Commissioners according to their duties and responsibilities in accordance with the Table of Fulfillment of OJK Circular Letter Recommendations No.32/SEOJK.04/2015 – Aspect B (Functions and Roles of the Board of Commissioners) Principle 3. Strengthening the Membership and Composition of the Board of Commissioners. The qualifications and composition of the Board of Commissioners can be found in the Board of Commissioners Work Guidelines and Rules, which can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).
3.	Structure and Mechanism of the Board of Commissioners. The Board of Commissioners must establish appropriate governance structures and practices for carrying out their duties and periodically review their effectiveness.	BCA already has a structure and mechanism for the Board of Commissioners in accordance with the Table of Fulfillment of OJK Circular Letter Recommendations No.32/SEOJK.04/2015 – Aspect B (Functions and Roles of the Board of Commissioners) principle 4. Improving the Quality of the Implementation of Duties and Responsibilities of the Board of Directors. The structure and mechanism of the Board of Commissioners can be found in the Board of Commissioners Work Guidelines and Rules, which can be downloaded from the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).
4.	Directors. Under the direction and supervision of the Board of Commissioners, the Board of Directors is able to manage the Bank's activities in accordance with the business strategy, risk appetite, remuneration policies, and other policies that have been approved by the Board of Commissioners.	The Board of Directors of BCA carries out their duties and responsibilities in accordance with the business strategy, risk appetite, remuneration policies, and other policies that have been approved by the Board of Commissioners in accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 – Aspect C (Functions and Roles of the Board of Directors). The duties and responsibilities of the Board of Directors can be found in the Board of Directors Work Guidelines and Rules, which can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).
5.	Business Group Governance Structure. In a business group, the Board of Commissioners of the parent company has overall responsibility for the group's efforts and to ensure the establishment and implementation of clean governance practices related to the structure, business, and risks of business groups and entities. The Board of Commissioners and the Board of Directors must understand the organizational structure of the business group and the risks it faces.	BCA has Integrated Governance Guidelines, the amendments to which have been effective since December 30, 2020. BCA has also formed an Integrated Governance Committee, chaired by an Independent Commissioner of BCA as the Main Entity, whose task is to support the Board of Commissioners of the Main Entity in supervising the implementation of governance in the BCA Financial Conglomerate in an integrated manner. The Integrated Governance Guidelines can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).



No.	Principle	BCA Implementation
6.	Risk Management Function. Banks must have a quality risk management function, be independent, have quality resources, and have access to the Board of Commissioners.	<p>The risk management function at BCA is carried out by the Risk Management Unit, which is led by the Director in charge of the Risk Management function. BCA also has a Risk Management Committee and an Integrated Risk Management Committee, whose duties are to provide recommendations to the Board of Directors on the implementation of integrated risk management at BCA and its Subsidiaries. The implementation of risk management at BCA is communicated to the Board of Commissioners through the Risk Oversight Committee. The main points of the Risk Management Policy can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).</p> <p>More information can be found on page 487-497</p>
7.	Identification of Risk Monitoring and Control. Risks must be identified, monitored, and controlled for all activities of the Bank. The quality of the risk management and internal control infrastructure must be able to keep up with changes in the Bank's risk profile, external risk conditions, and industry practices.	<p>BCA has mitigated risks by identifying, measuring, monitoring, and controlling them in accordance with the applicable risk management framework and compiling risk profiles on a regular basis. The Risk Management Policy's main points can be downloaded from the BCA website's GCG Policy section (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).</p> <p>More information can be found on page 487-497</p>
8.	Risk Communication. Effective implementation of risk governance requires accurate risk communication within the Bank, both between organizations and through reporting to the Board of Commissioners and the Board of Directors	<p>Every semester, BCA submits quarterly BCA Risk Profile Reports and Integrated Risk Profile Reports to the Board of Directors, Board of Commissioners, and OJK. The Risk Management Policy's main points can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).</p>
9.	Compliance. The Board of Commissioners is in charge of overseeing management of the Bank's compliance risk. The Board of Commissioners must establish a compliance function and approve policies and processes for identifying, assessing, monitoring, and reporting compliance risks, as well as providing compliance advice.	<p>The compliance function at BCA is carried out by the Compliance Work Unit (SKK) led by the Director in charge of the compliance function. SKK performs the compliance function at BCA and monitors the implementation of the compliance function and the compliance level of Subsidiaries in an integrated manner. The Board of Commissioners has also carried out active supervision, including the approval of policies and procedures, Audit Results Reports, periodic reporting, requests for explanations, and presentations. The responsibilities of the Board of Commissioners can be found in the Board of Commissioners' Work Guidelines and Rules, which can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).</p> <p>More information can be found on page 483</p>
10.	Internal Audit. The internal audit function must report to the Board of Commissioners on independent assurance activities and must assist the Board of Commissioners and the Board of Directors in encouraging the implementation of an effective governance process and the Bank's long-term health.	<p>DAI performs the Internal Audit function, whose job it is to perform assurance and consulting activities independently and objectively in order to increase the effectiveness and add value to the processes of risk management, internal control, and governance of the company's activities. DAI reports directly to the President Director and interacts with the Board of Commissioners via the Audit Committee. The internal audit function can be found in the Internal Audit Charter which can be downloaded in the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).</p> <p>More information can be found on page 477</p>

No.	Principle	BCA Implementation
11.	Compensation. The Bank's remuneration structure must support the implementation of corporate governance and risk management.	BCA has an appropriate remuneration structure in accordance with OJK Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks and OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks. Periodic evaluations of the implementation of the remuneration policy are carried out by the RNC. Regarding the RNC remuneration function, it can be downloaded from the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi). More information can be found on page 412
12.	Disclosure and Transparency. The Bank's governance must be implemented in a transparent manner for Shareholders, Depositors, other relevant Stakeholders, and Market Participants.	BCA has implemented disclosure and transparency as a governance implementation for Shareholders, Depositors, other relevant Stakeholders, and Market Participants in accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 - Aspect E (Information Disclosure). Disclosure and transparency policies can be found in the Governance Guidelines, which can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).

4. Indonesian Corporate Governance Principles

In 2022, the General Guidelines for Indonesian Corporate Governance (PUGKI) were updated by the National Committee on Governance Policy (KNKG). In line with BCA's commitment to achieving the 4 (four) pillars of corporate governance, namely ethical behavior, accountability, transparency, and sustainability, BCA also strives to implement the 8 (eight) principles of Indonesian corporate governance, which include the following:

Principle 1

The roles and responsibilities of the Board of Directors and the Board of Commissioners

1.1 The roles and responsibilities of the Board of Directors	The roles and responsibilities of the Board of Directors have been outlined in the Articles of Association which can be accessed via the BCA website: https://www.bca.co.id/-/media/Feature/Report/File/Akta-Perusahaan/EN/20201013-ASP-anggaran-dasar-akta-pkr-no-145-2020-EN.pdf
1.2 Performance Appraisal – The Board of Directors and Members	Every year, the Board of Directors' performance is evaluated collegially and individually. A more detailed description of the Performance Assessment of the Board of Commissioners and Directors can be found on page 410 of this Annual report.
1.3 Roles and Responsibilities of the Board of Commissioners	The roles and responsibilities of the Board of Commissioners have been outlined in the Articles of Association which can be accessed via the BCA website: https://www.bca.co.id/-/media/Feature/Report/File/Akta-Perusahaan/EN/20201013-ASP-anggaran-dasar-akta-pkr-no-145-2020-EN.pdf
1.4 Formation of the Committee	The Boards of Commissioners and Directors both have committees to assist them with their functions and duties. A more detailed description of the Board of Commissioners and Board of Directors Committees can be found on page 419 and page 445 of this Annual Report.
1.5 Performance Appraisal – The Board of Commissioners and Members	Every year, the Board of Commissioners' performance is evaluated collegially and individually. A more detailed description of the Performance Assessment of the Board of Commissioners and Directors can be found on page 409 of this Annual Report



1.6 Conflict of Interest	Conflicts of interest at BCA are regulated by internal policies, including through: <ol style="list-style-type: none"> 1. The Articles of Association, which essentially state that if the Board of Commissioners or the Board of Directors has a conflict of interest in a meeting, they are not entitled to participate in voting at the meeting, unless the meeting determines otherwise. 2. Decree of the Board of Directors No. 214/SK/DIR/2019 dated December 27, 2019 regarding Affiliated Transactions and Transactions Containing Conflicts of Interest. 3. Circular No. 319/SE/POL/2019 dated December 27, 2019, concerning Instructions for Implementation of Affiliated Transactions and Transactions Containing Conflicts of Interest. 4. Decree of the Board of Directors No. 219/SK/DIR/2003 dated November 10, 2003, concerning Provisions Regarding Conflicts of Interest
1.7 Improvement of the competence of members of the Board of Directors and the Board of Commissioners	The monitoring mechanism for the improvement of competence of the Board of Commissioners and Board of Directors is carried out through digitalization to facilitate monitoring of the Board of Commissioners and Directors' competence improvement.

Principle 2

Composition and Remuneration of the Board of Directors and Board of Commissioners

2.1 Composition of the Board of Directors	Determination of the number and composition of members of the Board of Directors is carried out through the Remuneration and Nomination Committee of the BCA, which is tasked with providing recommendations to the Board of Commissioners for approval at the GMS. BCA has also considered BCA's condition, capacity, achievement of goals, and fulfillment of BCA's needs in determining the number of members of the Board of Directors
2.2 Remuneration for the Board of Directors and the Board of Commissioners	BCA already has a remuneration structure in accordance with OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks and OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks

Principle 3

Work Relationship between the Board of Directors and the Board of Commissioners

3.1 Nature of Work Relationship	The Board of Commissioners and the Board of Directors effectively communicate through joint meetings, which are held at least once every 4 (four) months. The Board of Commissioners and the Board of Directors have sufficient access to information to formulate or decide on several policies and corporate strategies in joint meetings.
3.2 The Board of Commissioners access to information	
3.3 Responsibilities of the Board of Directors and Board Commissioner on the Impact of Ownership Structure on Corporations	Board of Commissioners and Board of Directors: <ul style="list-style-type: none"> - Always consider their responsibilities in the shareholder relationship; and - Always ensure that information on share ownership transactions is carried out and disclosed correctly in accordance with OJK regulations and internal policies

Principle 4

Ethical and responsible conduct

4.1 Code of Ethics and conduct	BCA's ethical and conduct guidelines are outlined in a code of ethics and values that are effectively communicated to all BCA personnel. BCA always fosters a corporate culture through a code of ethics and values for all BCA employees. A more detailed description of culture can be found on page 539 of this Annual Report
4.2 Values and Organizational Culture	
4.3 Communication and enforcement of ethical, values and culture guidelines	

Principle 5

Risk Management, Internal Control and Compliance

5.1 Internal control and Compliance	The BCA compliance function is carried out by the Compliance Work Unit which is supervised by the Compliance Director. A more detailed description regarding Compliance Function can be found on page 483 of this Annual Report. BCA's internal control consists of 5 (five) main components in line with the Internal Control Integrated Framework. A more detailed description of Internal Control can be found on page 498 of this Annual Report.
5.2 Risk Management	BCA already has a Basic Policy for BCA Risk Management (KDMR) and a Basic Policy for Integrated Risk Management for the BCA Financial Conglomerate (KDMRT) as guidelines for effective risk management implementation. A more detailed description of Risk Management Implementation can be found on page 487-497 of this Annual Report.
5.3 Integration of Governance, Risk Management and Compliance	BCA has developed an integrated and coordinated system of governance, risk management and compliance
5.4 Internal Audit	The Internal Audit function is carried out by the Internal Audit Division, which is tasked with carrying out assurance and consulting activities independently and objectively to increase effectiveness and provide added value to the processes of risk management, internal control, and governance of the company's activities. BCA also has an Audit Committee, which assists the Board of Commissioners in monitoring and ensuring that the internal audit function is running effectively.

Principle 6

Disclosure and transparency

6.1 Disclosure Policy	BCA has an information disclosure policy which regulated in the GCG Guidelines and Information Disclosure and Reporting Manual.
6.2 Financial and Sustainability Reports	BCA's Financial and Sustainability Reports are prepared in an accurate, complete, responsible, and informative manner. The Financial Report can be found on page 583 of this Annual Report. The Sustainability Report has been prepared separately from this Annual Report and can be accessed through the BCA website: https://www.bca.co.id/en/tentang-bca/Keberlanjutan/laporan-keberlanjutan .
6.3 Information Dissemination	BCA provides easy, inexpensive, and effective access to information for all stakeholders and the general public. A more detailed description of Access to Information can be found on page 523 of this Annual Report.

Principle 7

Protection of Shareholders' Rights

7.1 Shareholder Right	BCA has a special unit to manage communications with shareholders. The existence of intense communication will encourage shareholder participation. A more detailed description of Investor Relation can be found on page 475 of this Annual Report.
7.2 Fair treatment of shareholders	Shareholders have the same voting rights and receive the same treatment from BCA. A more detailed description of GMS can be found on page 334 of this Annual Report.
7.3 General Meeting of Shareholders (GMS)	The GMS has been held in accordance with OJK regulations. The summon for the GMS is made 28 days prior to the GMS. A more detailed description of GMS can be found on page 334 of this Annual Report.



Principle 8 Other stakeholders	
8.1 Key Stakeholder Involvement	BCA maintains open and effective communication with stakeholders through the Corporate Secretary. A more detailed description of Corporate Secretary can be found on page 469 of this Annual Report.
8.2 Integration of Sustainability in Business Models	The Board of Commissioners, in collaboration with the Board of Directors, determines corporate sustainability strategies, priorities, and targets. When performing their duties, the Boards of Directors and Commissioners take into consideration sustainability.
8.3 Protection of Stakeholders	BCA carries out and discloses corporate responsibility to stakeholders, including but not limited to customers, suppliers, social, environment, creditors, employees, and regulators. This disclosure can be found in the BCA Sustainability Report, which is prepared separately from this Annual Report and can be accessed through the BCA website https://www.bca.co.id/en/tentang-bca/Keberlanjutan/laporan-keberlanjutan .

5. ASEAN Corporate Governance Scorecard (ACGS)

The following are the principles of corporate governance based on ACGS:

No.	Principles and Recommendations	Page
A	Shareholder Rights	
A.1	Basic Rights of Shareholders	
A.1.1	Does the company pay dividends (interim or final/annual) in a fair and timely manner, i.e. all shareholders are treated equally and dividends are paid within 30 days after (i) the declaration of the interim dividend and (ii) the Annual General Meeting of Shareholders (AGMS) approved the distribution of the final dividend	353
A.2	The Right to Participate in Decisions Regarding Fundamental Changes of the company.	
	Do Shareholders have the right to participate in:	
A.2.1	Changes to the company's Articles of Association?	334
A.2.2	Capital increase authorization?	334
A.2.3	Transfer of all or part of the assets, resulting in the sale of the company?	334
A.3	The right to Participate Effectively and Vote in GMS and Get Information regarding the Rules of Procedure of the GMS, including voting procedures	
A.3.1	Do Shareholders have the opportunity, as evidenced by the agenda, to approve remuneration (salary, benefits, benefits in kind, and honorarium others) or any increase in remuneration for non-Executive Directors/Commissioners?	344
A.3.2	Does the company give rights to Minority Shareholders to nominate candidates for the Board of Directors/Board of Commissioners?	334
A.3.3	Does the company allow Shareholders to elect Directors/ Commissioners individually?	334
A.3.4	Does the company inform the voting procedure to be applied before the meeting starts?	338-339
A.3.5	Was it stated in the minutes of the last AGMS that Shareholders had the opportunity to ask questions and inquiries raised by Shareholders as well answer given by the company?	338-339
A.3.6	Does the company disclose voting results, including votes for approval, do not agree and do not votes for all decisions/every agenda of the AGMS final?	340-346
A.3.7	Does the company inform the attending members of the Board of Directors and Board of Commissioners of the last AGM?	335
A.3.8	Does the company inform if all members of the Board of Directors and the Board of Commissioners as well CEO (if he is not a member of the Board) attended the last AGM?	335
A.3.9	Does the company allow voting in absentia?	338-339
A.3.10	Does the company cast its vote by poll (rather than by raising hands) for all decisions at the last AGMS?	338-339
A.3.11	Does the company inform the appointment of a third party (Observer) for counting and/or validating the vote count at the AGMS?	340

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A.3.12	Does the company publish the voting results of all decisions from the AGMS/ Last EGMS, one working day after the GMS was held?	336-337
A.3.13	Does the company summons for the AGMS and EGMS 21 days in advance?	336-337
A.3.14	Does the company provide reasons and explanations for each agenda item that require shareholder approval, in the AGMS summons/ circulars and/or company statements?	336
A.3.15	Does the company provide opportunities for Shareholders to propose AGMS agenda?	336
A.4	The market must be allowed to oversee companies efficiently and transparently	
A.4.1	In the case of mergers, acquisitions and/or takeovers that require approval Shareholders, whether the Board of Directors/Board of Commissioners of the company appoints an Independent Party to evaluate the fairness of the transaction value?	N/A
A.5	The exercise of Ownership Rights by Shareholders, including Institutional Investors, must be facilitated	
A.5.1	Does the company disclose its practices to encourage Shareholders to engage with the company, beyond the AGMS?	524
B	Fair Treatment of Shareholders	
B.1	Shares and Voting Rights	
B.1.1	Does each common share of the company have 1 (one) voting right?	337
B.1.2	If the company owns more than one type of share, does the company issue rights voting for each type of share (for example through the Bank's website/Stock Exchange website/Regulatory website)?	N/A
B.2	AGMS summons	
B.2.1	Was every decision at the last AGMS only for 1 (one) case, namely none combination of several cases in 1 (one) decision?	340-346
B.2.2	Was the last AGMS summons translated into English and published on same day in local language version?	337
	Does the summons for the AGMS have the following details:	
B.2.3	Is there any director/commissioner profile information (minimum age, educational qualifications, date of appointment, experience and position in other public companies) who will be elected/ re-elected?	https://www.bca.co.id/en
B.2.4	Is the Auditor to be appointed/re-appointed clearly identified?	345
B.2.5	Are power of attorney documents available and easy to obtain?	https://www.bca.co.id/en
B.3	Insider and unregulated trading must be prohibited	
B.3.1	Does the company have policies and/or regulate prohibitions for Directors/Commissioners and workers to take advantage of information that is not yet available to the general public?	326
B.3.2	Are the directors/commissioners of the company required to report their transactions on company's shares within 3 (three) working days?	362-363, 385-387
B.4	Transactions with related parties by the Board of Directors and Senior Management	
B.4.1	Does the company have a policy requiring directors/commissioners to inform their interest upon a transaction and other conflict of interests?	517
B.4.2	Does the company have a policy that requires a committee from the director/ independent commissioner to review the material of the transaction with related parties to determine if the transaction is for the benefit of the company and its shareholders?	423
B.4.3	Does the company have a policy requiring members of the board of directors/board of commissioners not to participate in the discussion of meeting agenda items in which they have an interest?	517
B.4.4	Does the company have a policy regarding lending to Directors and the Board of Commissioners that either prohibits the granting of loans or ensures that grants are made on an arm's-length basis and at market interest rates?	542
B.5	Protect minority shareholders from actions that are not in accordance with regulations	
B.5.1	Does the company disclose that transactions with related parties are conducted fairly and based on arm's length?	510-511
B.5.2	Are decisions made by shareholders who do not have an interest in transactions with related parties that require shareholder approval?	510-511



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C	The Role of Stakeholders	
C.1	Respect the rights of stakeholders based on legislation or based on agreements	
	Does the company disclose policies and practices regarding:	
C.1.1	The existence and scope of the company's business to fulfill the welfare of the customer?	523-538
C.1.2	Supplier/Contractor selection procedure?	326-327, 539
C.1.3	The company's efforts to ensure that its business chain (value chain) is environmentally friendly or consistent with promoting sustainable development?	Sustainability Report
C.1.4	The company's efforts to interact with the communities in which the company operates?	523-538
C.1.5	Company anti-corruption programs and procedures?	508-509
C.1.6	How are creditors' rights protected?	564
C.1.7	Does the company have a separate report/section that describes the company's efforts on environmental/economic and social related issues?	Sustainability Report
C.2	In cases where the interests of stakeholders are protected by law, stakeholders must have the opportunity to obtain effective redress for violations of their rights.	
C.2.1	Does the company provide contact details through the company's website or Annual Report, so that Stakeholders (such as customers, suppliers, communities, etc.) can raise concerns and/or complaints about possible violations of their rights?	523-538
C.3	Mechanisms for workers' participation should be developed	
C.3.1	Does the company explicitly disclose policies and practices for the health, safety and welfare of its workers?	Sustainability Report
C.3.2	Does the company explicitly disclose policies and practices regarding its employee training and development programs?	268-271
C.3.3	Does the company have a remuneration/compensation policy that does not only take into account short-term company performance?	412-418
C.4	Stakeholders, including individual workers and their representatives, must be able to freely communicate concerns about illegal or unethical practices to the Board of Directors, and their rights are not compromised by doing so.	
C.4.1	Does the company have a whistleblowing policy that contains procedures for complaints by workers and other stakeholders regarding alleged illegal and unethical behavior and provides contact details via the company's website or Annual Report?	506
C.4.2	Does the company have policies or procedures to protect employees who disclose illegal or unethical behavior from retaliation?	506
D	Disclosure and Transparency	
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D.1.1	Does the share ownership information reveal the identity of the beneficial owners, with 5% or more share ownership?	354
D.1.2	Does the company disclose direct/indirect ownership of majority shareholders?	354
D.1.3	Does the company disclose share ownership by members of the Board of Directors and Board of Commissioners, either directly/indirectly?	363, 386
D.1.4	Does the company disclose share ownership by Senior Management, either directly/indirectly?	363, 386
D.1.5	Does the company disclose details of its parent companies, subsidiaries, associations, joint ventures and special purpose enterprises?	547-550
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D.2.7	Governance Confirmation Statement	414-415
	Governance Confirmation Statement	
D.2.8	Does the Annual Report contain a statement confirming the company's compliance with corporate governance and if there is a violation, has the reason for each problem been identified and explained?	325, 522
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D.3.1	Does the company disclose policies regarding the review and approval of transactions with material related parties?	510
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D.8	Company Website	
	Does the company have a website that discloses up-to-date information on the following:	
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	Responsibilities of the Board of Directors and Board of Commissioners and clear corporate governance.	
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E.3.5	Do the non-executive directors/commissioners of the company hold separate meetings at least once a year without the presence of the executive?	392
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E.3.6	Are the materials for the Board of Directors/Board of Commissioners meetings provided to Board Members no later than five working days prior to the Meeting?	392-393, 396-397
E.3.7	Does the Corporate Secretary play an important role in supporting the Board of Directors and Board of Commissioners in carrying out their responsibilities?	470-471
E.3.8	Is the Corporate Secretary trained in legal practice, accounting or Corporate Secretary duties and kept abreast of relevant knowledge?	470
	Appointment and Re-election of the Board of Directors and Board of Commissioners	
E.3.9	Does the company disclose the criteria used in selecting new Directors/ Commissioners?	370-371
E.3.10	Does the company elaborate the process followed in appointing a new Director/ Commissioner?	372-373
E.3.11	Are all Directors/Commissioners re-elected every 3 years; or 5 years for companies registered in countries that have laws governing the tenure of 5 years each?	360, 366, 375
	The five-year tenure is required by Laws and Regulations that have existed since the launch of the ACGS in 2011	
	Regarding Remuneration	
E.3.12	Does the company disclose its remuneration (fees, allowances, benefits and other rewards) Policy/Practice (i.e. use of short-term and long-term incentives and performance measures) for Executive Directors and CEO?	415
E.3.13	Is there any disclosure of the remuneration structure for non-executive directors/ commissioners?	414
E.3.14	Do shareholders or Directors approve the remuneration of Executive Directors and/or Senior Executives?	344
E.3.15	Does the company have measurable standards to align performance-based remuneration for Executive Directors and Senior Executives with the company's long-term interests, such as claw back provisions and deferred bonuses?	413



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	Internal Audit	
E.3.16	Does the company have a separate Internal Audit function?	477-478
E.3.17	Is the Head of Internal Audit identified or, if outsourced, is the name of the External Company disclosed?	478
E.3.18	Does the appointment and dismissal of the Internal Auditor require the approval of the Audit Committee?	478
	Risk Monitoring	
E.3.19	Does the company establish good internal control procedures/Risk Management framework and periodically review the effectiveness of the framework?	488, 498
E.3.20	Does the Annual Report/Annual Corporate Governance report disclose that the Board of Directors/Board of Commissioners has reviewed the Company's Material Control (including Operational, Financial and Compliance Control) and the Risk Management System?	487, 498
E.3.21	Does the company disclose the main risks faced by the company materially (i.e. Financial, operational including IT, Environmental, Social, Economic)?	490
E.3.22	Does the Annual Report/Annual Corporate Governance Report contain statements from the Board of Directors/Board of Commissioners or the Audit Committee regarding the adequacy of the Company's Internal Control/Risk Management System?	497, 501
E.4	Members of the Board of Directors and Board of Commissioners	
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E.4.5	If the President Commissioner is not Independent, have the Board of Directors and Board of Commissioners appointed a Senior Independent Commissioner and have their roles been defined?	359-360
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E.4.6	Does at least one non-executive Director/Commissioner have previous work experience in the main sector which is the company's field of operations?	76-80
E.5	Performance of the Board of Directors and Board of Commissioners	
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E.5.1	Does the company have an orientation program for new Directors/Commissioners?	360, 377
E.5.2	Does the company have a policy that encourages Directors/Commissioners to attend ongoing or continuing professional education programs?	361, 378
	Appointment and Performance of CEO/Executive Management	
E.5.3	Does the company disclose the process by which the Board of Directors/Board of Commissioners plan the succession of the CEO/Managing Director/President Director and Senior Management?	373, 435
E.5.4	Does the Board of Commissioners/Directors conduct an annual performance appraisal of the CEO/Managing Director/President Director?	411
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E.5.5	Does the company conduct an annual performance appraisal of the Board of Directors/Board of Commissioners and disclose the criteria and process for the assessment carried out?	409
	Board of Directors Assessment	
E.5.6	Does the company conduct an annual performance appraisal of each Director/Commissioner and disclose the criteria and process for the assessment?	409
	Committee Assessment	
E.5.7	Does the company conduct annual performance appraisals of Committees under the Board of Directors and Board of Commissioners and disclose the established criteria and assessment process?	365, 389

6. Statement of Bad Corporate Governance

BCA continues to strive to implement corporate governance rules and regulations. As shown in the table below, BCA did not engage in bad corporate governance practices that could impede the implementation of good corporate governance throughout 2022:

No.	Description	Practice
1	There is a report about the company polluting the environment.	Nil
2	Important cases currently being faced by the company, subsidiaries, members of the Board of Directors and/or members of the Board of Commissioners who are currently in office but are not disclosed in the Annual Report	Nil
3	The absence of disclosure of operating segments in listed companies	Nil
4	There is a discrepancy between the hardcopy Annual Report and the softcopy Annual Report.	Nil
5	Discrepancies in the presentation of annual reports and financial reports with applicable regulations and SAK.	Nil