

Good Corporate Governance





Glossary

No.	Keyword/Term	Initials
1.	Annual General Meeting of Shareholders	AGMS
2.	Annual Report	AR
3.	ASEAN Corporate Governance Scorecard	ACGS
4.	Asset Liability Committee	ALCO
5.	Audit Committee	AC
6.	Bank Indonesia	BI
7.	Bank Indonesia Circular Letter	BI Circular Letter
8.	Bank Indonesia Regulation	BI Regulation
9.	Bank Sustainability Report	Sustainability Report
10.	Risk Management Certification Body	BSMR
11.	Company	BCA
12.	Corporate Social Responsibility	CSR
13.	Credit Policy Committee	CPC
14.	Credit Committee	CC
15.	Extraordinary General Meeting of Shareholders	EGMS
16.	Financial Report	FR
17.	Financial Services Institution	FSI
18.	Financial Services Authority	OJK
19.	Financial Services Authority Regulation	OJK Regulation
20.	Financial Services Authority Circular Letter	OJK Circular Letter
21.	Good Corporate Governance	GCG
22.	Indonesia Deposit Insurance Corporation	IDIC

No.	Keyword/Term	Initials
23.	Indonesia Stock Exchange	IDX
24.	Information Technology Steering Committee	ITSC
25.	Integrated Governance Committee	IGC
26.	Integrated Risk Management Committee	IRMC
27.	Number (for Regulation)	No.
28.	OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Good Corporate Governance for Commercial Banks, and as revoked by OJK Regulation No. 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks	OJK Regulation concerning the Implementation of Governance for Commercial Banks
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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Good Corporate Governance



A commitment to sustainability has become an integral part of BCA's business strategy, involving all BCA Personnel and stakeholders. Within this, Good Corporate Governance (GCG) is a crucial foundational aspect for the bank in conducting business and operational activities with prudence.

The implementation of GCG at BCA is not only supported by a strong foundation that includes instilling BCA's vision, mission, and values to all BCA Personnel, but is also backed by the Management's commitment to continually drive digital innovation, conduct business with consideration of positive impacts on the environment and society, and adhere to GCG principles, namely ethical behavior, accountability, transparency, and sustainability.





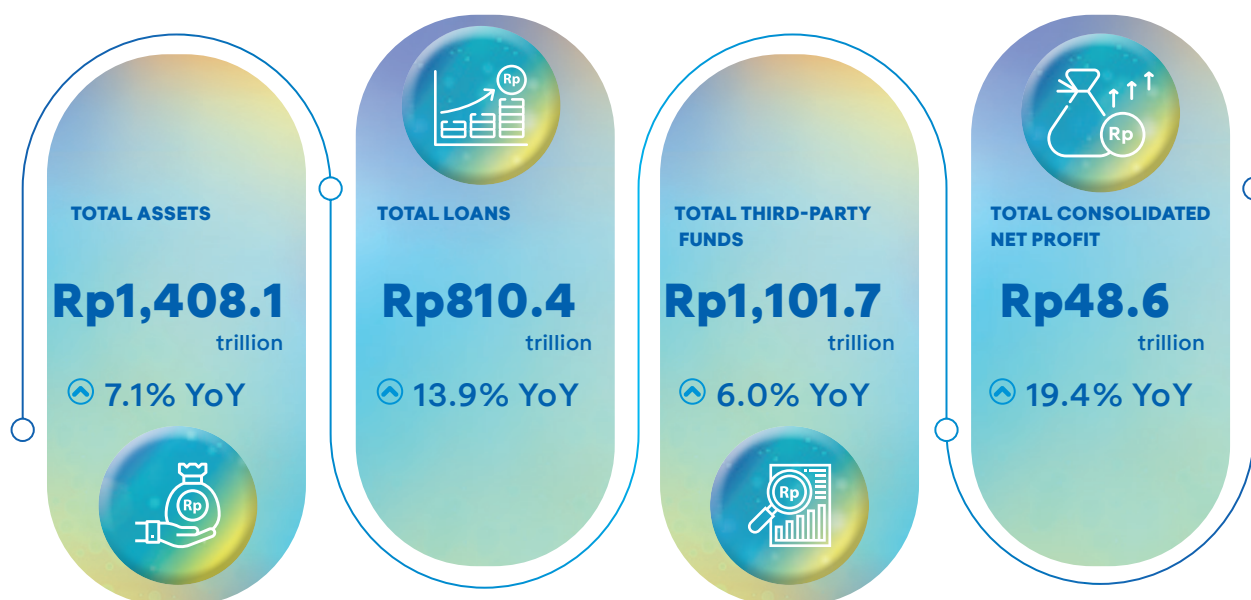
COMMITMENT TO THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

Good Corporate Governance (GCG) is an aspect of sustainability that serves as a crucial foundation for BCA in conducting business and carrying out prudent operational activities. BCA adheres to GCG principles in managing its banking business, and this is reflected by the bank's sound state, which is capable of creating and strengthening trust and providing added value to investors and stakeholders.

The implementation of GCG is carried out not only to fulfill the provisions of applicable regulators/legislation, but is driven by the awareness that the implementation and continuous improvement of GCG is key to boost performance and sustainable competitive advantage. BCA continuously makes improvements, adjusts operational policies and procedures to comply with applicable regulations, adopts industry best practices, carries out system development and raises the awareness of all BCA Personnel.

Good Corporate Governance Supports Bank Performance

Good Corporate Governance (GCG) implementation supported a number of BCA's achievements in 2023 as follows.



Awards received by BCA for 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:

- a. Support BCA's vision, "To be the bank of choice and a major pillar of the Indonesian economy".
- b. Support BCA's mission, namely:
 - To build centers of excellence in payment settlements and financial solutions for businesses and individuals.
 - To understand diverse customer needs and provide the right financial services to optimize customer satisfaction.
 - To enhance our corporate franchise and stakeholders value.
- c. Provide benefits and added value for shareholders and stakeholders.
- d. Maintain and improve competitive and sustainable business continuity.
- e. Increase 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 applicable 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.

The laws and regulations referenced 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. 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 Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Good Corporate Governance for Commercial Banks, and as revoked by OJK Regulation No. 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks (hereinafter referred as "**OJK Regulation concerning the Implementation of Governance for 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.
- BCA's Articles of Association.

In implementing Good Corporate Governance, BCA also makes reference 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 concerning the Implementation of Governance for Commercial Banks and OJK Circular Letter No. 13/SEOJK.03/2017 which is 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 always adheres to bank and professional confidentiality provisions when implementing the principle of transparency. • 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 specific organizational duties and responsibilities that align with BCA's vision, mission, strategic goals, and efforts. This is evident in the BCA Organizational Structure, where each organ performs its functions in accordance with its responsibilities.
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.
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

2018

- Amendments to the Articles of Association
- Development of:
 - Insider Trading Policy
 - Dividend Policy
 - Assessment Policy for the Board of Commissioners and Board of Directors.
- Improvement:
 - 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

- Fulfillment of OJK Recommendations Regarding Governance
- Improvement:
 - Corporate Governance Guidelines
 - Affiliate Transaction and Conflict of Interest Transaction Policy
 - GCG articles on MyBCA Portal
- Assessment/Analysis:
 - Code of Ethics
 - Annual Disclosures
 - Comprehensiveness of the BCA website for Governance Section.
- Implementation:
 - 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.
- Development of Sustainability Governance

2020

- Monitoring the implementation of GCG at BCA according to regulations
- Improvement:
 - GCG implementation based on external assessment results
 - Implementation of ACGS
 - Implementation of Sustainability Governance
 - Integrated Governance Guidelines
 - Implementation of Integrated Governance
- Socialization:
 - Code of Ethics
 - Annual Disclosure Practice
 - GCG e-Learning materials for all BCA employees

2021

- Improvement:
 - Corporate Governance Guidelines
 - Guidelines and Work Rules of the Board of Commissioners
 - Guidelines and Work Rules of the Board of Directors
- Development of:
 - Anti-Corruption Policy and Gratification Control
 - Corporate Secretary Work Guidelines
- Socialization:
 - 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



2022

- Improvement:
 - Revamping GCG E-Learning
 - Enhancement of the Enterprise Management System of BCA's internal portal to facilitate reporting, sharing information, and GCG policies in an integrated manner, including:
 - Digitalization of GMS Quorum Recap, BCA Dividends, TKB
 - Digitalization of BCA TKB & TKT Self-Assessment Rankings
 - Digitalization of BCA Share Composition
 - Digitalization of Stock History
 - Digitalization of PAF/PA Recap
 - Digitalization of Corporate Secretary Data
 - Enhancement of Robotic Process Automation (RPA) from attended to unattended related to downloading securities data from KSEI
 - Enhancement of automation of classification and monitoring of changes in BCA share ownership data on behalf of the Board of Commissioners and the Board of Directors
 - GCG implementation in accordance with the ACGS criteria in the form of:
 - Issuance of Code of Ethics Statement;
 - Implementation of an orientation program for new members of the Board of Directors
 - Regular updating of the BCA Corporate Governance section of the website
 - Audit Committee Charter
 - Risk Monitoring Committee Charter
- Development of:
 - Gratification Control Reporting Policy
 - BCA Website Information Management Policy
 - Information Disclosure and Reporting Policy to Regulators (Information Disclosure and Reporting Manual)
 - Statement Letter from the Board of Directors and Board of Commissioners regarding commitment to implementing GCG principles
 - Remuneration and Nomination Committee Charter
- Socialization:
 - Create socialization videos for BCA employees which are broadcast on social media and internal digital publication media regarding:
 - GMS
 - Dividend Distribution
 - Annual report
 - Corporate Secretary
 - Organizing a forum Group Discussion with Subsidiary Companies, with the topic:
 - Equity capital
 - Affiliate Transactions
 - Self Assessment of Integrated Governance Mapping indicators
 - Website management
 - GCG Series, which BCA Personnel can access via the MyBCA Portal (Internal Portal)



Improvements to Governance Quality implemented by BCA throughout 2023

Throughout 2023, BCA made various efforts to improve quality and strengthen the implementation of Good Corporate Governance (GCG) while considering developments in relevant regulations.

1. Development of and/or Improvement

- Affiliated Transaction and Conflict of Interest Transaction Policy
- Integrated Governance Committee Charter
- Remuneration and Nomination Committee Charter
- Risk Monitoring Committee Charter
- ALCO Charter
- Risk Management Committee Charter
- Integrated Risk Management Committee Charter
- Credit Committee Charter
- Credit Policy Committee Charter
- Information Technology Steering Committee Charter
- Personnel Case Advisory Committee Charter

2. Socialization

- Create socialization videos for BCA employees which are broadcast on social media and internal digital publication media regarding:
 - Stock Split
 - Capital Market Supporting Institutions and Professions
 - Securities Administration Bureau
 - Board of Commissioners Committee
- Organizing a Group Discussion Forum with Subsidiary Companies, with the topic:
 - Transaction Cooperation Policy with Related Parties or Affiliated Parties
 - Special List
 - Arm's Length Transaction
 - General Guidelines for Corporate Governance
- GCG Series, which BCA Personnel can access via the MyBCA Portal (Internal Portal)

3. Improvement

- Affiliated Transaction Reporting System
- Robotic Process Automation (RPA) enhancement to increase data accuracy for ANTASENA OJK reporting
- GCG implementation in accordance with the ACGS criteria, namely updating the BCA Corporate Governance section of the website regularly
- Digitalization of work unit reminders for coordination reports related to GCG, affiliate transactions, etc
- Automation of reminders for management meeting attendance levels
- Digitalization of the GMS and Dividend Calendar

Corporate Governance Structure and Mechanism

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

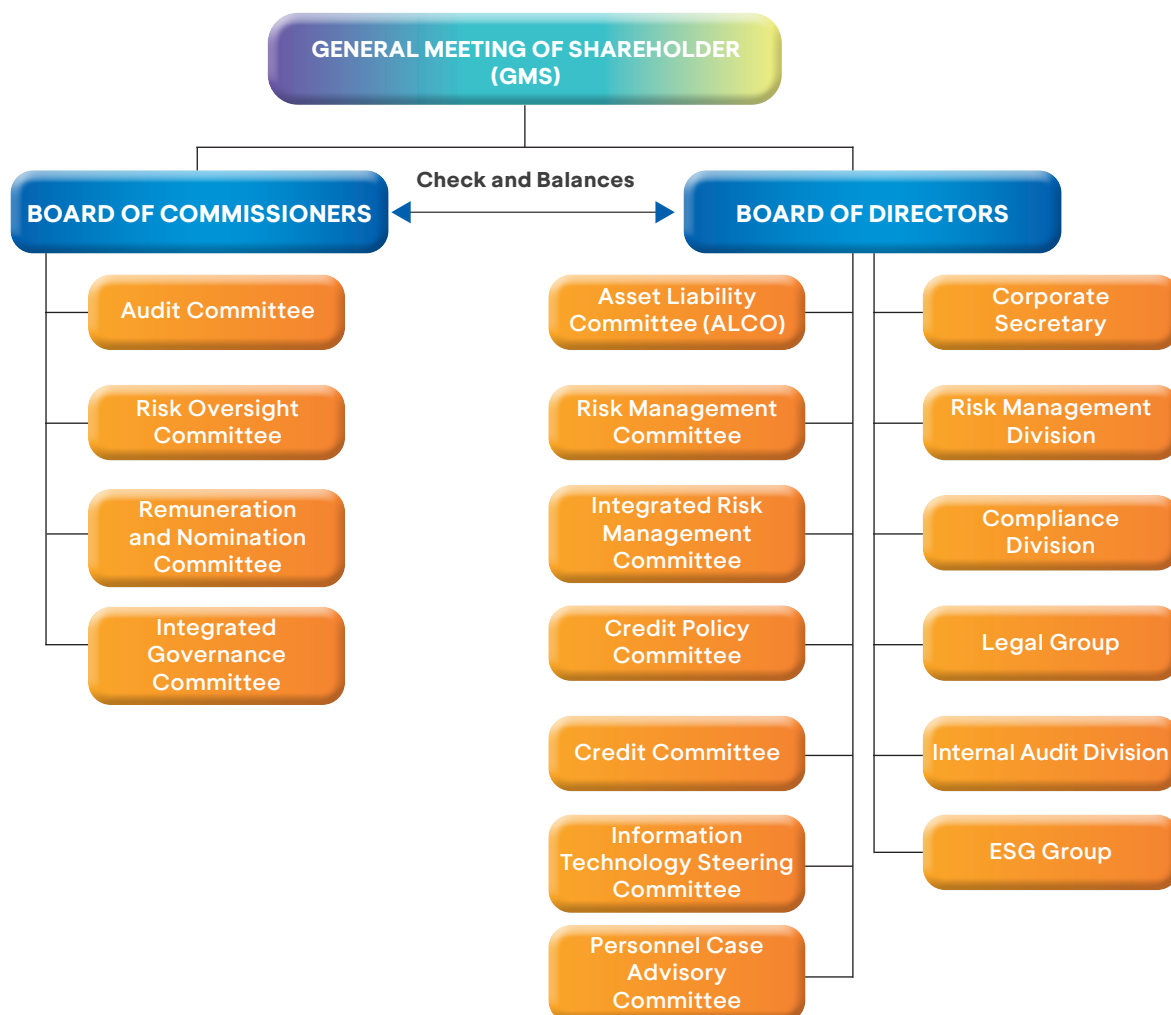
Implementation of GCG Principles at BCA

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, Board of Directors) • Supporting Organs (Committees under the Board of Commissioners, Committees under the Board of Directors, Corporate Secretary, Risk Management Division, Compliance Division, Legal Group, Internal Audit Division), ESG Group
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 Soundness 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. The 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 Board of 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. Board of Commissioners Decree No. 142/SK/KOM/2022 dated August 22, 2022 concerning the Audit Committee Charter of PT Bank Central Asia Tbk. 2. Board of Commissioners Decree No. 111/SK/KOM/2022 dated July 11, 2022 concerning the Risk Oversight Committee Charter. 3. Board of Commissioners Decree No. 003/SK/KOM/2023 dated January 4, 2023, concerning the Structure of the Remuneration and Nomination Committee. 4. Board of Commissioners Decree No. 121/SK/KOM/2023 dated July 17, 2023 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	Board of Directors Decree No. 259/SK/DIR/2021 dated December 23, 2021, concerning the 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. Board of Directors Decree 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. Board of Directors Decree No. 151/SK/DIR/2023 dated September 12, 2023, concerning Affiliated Transactions and Conflicts of Interest Transactions. 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. Board of Directors Decree No. 219/SK/DIR/2003 dated November 10, 2003 concerning Provisions Concerning Conflicts of Interest.
Anti Fraud	<ol style="list-style-type: none"> 1. Board of Directors Decree No. 114/SK/DIR/2021 dated June 17, 2021 concerning Adjustments to the Anti-Fraud Strategy Policy. 2. Board of Directors Decree No. 139/SK/DIR/2020 dated July 30, 2020 concerning the Anti-Fraud Declaration and Integrity Pact. 3. Circular Letter No. 377/SE/POL/2021 dated December 13, 2021, concerning Submission of Reports on the Implementation of Anti-Fraud Strategies.
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. Board of Directors Decree 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	<ol style="list-style-type: none"> 1. Board of Directors' Decree No. 243/SK/DIR/2021 dated December 6, 2021, concerning the Basic Risk Management Policy of PT Bank Central Asia Tbk. 2. Circular Letter No. 200/SE/POL/2023 dated July 4, 2023, concerning Instructions for Implementing Integrated Compliance Risk Management. 3. Board of Directors Decree No.123/SK/DIR/2023 dated July 4, 2023, concerning Integrated Compliance Risk Management Policy.



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 Counter-Terrorism Financing 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 of BCA Governance Guidelines concerning Insider Trading.
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 BCA Corporate Governance Guidelines concerning Information Disclosure. 2. Circular Letter No.480/SE/POL/2022 dated December 15, 2022 concerning BCA website information management.
Others Related Policy	<ol style="list-style-type: none"> 1. The dividend policy, as regulated in the BCA Governance Guidelines. 2. Emergency handling policies, as regulated in the BCA Financial Conglomeration's Integrated Business Continuity Policy. 3. Information Technology Governance Policy. 4. Loan Policy for the Board of Directors and the Board of Commissioners.

Corporate Governance Guidelines

BCA's governance guidelines have been updated and ratified through the Board of Directors Decree No.121/SK/DIR/2021 dated June 30, 2021, concerning Adjustments to Corporate Governance Guidelines.

- Principles of Good Corporate Governance.
- General Meeting of Shareholders (GMS) and its implementation.
- The Board of Commissioners, as well as its guidelines and rules.
- Supporting Committees of the Board of Commissioners, as well as their guidelines and rules.
- The Board of Directors, as well as 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 in the Governance section of the BCA website. (<https://www.bca.co.id/en/tentang-bca/tata-admin/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 Trading 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 trading 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 in the Governance Policy section of the BCA website (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 in the Governance Policy section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>). Throughout 2023, 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 the Board of Directors Decree No. 219/SK/DIR/2003, concerning Provisions Conflicts of Interest. This policy is a guideline for BCA employees 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 in the Governance Policy section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tatakelola/acgs/kebijakan-gcg>).

4. Emergency Handling Policy

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 in the Governance Policy section on the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

6. Procurement Policy

In order 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 contains 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 include 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 in the Governance Policy section of the BCA website (<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 509 under the Code of Ethics Section of this Annual Report. Throughout 2023, 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 stipulated 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 at the Governance Policy section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-admin/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 477 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 512 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 an Orientation Policy in place for New Members of the Board of Directors and Board of Commissioners based on the Board of Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020, concerning Orientation Policy for the New Board of Commissioners and Board of Directors of PT Bank Central Asia Tbk. 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:

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

A detailed description of the fulfillment of the principles of Good Governance can be found on page 530 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 the 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 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 concerned 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 BCA's



values, socialization via the intranet, and screenings of videos about values 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) Socialization of the Principles and Implementation of Good Corporate Governance

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 broadcasts of videos and infographics on, for example, 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 2023 was carried out by playing a video that all BCA employees can access via the BCA internal portal (myVideo), filling the code of ethics statement electronically via the BCA internal portal, and email reminders to all employees.

3) Socialization of the Stock Split

This socialization was carried out through plasma TV facilities at the Head Office, which were spread across Divisions/Work Units, and internal displays at BCA Branch Offices. It is expected that by broadcasting the video about understanding stock splits repeatedly, BCA Personnel will be able to better understand the goals, objectives, and understanding of stock split corporate actions.

4) Socialization of Supporting Institutions

This socialization was carried out through plasma TV facilities at the Head Office, which were shared across Divisions/Work Units, as well as internal displays at BCA Branch Offices.

It is expected that by broadcasting the video about Supporting Institutions repeatedly, BCA Personnel will gain a better understanding of the function of Supporting Institutions in the capital market.

5) Socialization of the Board of Commissioners Committee

This socialization was carried out through plasma TV facilities at the Head Office, which were shown across Divisions/Work Units, as well as internal displays at BCA Branch Offices. It is expected that by broadcasting the video about the Board of Commissioners Committee repeatedly, BCA Personnel will gain a better understanding of the Board of Commissioners Committee's duties and responsibilities.

6) Socialization of the Securities Administration Bureau

This socialization was carried out through plasma TV facilities at the Head Office, which were shown across Divisions/Work Units, and internal displays at BCA Branch Offices. It is expected that by broadcasting the Securities Administration Bureau video repeatedly, BCA Personnel will gain a better understanding of the Securities Administration Bureau's function in the capital market.

7) Socialization of the 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, creating 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.



- 8) 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. 151/SK/DIR/2023 dated September 12, 2023, concerning Affiliated Transactions and Transactions Containing Conflicts of Interest and Circular Letter No. 319/SE/POL/2019 dated December 27, 2019, concerning Instruction for Implementation of Affiliated Transactions and Transactions Containing Conflicts of Interest. This

policy can be downloaded via the MyBCA portal (internal 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 toward BCA. The need to implement Good Corporate Governance is becoming increasingly significant, allowing BCA to maintain its business continuity amid increasing business risks and challenges in the banking industry. Through the implementation of the principles of Good Corporate Governance, it is expected that BCA will be able to maintain healthy and sustainable business continuity.

3. CORPORATE GOVERNANCE OUTCOME

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 in the GCG Policy section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-administration/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 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 required 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 process
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 outcome
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 11 (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 11 (eleven) assessment factors involve related functions or units, including the Board of Commissioners, the Board of Directors, Committees, DAI, Compliance Division, Risk Management Division, 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 2023 were ranked 1 (one), 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

a. ASEAN Corporate Governance Scorecard

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.

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

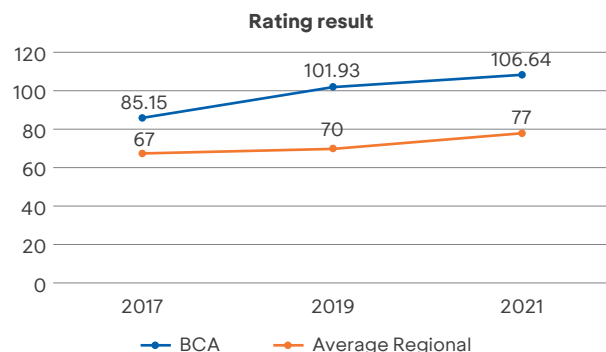
The ASEAN CG Scorecard scoring practice is based on publicly accessible information. In general, aspects of the ACGS assessment are based on the governance principles issued by the Organization for OECD.

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 the Board of Directors.

c. Rating result

The 2021 ACGS assessment results announced at the end of 2022 was 106.64. BCA, along with 9 other issuers, succeeded in achieving the ASEAN Asset Class PLCs, and BCA's position exceeded the average regional assessment with the following details:



Implementation of indicators is the benchmark for assessment results. BCA has implemented indicators and is able to exceed the minimum implementation standards, which are further explained as follows:

1. Consistently implementing the deadline for summoning the Annual GMS to be no more than 28 days prior to the Annual GMS date.
2. Disclosing the names of the Public Accountant Firm (PAF) and Public Accountant (PA) in the Annual General Meeting (AGMS).
3. Ensuring the attendance of all Audit Committee members in the Annual GMS, including all Committee Chairs under the Board of Commissioners.
4. Voting in the Annual General Meeting through both physical and electronic (e-voting) means via eASY.KSEI.
5. The minutes the Annual General Meeting are published on the next business day following the GMS.
6. Disclosing the ownership of shares by senior management.
7. Has implemented an internationally recognized Sustainability Report framework.
8. BCA may use third party services in order to search for candidates for the Board of Commissioners and/or the Board of Directors.
9. Policies and completeness related to governance processes around information technology issues, including disturbance handling, cybersecurity, and disaster recovery.



10. 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 via the BCA website at <https://www.bca.co.id/en/tentang-bca/tataadminister/acgs>.

The issues that are of concern to ACGS are still being discussed internally at BCA.

BCA has implemented Good Corporate Governance practices in accordance with applicable regulations and will continue to strive to improve disclosure of governance practices based on ACGS.

b. The Indonesian Institute for Corporate Directorship (IICD) Corporate Governance Award.

Since 2005, IICD has conducted CG assessments of Indonesia Stock Exchange issuers using the OECD Corporate Governance (CG) Scorecard method, which is an international standard CG principle that has been implemented in ASEAN countries including Indonesia. Subsequently, since 2012, IICD has used the Asean CG Scorecard method to assess the 100 companies with the largest market capitalization listed on the Indonesia Stock Exchange. Since 2017, the number of issuers assessed by the IICD has increased to 200.

Indonesia, along with 5 (five) other ACMF member countries (Malaysia, Philippines, Singapore, Thailand, and Vietnam), agreed to adopt criteria that are a more detailed elaboration of the OECD's corporate governance principles as an assessment reference for the ACGS. ACGS assessments are based on publicly accessible documentation. The ASEAN CG Scorecard instrument is based on the OECD Principles on Corporate Governance, which include:

- 1) Shareholder rights;
- 2) Fair/equal treatment of shareholders;
- 3) The role of stakeholders;
- 4) Disclosure and transparency; and
- 5) Board responsibilities.



According to the results of the assessment in 2023, BCA won the “Best Overall” award at the 14th IICD Corporate Governance Conference & Award 2023 and Top 50 Big Cap & Mid Cap Issuers, which was held in Jakarta on September 18 2023.

3. Assessment of BCA Subsidiaries

Every semester, BCA conducts an internal assessment of Good Corporate Governance Implementation using a self-assessment method that refers to the Corporate Governance provisions of each subsidiary company's business sector.

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 related to the business fields of each Subsidiary.

c. The party conducting the assessment

The self-assessment 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 2023 were “Very Compliant.”



GENERAL MEETING OF SHAREHOLDERS

The General Meeting of Shareholders (GMS), which 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 concerning 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/tentangbca/tata-kelola/acgs/kebijakan-gcg>).

1. Shareholders' Rights

The rights of the shareholders, among others, are to:

- 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 2022

In 2023, BCA held its Annual GMS (AGMS). The agenda (along with the explanation of each agenda) discussed at the AGMS financial Year 2022 is available at the Environment Sustainability Governance Group - 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:

**AGMS:**

Day/Date	Thursday, 16 March 2023	
Time	10.07 – 12.46 WIB	
Venue	Menara BCA Grand Indonesia, Jl. M.H. Thamrin No. 1, Jakarta 10310	
Quorum	The number of shares present or represented in the 2022 AGMS was 108,085,030,444 shares or equal to 87.678% 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
	Cyrillus Harinowo	Independent Commissioner
	Raden Pardede	Independent Commissioner
	Sumantri Slamet	Independent Commissioner
	All members of Board of Commissioners attended the AGMS (100%)	
Attendance of: The Board of Directors	Jahja Setiaatmadja	President Director
	Gregory Hendra Lembong	Deputy President Director
	Armand Wahyudi Hartono*	Deputy President Director
	Tan Ho Hien/Subur atau disebut juga 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 Tiara Budiman	Director
	Frengky Chandra Kusuma	Director
	John Kosasih	Director
	Antonius Widodo Mulyono	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 attended the AGMS (100%)	
Attendance of: Audit Committee	Sumantri Slamet	Chairman
	Fanny Sagitadewi*	Member
	Rallyati A. Wibowo*	Member
	* Attend the AGMS via video conferences, thus allowing him to see and listen to one another as well as participate in the AGMS.	
Attendance of: Risk Oversight Committee	All members of Audit Committee attended the AGMS (100%)	
	Cyrillus Harinowo	Chairman
	Endang Swasthika Wibowo*	Member
	Subianto Rustandi*	Member
	* 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 Risk Oversight Committee attended the AGMS (100%)	



Attendance of: Remuneration and Nomination Committee	Raden Pardede		Chairman
	Ir. Djohan Emir Setijoso		Member
	Rudi Lim*		Member
	* 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 Remuneration and Nomination Committee attended the AGMS (100%)			
Attendance of: Integrated Governance Committee	Cyrillus Harinowo		Chairman
	Prabowo*		Member
	Sutedjo Prihatono*		Member
	Irianto Sutanto*		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.		
6 members of Integrated Governance Committee attended the AGMS (54.55%)			

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 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 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, 2023 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/AktaPerusahaan>.

AGMS Procedures

Activity	AGMS
Notification	Notified to OJK by sending letter No. 0086/DIR/2023 dated January 25, 2023.
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 1, 2023. Proof of the AGMS Announcement was submitted by sending hardcopy and e-reporting to OJK and IDX on February 1, 2023.
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 16, 2023. Proof of the Notice of AGMS was submitted by sending hardcopy and e-reporting to OJK and IDX on February 16, 2023. At the time of the Notice of AGMS, BCA also submitted the hardcopy and softcopy 2022 BCA Annual Report to the OJK. In addition, the 2022 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/laporanpresentasi/laporan-tahunan).
Implementation	Thursday, March 16, 2023
Summary of Minutes of Meeting	<ul style="list-style-type: none"> Announced through BCA website, KSEI website and Bisnis Indonesia and The Jakarta Post daily newspapers on March 20, 2023. Published through BCA website, KSEI website and daily newspapers, Bisnis Indonesia and The Jakarta Post on March 20, 2023. Proof of publication was submitted by sending hardcopy and e-reporting to OJK and IDX on March 20, 2023.
Minutes of Meeting	<ul style="list-style-type: none"> Published through BCA website on April 14, 2023. Minutes of meeting was submitted by sending hardcopy and e-reporting to OJK and IDX on April 14, 2023.

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 309-310 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. []”. BCA will disable the “raise hand” and “allow to talk” features in the Zoom webinar on the AKSes facility; and
 - 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 Chairperson of the Meeting has the right to determine the questions that will be answered directly (orally) or in writing.
- j) 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 according to the provisions of the Company Law, OJK Regulation No. 15/POJK.04/2020 Planning and Holding General Meeting of Shareholders of Public Limited Companies ("OJK REG ON GMS"), OJK Regulation No. 16/POJK.04/2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Limited Companies and BCA's Articles of Association, namely 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 BCA;
 - c) Any resolution on a proposal put forward at the Meeting shall be valid if approved by more than $\frac{1}{2}$ (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 BCA 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 maximum 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 Chairperson of the Meeting will ask the Notary to inform the result of the vote count for each Meeting agenda item.



7. 2023 AGMS Decision and its Realizations

The decision of the 2023 AGMS and its realizations are as follows:

No.	Agenda	2023 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 2022 and grant of release and discharge of liability (acquit et decharge) to all members of the Board of Directors for their management actions and to all members of the Board of Commissioners of the Company for their supervisory actions during the financial year ended 31 December 2022;	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 2022, audited by KAP Tanudiredja, Wibisana, Rintis & Rekan - a member firm of the PwC global network, as evident from its report 00017/2.1025/AU.1/07/1124-3/1/I/2023 dated 25 January 2023 with unmodified opinion, as contained in the 2022 Annual Report; and the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2022, as contained in the 2022 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 2022, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended 31 December 2022 and the relevant supporting documents there of.	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>107,576,773,734 (99.529%)</td><td>20,991,185 (0.020%)</td><td>487,265,525 (0.451%)</td><td>1</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	107,576,773,734 (99.529%)	20,991,185 (0.020%)	487,265,525 (0.451%)	1
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,576,773,734 (99.529%)	20,991,185 (0.020%)	487,265,525 (0.451%)	1												



No.	Agenda	2023 AGMS Decision	Realization												
2.	Second Agenda Appropriation of the Company's Net Profit for the financial year ended 31 December 2022;	<p>I. Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2022, audited by 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 2022 amounted to Rp40,735,722,526,481 (forty trillion seven hundred thirty-five billion seven hundred twenty-two million five hundred twenty-six thousand four hundred eighty-one rupiah) ("Net Profits for 2022").</p> <p>II. Appropriating the Company's Net Profits for 2022 as follows:</p> <ol style="list-style-type: none"> 1. An amount of Rp407,357,225,265 (four hundred seven billion three hundred fifty-seven million two hundred twenty-five thousand two hundred sixty-five rupiah) will be appropriated for reserve fund. 2. An amount of Rp25,271,385,250,000 (twenty five trillion two hundred seventy-one billion three hundred eighty-five million two hundred fifty thousand rupiah) or Rp205 (two hundred five rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2022 to the shareholders entitled to receive cash dividends; such amount includes the interim dividends of Rp4,314,626,750,000 (four trillion three hundred fourteen billion six hundred twenty-six million seven hundred fifty thousand rupiah) or equal to Rp35 (thirty-five rupiah) per share already paid out by the Company on 20 December 2022 accordingly, the remaining amount of dividends is Rp20,956,758,500,000 (twenty trillion nine hundred fifty-six billion seven hundred fifty-eight million five hundred thousand rupiah) or equal to Rp170 (one hundred seventy 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 2022 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 2022, 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 2022, 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 2022; and (bb) stipulating the date of payment of the remaining dividends for the financial year 2022 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 remaining of the Net Profits for 2022 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>107,808,270,849 (99.743%)</td><td>300 (0.001%)</td><td>276,759,295 (0.256%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	107,808,270,849 (99.743%)	300 (0.001%)	276,759,295 (0.256%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,808,270,849 (99.743%)	300 (0.001%)	276,759,295 (0.256%)	-												



No.	Agenda	2023 AGMS Decision	Realization												
3.	Third Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2023 as well as bonus payment (tantiem) for the financial year 2022 payable to the members of the Board of Directors and the Board of Commissioners of the Company;	<p>I. Granting power and authority to Board of Commissioners of the Company to determine the type and/or amount of salary, benefits and/or facilities for the members of the Board of Directors of the Company serving the Company over the financial year 2023, with due regard to the recommendations from the Remuneration and Nomination Committee.</p> <p>II. Granting power and authority to PT DWIMURIA INVESTAMA ANDALAN as the current majority shareholder of the Company, 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 2023, 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>III. Upon considering 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 2022, 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, proposing that the Meeting determine a maximum amount of Rp670,000,000,000 (six hundred seventy 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 2022.</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 2022, including all matters related to such bonus payments.</p> <p>IV. 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 2023 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 who served in and over the financial year 2022 will be set out in the Annual Report for the financial year 2023.</p> <p>V. Stating that the grant of power and authority under points I, II, and 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> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>100,967,432,868 (93.415%)</td><td>6,806,857,896 (6.298%)</td><td>310,739,680 (0.287%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	100,967,432,868 (93.415%)	6,806,857,896 (6.298%)	310,739,680 (0.287%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
100,967,432,868 (93.415%)	6,806,857,896 (6.298%)	310,739,680 (0.287%)	-												



No.	Agenda	2023 AGMS Decision	Realization												
4.	Fourth Agenda Appointment of the Registered Public Accounting Firm (including the Registered Public Accountant practicing through such Registered Public Accounting Firm) to audit the Company's books and accounts for the financial year ended 31 December 2023;	<p>I. Appointing KAP Tanudiredja, Wibisana, Rintis & Rekan – a member firm of the PwC global network as the Public Accounting Firm registered with the Financial Services Authority to audit/examine the books and records of the Company for the financial year ended 31 December 2023.</p> <p>II. Appointing Mrs. Lucy Luciana Suhenda, a Public Accountant registered with the Financial Services Authority and practicing through 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 2023.</p> <p>III. Granting power and authority to the Board of Commissioners to:</p> <p>a. Appoint another Public Accounting Firm if 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 2023;</p> <p>b. Appoint another Public Accountant practicing through KAP Tanudiredja, Wibisana, Rintis & Rekan – a member firm of the PwC global network if Mrs. Lucy Luciana Suhenda 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 2023; and</p> <p>c. Take any other actions deemed necessary in relation to the appointment and/or replacement of the Public Accounting Firm and/or Public Accountant 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 Public Accounting Firm and Public Accountant registered with the Financial Services Authority; with due regard for 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> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>107,769,928,164 (99.708%)</td><td>38,333,485 (0.036%)</td><td>276,768,795 (0.256%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	107,769,928,164 (99.708%)	38,333,485 (0.036%)	276,768,795 (0.256%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,769,928,164 (99.708%)	38,333,485 (0.036%)	276,768,795 (0.256%)	-												
5.	Fifth Agenda Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2023;	<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 2023, 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 2023, 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> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>107,808,270,249 (99.743%)</td><td>300 (0.001%)</td><td>276,759,895 (0.256%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	107,808,270,249 (99.743%)	300 (0.001%)	276,759,895 (0.256%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,808,270,249 (99.743%)	300 (0.001%)	276,759,895 (0.256%)	-												



No.	Agenda	2023 AGMS Decision	Realization												
6.	Sixth 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 2023, 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-69/PB.3/2022 dated 29 December 2022 on the Update of the Recovery Plan of PT Bank Central Asia Tbk 2023.</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>107,732,539,564 (99.674%)</td><td>68,924,685 (0.064%)</td><td>283,566,195 (0.262%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	107,732,539,564 (99.674%)	68,924,685 (0.064%)	283,566,195 (0.262%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,732,539,564 (99.674%)	68,924,685 (0.064%)	283,566,195 (0.262%)	-												
7.	Seventh Agenda Approval of the Resolution Plan of the Company.	<p>Approving Resolution Plan of PT Bank Central Asia Tbk 2022 that has been submitted by the Company to Indonesia Deposit Insurance Corporation (LPS) on 23 November 2022.</p> <p>Granting power and authority to the Company's Board of Directors, subject to the approval of the Board of Commissioners, to take any and all actions deemed necessary in relation to the revision of Resolution Plan of PT Bank Central Asia Tbk 2022 in accordance with the request of LPS with due observance of the prevailing laws and regulations.</p> <p>Stating that the grant of power and authority under point II of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <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>107,727,135,419 (99.669%)</td><td>68,924,685 (0.064%)</td><td>288,970,340 (0.267%)</td><td>1</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	107,727,135,419 (99.669%)	68,924,685 (0.064%)	288,970,340 (0.267%)	1	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,727,135,419 (99.669%)	68,924,685 (0.064%)	288,970,340 (0.267%)	1												

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

The independent parties that counted and/or validated the votes at the 2023 AGMS was 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.



8. 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 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 unmodified 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.												
<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>107,436,498,995 (99.476%)</td><td>545,965,487 (0.505%)</td><td>20,313,500 (0.019%)</td><td>1</td></tr> </tbody> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	107,436,498,995 (99.476%)	545,965,487 (0.505%)	20,313,500 (0.019%)	1
Voting Results:															
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 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).</p> <p>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.</p> <p>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																																		
	Third Agenda (continued)	<p>VI. Confirming that after the effectiveness 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:</p> <p>Board of Commissioners</p> <table><tr><td>President Commissioner</td><td>Mr. Ir. Djohan Emir Setijoso</td></tr><tr><td>Commissioner</td><td>Mr. Tonny Kusnadi</td></tr><tr><td>Independent Commissioner</td><td>Mr. Cyrillus Harinowo</td></tr><tr><td>Independent Commissioner</td><td>Mr. 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. Gregory Hendra Lembong</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 atau dipanggil Subur Tan</td></tr><tr><td>Director</td><td>Mr. Rudy Susanto</td></tr><tr><td>Director (concurrently serving as Director in charge of the Compliance function)</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. Haryanto Tiara Budiman</td></tr><tr><td>Director</td><td>Mr. Frengky Chandra Kusuma</td></tr><tr><td>Director</td><td>Mr. John Kosasih</td></tr><tr><td>Director</td><td>Mr. Antonius Widodo Mulyono</td></tr></table> <p>VII. 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>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.</p> <p>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.</p>	President Commissioner	Mr. Ir. 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. Gregory Hendra Lembong	Deputy President Director	Mr. Armand Wahyudi Hartono	Director	Mr. Tan Ho Hien/Subur atau dipanggil Subur Tan	Director	Mr. Rudy Susanto	Director (concurrently serving as Director in charge of the Compliance function)	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	
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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> <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>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> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	98,805,225,024 (91.484%)	9,154,288,998 (8.476%)	43,263,960 (0.040%)	-	Realized.
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 Public Accounting Firm (including the Registered Public Accountant practicing through such Registered Public Accounting Firm) to audit/examine the Company's books and accounts for the financial year ended 31 December 2022.	<p>I. Appointing KAP Tanudiredja, Wibisana, Rintis & Rekan – a member firm of the PwC global network as the Public Accounting Firm 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 Public Accountant registered with the Financial Services Authority and practicing through 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> <p>a. appoint another Public Accounting Firm if 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;</p> <p>b. appoint another Public Accountant practicing through 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</p> <p>c. take any other actions deemed necessary in relation to the appointment and/or replacement of the Public Accounting Firm and/or Public Accountant 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 Public Accounting Firm and Public Accountant registered with the Financial Services Authority; 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> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>107,910,303,547 (99.914%)</td><td>82,646,835 (0.077%)</td><td>9,827,600 (0.009%)</td><td>-</td></tr> </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> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>107,626,656,872 (99.652%)</td><td>321,701,530 (0.298%)</td><td>54,419,580 (0.050%)</td><td>-</td></tr> </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.	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.	Realized.	
Voting Results:				
	Agree	Disagree	Abstain	Questions
	107,939,484,282 (99.941%)	16,885,500 (0.016%)	46,408,200 (0.043%)	-

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

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

9. 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/kebijakancg>) in the Good Corporate Governance - ACGS, Policy, & Report - GCG Policy - Dividend Policy 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 2022 was paid on April 14, 2023 and interim dividend payments for financial year 2023 were made on December 20, 2023.
- BCA published the announcement and procedure for payment of cash dividends 2022 on March 20, 2023 in daily newspapers, namely Bisnis Indonesia and The Jakarta Post. The announcement and procedure for payment of the 2023 interim dividend was published on November 23, 2023 in daily newspaper namely Bisnis Indonesia and The Jakarta Post.
- The historical amount of dividend distribution can be seen on page 19 of this Annual Report.

10. Statements Regarding Unrealized GMS Resolutions

BCA has implemented all recommendations from the Annual GMS decision dated March 17, 2022 and the Annual GMS decision dated March 16, 2023, therefore, there is no information pertaining to any reason with regards to decisions that has not been realized.



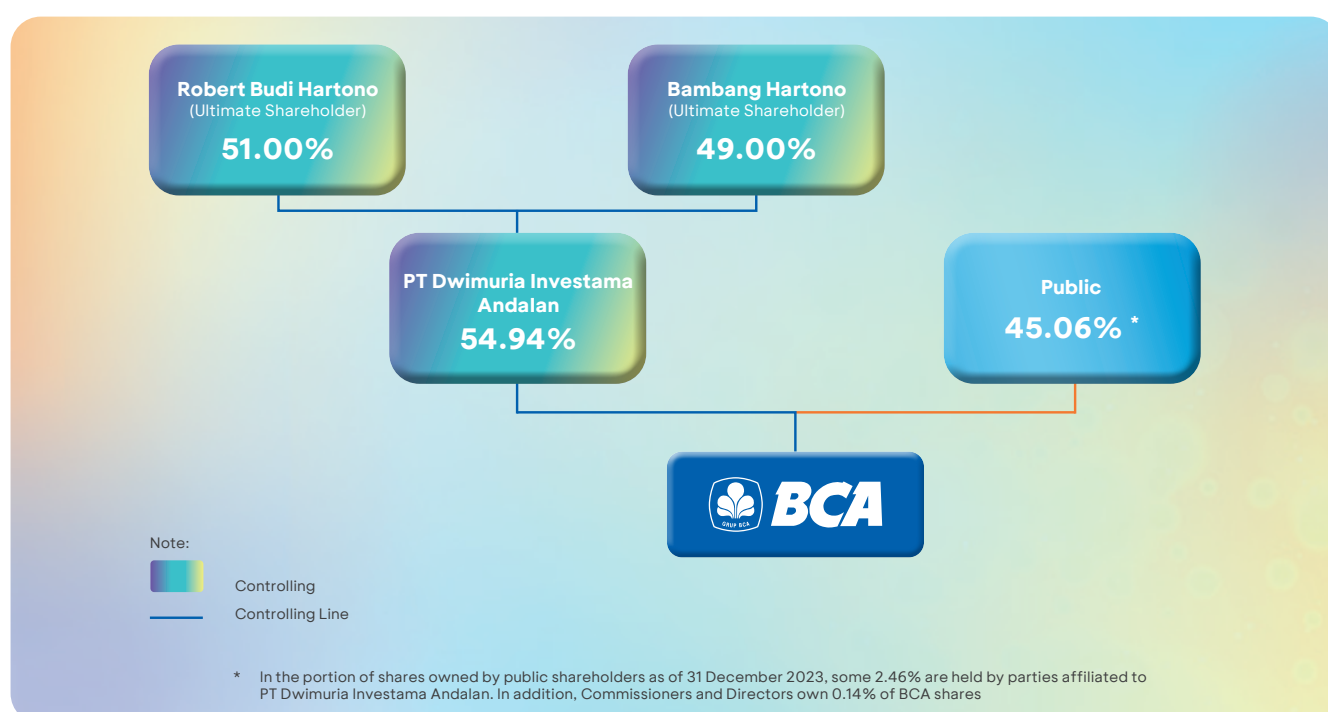
INFORMATION ON ULTIMATE/CONTROLLING SHAREHOLDER

Since November 11, 2016, BCA's ultimate/controlling shareholder has been 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, whereby 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 shareholders, 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

According to Law No. 40 of 2007 concerning Limited Liability Companies, the Board of Commissioners is an organ of the Company with the duties and responsibilities of carrying out general and/or specific supervision in accordance with the Articles of Association, providing advice to the Board of Directors, and ensuring the implementation of governance principles in all business activities at all levels or stages of the organization.

1. Board of Commissioners Guidelines and Work Rules (Board of Commissioners Charter)

The BCA Board of Commissioners is guided by the Board of Commissioners Charter in carrying out its duties and responsibilities, so that each member of the Board of Commissioners can carry out supervisory functions effectively, efficiently, accountably, transparently, and independently. This charter is evaluated and updated on a regular basis in accordance with applicable laws and regulations.

The Charter of the Board of Commissioners 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 BCA Board of Commissioners Charter regulates:

- a. Composition and Criteria of the Board of Commissioners;
- b. Independent Commissioner;
- c. Independent Commissioner Criteria;
- d. Term of Office of the Board of Commissioners;
- e. Appointment of the Board of Commissioners;
- f. Concurrent Position of the Board of Commissioners;
- g. Obligations, Duties, Responsibilities and Authorities of the Board of Commissioners;
- h. Main Duties of the President Commissioner;
- i. Approval and Actions of the Board of Commissioners;
- j. Prohibition of the Board of Commissioners;
- k. Transparency Aspects for the Board of Commissioners;
- l. Orientation of the Board of Commissioners;
- m. Training for the Board of Commissioners;

- n. Ethics and Working Hours of the Board of Commissioners;
- o. Board of Commissioners Meeting;
- p. Reporting and Accountability;
- q. Remuneration;
- r. Lending to the Board of Commissioners; as well as
- s. Board of Commissioners Self-Assessment.

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 the goals and objectives of the BCA's Articles of Association, including:
 - The Board of Commissioners provides views, input, and approval on the work plan and annual budget that have been prepared and submitted by the Board of Directors in accordance with applicable regulations.
 - The Board of Commissioners supervises and provides input and is also responsible for the Annual Report and Sustainability Report prepared by the Board of Directors.
 - The Board of Commissioners provides input and consideration for the Board of Directors' proposal regarding the distribution of dividends before seeking approval at the General Meeting of Shareholders.
 - The Board of Commissioners held a meeting to provide approval for the interim dividend proposed by the Board of Directors in accordance with the provisions of the applicable articles of association.
 - The Board of Commissioners supervises credit distribution by granting approval for credit decisions above a certain nominal value and granting credit approval to related parties.
- b. Directing, monitoring and evaluating the implementation of BCA's strategic policies and giving advise to the Board of Directors in accordance with regulations, including:
 - The Board of Commissioners holds discussions with work units and the Board of Directors and gives approval to the Bank's Business Plan.



- The Board of Commissioners reviews and gives approval to the updated Recovery Plan that has been submitted to the OJK.
- The Board of Commissioners submits Management Reports and the Board of Commissioners' Supervision Results regarding Special Purpose Profit and Loss Accounts for Payment System Services annually to Bank Indonesia.
- The Board of Commissioners reports supervision regarding the Bank's Business Plan to the OJK on a semi-annual basis.
- The Board of Commissioners reviews the realization of the Bank's Business Plan, which has been submitted by the Board of Directors to the OJK.
- The Board of Commissioners evaluates, directs, and holds joint discussions with the Board of Directors regarding the Bank's Information Technology Strategic Plan.
- The Board of Commissioners provides views and input to the Board of Directors when discussing BCA's performance periodically.
- The Board of Commissioners monitors and provides input regarding ESG developments.
- The Board of Commissioners and Directors discusses industry updates that receive the attention of regulators.

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) The Board of Commissioners monitors developments and provides input to the Board of Directors regarding the implementation of governance on a regular basis;
- 2) Implementation of the duties and responsibilities of the Board of Commissioners and the Board of Directors;
- 3) Completeness and implementation of the duties of the committees and work units that carry out the internal control function;
 - The Board of Commissioners holds regular discussions with the Audit Committee, Risk Monitoring Committee, and Integrated Governance Committee regarding reports on the implementation of duties submitted by each Committee.

4) Implementation of remuneration policy and periodic evaluation of the remuneration policy;

- The Board of Commissioners determines the Remuneration Policy for the Board of Directors and Board of Commissioners.

5) Implementation of the compliance, internal auditor and external auditor functions;

Compliance

- The Board of Commissioners supervises the Bank's compliance with applicable rules and regulations.
- The Board of Commissioners reviewed the report on the implementation of the duties and responsibilities of the BCA Integrated Compliance Work Unit.
- The Board of Commissioners receives, monitors, and discusses with the Board of Directors regarding developments in new regulations from Bank Indonesia and OJK.

Internal Auditor

- Based on recommendations submitted by the Audit Committee, the Board of Commissioners approved the appointment of an External Quality Assurance Reviewer to conduct a review of DAI's performance.
- The Board of Commissioners receives reports regarding the implementation of the main points of internal audit results on a semi-annual basis, conducts discussions, and provides input to DAI before submitting it to the OJK.
- The Board of Commissioners receives audit results reports from DAI periodically and discusses several audit results with DAI, the Audit Committee, and internally, especially regarding audit results reports that are deemed necessary for the Board of Commissioners to acknowledge and obtain input from.
- The Board of Commissioners evaluates DAI's performance based on recommendations from the Audit Committee.

External Auditor

- Based on recommendations from the Audit Committee, the Board of Commissioners has submitted a proposal to appoint KAP Tanudiredja,



Wibisana, Rintis & Rekan – a member firm of the PwC global network to carry out an audit assignment for the company's financial statements for the 2023 financial year and has received approval at the 2023 BCA AGMS.

- 6) Implementation of risk management, including internal control systems;
 - The Board of Commissioners supervises the management of assets and liabilities (ALCO) carried out by the company's management.
 - The Board of Commissioners and the Board of Directors discussed the risk assessment of events occurring in the banking sector in the United States and in the banking sector in Indonesia.
 - The Board of Commissioners conducts discussions and provides direction to the Board of Directors and work units regarding risk developments occurring in the banking industry, including cyber risk, which is increasingly developing due to digital transformation.
- 7) Provision of funds to related parties and provision of large funds;
- 8) BCA's strategic plan;
- 9) Transparency of the financial and non financial conditions;
- 10) 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. The Board of Commissioners is obliged to ensure that the committees that have been formed carry out their duties effectively and evaluate the performance of these committees at the end of each financial 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.
 - 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. The Board of Commissioners has decided to appoint the President Commissioner as Chairman of the BCA Annual GMS at the Board of Commissioners meeting.
- d. Coordinate the implementation of the duties and responsibilities of the Board of Commissioners.
- e. The President Commissioner and the President Director signed a Letter of Submission to Bank Indonesia of the Macro-prudential Inclusive Financing Ratio (RPIM) Target for the end of December 2024.

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 2023.

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 in excess of 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 in excess of 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 to be 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) financial 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 Board of Commissioners can also be found in 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 statements 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 41 of OJK Regulation No. 17 of 2023 that revokes Article 27 of OJK Regulation No. 55/POJK.03/2016, concerning the 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 under the Corporate Governance Section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

Referring to rules concerning the Implementation of Good Corporate Governance for Commercial Banks, the mechanism for nominating members of the Board of Commissioners is as follows:

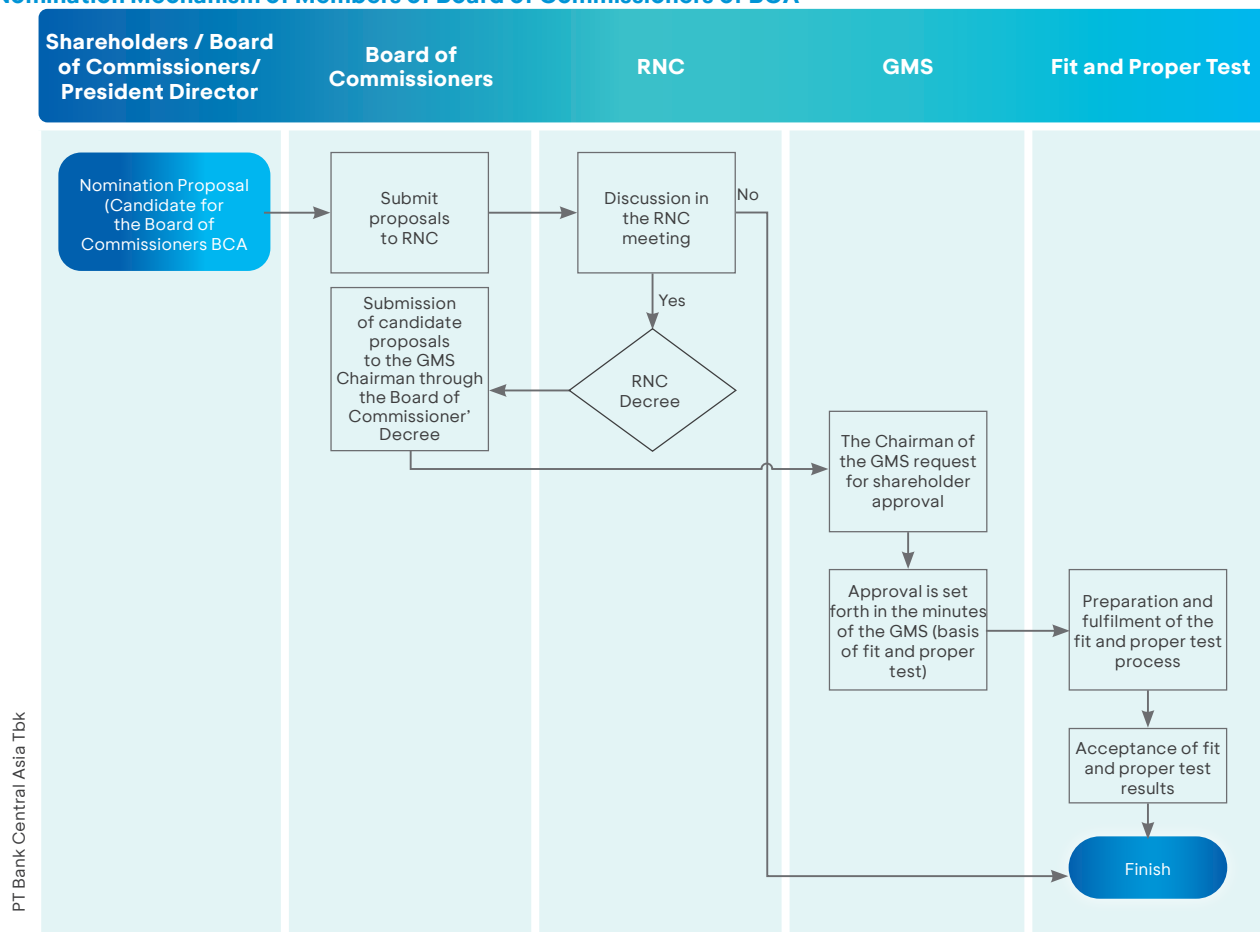
- a. Proposals from Shareholders/Board of Commissioners/President Director related to the nominations of the Board of Commissioners are submitted to the Board of Commissioners.
- b. The Board of Commissioners requests the Remuneration and Nomination Committee (RNC) to discuss proposals related to the nomination of the Board of Commissioners.



- c. RNC conducts discussions related to the proposal in the RNC meeting. 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. Observe the 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 Board of Commissioners' Charter.

Board of Commissioners' Charter	Implementation at BCA
Have at least 3 (three) people and a maximum of the same as the number of members of the Board of Directors.	The Board of Commissioners consists of 5 (five) members.
Have at least 1 (one) member of the Board of Commissioners who is domiciled in Indonesia.	All members of the BCA Board of Commissioners are domiciled in Indonesia.
Have Independent Commissioners totaling at least 50% 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 BCA Board of Commissioners.

As of December 31, 2023, BCA has 5 (five) members on the Board of Commissioners, consisting of 1 (one) President Commissioner, 1 (one) Commissioner, and 3 (three) Independent Commissioners. The number of members of the BCA Board of Commissioners does not exceed the number of members of the BCA Board of Directors. The number of BCA Independent Commissioners is 60% (sixty percent) of the total members of the BCA Board of Commissioners. All members of the BCA Board of Commissioners are domiciled in Indonesia.

In 2023, there were no changes to the composition of the Board of Commissioners; therefore, BCA does not provide reasons for changes to the composition of the Board of Commissioners in this Annual Report. The composition of the membership of the BCA Board of Commissioners is set out in the Deed of BCA Meeting Decision Statement 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, 2023

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
Cyrellus 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.



The term of office of a member of the Board of Commissioners automatically ends if the person concerned:

- Declared bankrupt or placed under jurisdiction based on a court decision;
- Resign from his position in accordance with applicable regulations;
- Deceased;
- Dismissed based on the General Meeting of Shareholders;
- No longer meets applicable statutory requirements.

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;
- 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; and
- Learn various BCA's informations that available electronically (online base).

In 2023, 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 2023 were implemented offline and online. The list of training programs attended by members of the Board of Commissioners throughout 2023 is as follows:

Training Programs Attended by Members of the Board of Commissioners in 2023

No.	Name	Training Program	Organizer	Date
1	D.E. Setijoso	CEO Banking Forum - Leadership Sharing	Ikatan Bankir Indonesia	January 9, 2023
		BCA Wealth Summit 2023: Find Your Way to Infinite Wealth	BCA	August 30, 2023
		Indonesia Knowledge Forum (IKF) XII 2023	BCA	October 10-11, 2023
		Risk and Governance Summit (RGS) Tahun 2023 - Sustainable Governance: Digital Transformation as a Game Changer, Ethical Culture as a Value Keeper	OJK	November 30, 2023
		Capacity Building ESG: Introduction to Human Rights in Business	BCA	November 30, 2023



No.	Name	Training Program	Organizer	Date
2	Tonny Kusnadi	Navigating Net Zero: Financial Institutions' Evolving Role in the Global Carbon Transition	Bain & Company	February 27, 2023
		Achieving Full-Potential Modern Marketing in Financial Services	Bain & Company	June 21, 2023
		BCA Wealth Summit 2023: Find Your Way to Infinite Wealth	BCA	August 30, 2023
		Indonesia Knowledge Forum (IKF) XII 2023	BCA	October 10-11, 2023
		Risk and Governance Summit (RGS) Tahun 2023 - Sustainable Governance: Digital Transformation as a Game Changer, Ethical Culture as a Value Keeper	OJK	November 30, 2023
		Capacity Building ESG: Introduction to Human Rights in Business	BCA	November 30, 2023
3	Cyrillus Harinowo	ASEAN Global Leadership Program 2023: Shaping The Future with Inspiring Leadership	SRW & Co. and IESE Business School, Barcelona	May 15-19, 2023
		BCA Prioritas Table: Sustainable Strategy and Corporate Behavior Transformation (ESG)	BCA	May 31, 2023
		Market Outlook Indonesia (Large SME Debtors and Solitaire Customers Gathering of BCA KCU Yogyakarta)	BCA	August 10-11, 2023
		BCA Wealth Summit 2023: Find Your Way to Infinite Wealth	BCA	August 30, 2023
		Seminar Study Program Activity Unit Forum 2023 Discussion: "Acceleration of Economic Growth Towards Indonesia Gold 2045"	Sanata Dharma University, Yogyakarta	September 11, 2023
		Policy Analysis Dialogue & Indonesia's Economic Updates	Ministry of Foreign Affairs	September 24-28, 2023
		Risk and Governance Summit (RGS) Tahun 2023 - Sustainable Governance: Digital Transformation as a Game Changer, Ethical Culture as a Value Keeper	OJK	November 30, 2023
		Capacity Building ESG: Introduction to Human Rights in Business	BCA	November 30, 2023
		Refreshment of Risk Management Certification Level 6	LSPP	December 20, 2023
4	Raden Pardede	BCA Trading Trends 2023	BCA	January 11, 2023
		Economic Outlook	BCA	January 24, 2023
		BCA Prioritas and Solitaire Customers Gathering	BCA	February 24, 2023
		BCA Wealth Summit 2023: Find Your Way to Infinite Wealth	BCA	August 30, 2023
		Indonesia Knowledge Forum (IKF) XII 2023	BCA	October 10-11, 2023
		Refreshment of Risk Management Certification Level 6	LSPP	December 20, 2023
5	Sumantri Slamet	CEO Banking Forum - Leadership Sharing	Ikatan Bankir Indonesia	January 9, 2023
		BCA Trading Trends 2023	BCA	January 11, 2023
		Risk Management Professional Kick Off Meeting - Challenges and Risk Management Professional Opportunities in Achieving Sustainable Finance Goals	Indonesian Risk Management Professional Association	March 3, 2023
		Renewable Energy and Climate Summit Indonesia-The Netherlands : Unlocking New Capital and Trade for the Energy Transition	The Dutch Government	October 9, 2023
		Indonesia Knowledge Forum (IKF) XII 2023	BCA	October 10-11, 2023



No.	Name	Training Program	Organizer	Date
		Data Science for Executives	The London School of Economics and Political Science, London	October 30 - November 3, 2023
		Risk and Governance Summit (RGS) Tahun 2023 - Sustainable Governance: Digital Transformation as a Game Changer, Ethical Culture as a Value Keeper	OJK	November 30, 2023
		Capacity Building ESG: Introduction to Human Rights in Business	BCA	November 30, 2023
		Refreshment of Risk Management Certification Level 6	LSPP	December 20, 2023

In accordance with OJK Regulation No. 24 of 2022 concerning the Development of the Quality of Human Resources for Commercial Banks and OJK Circular Letter Number 28/SEOJK.03/2022 concerning Risk Management Certification for Commercial Bank Human Resources, all members of the Board of Commissioners have appropriate Risk Management and/or Refreshment Certification in accordance with applicable provisions.

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

BCA policy that regulates the share ownership report for the the Board of Commissioners refers to OJK Regulation concerning the Implementation of 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 to BCA 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 of the Board of Commissioners at the beginning of each month and for any change in share ownership of the Board of Commissioners in 2023 through the e-reporting system to OJK and IDX.

**Table of the Board of Commissioners Share Ownership Amounting to 5% or more of Paid-Up Capital as of December 31, 2023**

Name	The Board of Commissioners Share Ownership amounting to 5% or more of paid-up capital at:			
	BCA	Other Banks	Non-Bank Financial Institutions	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 2023

Name	Number of Ownership at Beginning of the Year (as of January 1, 2023)	Number of Ownership at the End of the Year (as of December 31, 2023)
Djohan Emir Setijoso	106,395,297	106,610,700
Tonny Kusnadi	6,907,197	7,087,982
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

The Board of Commissioners Charter regulates the concurrent position of the BCA Board of Commissioners that members of the Board of Commissioners can only hold the following concurrent positions:

- 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, 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. Members of the BCA Board of Commissioners do not hold concurrent positions as committee members on more than 5 (five) committees in institutions/companies where the person concerned also serves as a member of the Board of Directors or member of the Board of Commissioners.

Throughout 2023, all members of the BCA Board of Commissioners will not have positions in BCA Subsidiaries. The following is information regarding concurrent positions of members of the Board of Commissioners in other agencies/companies/institutions/organizations/committees throughout 2023.

Table of Concurrent Positions of the Board of Commissioners of BCA in 2023

Name	Position in BCA	Position at other Banks	Position at other Institution/ Company	Business Field
Djohan Emir Setijoso	President Commissioner	-	-	-
Tonny Kusnadi	Commissioner	-	President Commissioner of PT Sarana Menara Nusantara Tbk	Telecommunication Tower Operator
Cyrillus Harinowo	Independent Commissioner	-	-	-
Raden Pardede	Independent Commissioner	-	Independent Commissioner of PT Global Digital Niaga Tbk	Retail Trading via Digital Platforms
Sumantri Slamet	Independent Commissioner	-	Member of the Risk Committee of the University of Indonesia	Education

Table of Concurrent Positions of the Board of Commissioners in Committees at BCA in 2023

Name	Position in BCA	AGMS 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 Monitoring 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. Committees under the Board of Commissioners' Implementation of Duties and Evaluation Report

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 toward 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 2023.

**Assessment Results of Committees under the Board of Commissioners**

Committee	Assessment
1. Audit Committee (AC)	<p>AC has ensured the implementation of internal control and effectively assisted the Board of Commissioners in supervising the implementation of internal and external audit functions, the implementation of corporate governance, and compliance with applicable laws and regulations.</p> <p>Throughout 2023, the AC has performed its duties effectively, and held 30 meetings, participated in education or training, and implemented the AC's work program.</p> <p>The Audit Committee Chapter on pages 390–395 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 that provides protection against the risks faced by BCA.</p> <p>Throughout 2023, the ROC has held 12 meetings, participated in education or training, and implemented the ROC's work program.</p> <p>The Risk Oversight Committee Chapter on pages 397–401 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 7 meetings in 2023, participated in education or training, and implemented the RNC work program.</p> <p>The Remuneration and Nomination Committee Chapter on pages 402–405 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 implementation of integrated governance at BCA and its subsidiaries.</p> <p>Throughout 2023, the IGC held 6 meetings, participated in education or training, and implemented the IGC work program.</p> <p>The Integrated Governance Committee Chapter on pages 408–414 contains information about meeting attendance, education or training, and the IGC work program.</p>

The Committees under the Board of Commissioners Chapter on pages 389 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 34 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 complete attendance level of each members of the Board of Commissioners are presented on pages 362 and 372 under the Meetings of the Board of Commissioners, the Board of 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 379 under the Performance Assessment of the Board of Commissioners and the Board of Directors Section of this Annual Report.



INDEPENDENT COMMISSIONERS

As of December 31, 2023, 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 of Commissioners has complied with OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks, which stipulated 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. Has no share in BCA, directly or indirectly;
3. Has no affiliation with BCA, other members of the Board of Commissioners, member of the Board of Directors, and/or Controlling Shareholders of BCA;
4. Has no financial, management, share ownership, and/or family relationships with members of the Board of Directors, other members of the Board of Commissioners, and/or the ultimate controlling shareholder, or any relationship with the Bank that could affect the person's ability to act independently;
5. Has no direct or indirect business relationships related to BCA business activities;
6. Fulfilling other requirements of the Independent Commissioners as per applicable regulations;

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 term of office of an Independent Commissioner follows the general term of office of the Board of Commissioners, which is until 2026. Independent Commissioners who have served for 2 (two) consecutive terms of office may be reappointed in the following period as Independent Commissioners by considering:

- The results of the assessment of the Board of Commissioners meeting stated that Independent Commissioners can still act independently; and
- Independent Commissioner's statement at the GMS regarding the independence concerned.

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 the Board of Directors and Board of Commissioners of Issuers or Public Companies and has submitted it to OJK.



Independency Aspects	Cyrrillus 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.	√	√	√
Has no share in BCA, directly or indirectly	√	√	√
Has no affiliate relations with BCA, other members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of BCA.	√	√	√
Has 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 full authority and responsibility to manage the company for the company's interest, in accordance with the company's purposes and objectives, as well as to represent the company, either inside or outside of court, in accordance with the provisions of the Articles of Association and the applicable laws and regulations.

1. Guidelines 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. The Board of Directors' Charter has been evaluated and updated on a regular basis with reference to the prevailing laws and regulations.

The Board of Directors' Charter has been updated as of June 30, 2021 and listed in the BCA Governance Guidelines and can be accessed by the public through the BCA website under 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;
- Responsibilities, duties, accountabilities and authorities of the Board of Directors;
- Aspect of 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 the management of 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. Lend money 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. Provide guarantees or debt guarantees (*borgtocht*):
 - 1) to guarantee payment obligations of related parties to third parties as specified in Bank Indonesia, 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 the whole or in partial, 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 in excess of a certain amount determined from time to time by the Board of Commissioners;
- d. Establish a new company, carry out or release or reduce equity participation, or increase equity participation, is prohibited unless:
 - 1) Additional capital participation derives from the company's stock dividends; or
 - 2) Equity participation in the context of credit bailout: 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 relinquish 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 are independent or are related to one another in 1 (one) financial year;
 - h. Carry out strategic legal actions or transactions that may have a significant impact to the Company's business continuity; the types of legal actions or transactions will be determined from time to time by the Board of Commissioners;
 - i. 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, relinquish rights, and/or make into 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 financial year; or
 - b. File a request 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 3/4 (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 3/4 (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 does not prejudice the BCA Articles of Association's provision on "Transactions Containing Conflicts of Interest."
 6. Without prejudice to 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 of Directors is required to:



- a. Strive 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 statements, 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 financial 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 strategic company employment policies to employees. Including various employment policies through 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 financial year ends;
 - m. Submit reports and disclosure of information to OJK, the Indonesia Stock Exchange, and other authorized agencies in accordance with laws and regulations.

3. Authorities of the Board of Directors

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

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 prejudice to the other provisions in the BCA Articles of Association, the following apply:

1. The President Director and one other 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 due to any reason the President Director is not appointed, has not been appointed, 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 other 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 adhering to the provisions of BCA's Articles of Association, the Board of Directors' Charter, as well as applicable laws and regulations. The duties, responsibilities and authorities of the Board of Directors are detailed in the BCA Articles of Association and the Board of Directors Charter on the BCA website.

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, OJK Regulation concerning the Implementation of Governance for Commercial Banks, OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test For the Main Parties of The Financial Services Institutions and OJK Regulation concerning the Implementation of Governance for Commercial Banks. 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/tatakelola/struktur-organisasi>).

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

- Good ethics, morals, and integrity.
- Capable of performing legal actions.
- Within 5 (five) years before appointment and during the term of office:
 - Has not been convicted 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, at least demonstrated 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 threat of criminal punishment of imprisonment for 1 (one) year or more, whose sentence was completed within the last 10 (ten) years prior being nominated; and/or



- iii. Other criminal acts with threat of criminal punishment of 1 (one) year imprisonment 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 OJK policies;
- 4) Has a commitment to the development of a healthy Bank;
- 5) Not included as a party prohibited 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. Knowledge in the banking sector includes, among other things, understanding of bank regulations and operations, as well as risk management;
 - 2) Knowledge of the roles and responsibilities of the main entity and understanding of the main business activities and main risks of Financial Services Institutions in a financial conglomerate;
 - 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 or Public Companies and Article 10 of OJK Regulation No. 17 of 2023 that revokes Article 6 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks.

Nomination Mechanism

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

Referring to the rules concerning the Implementation of Governance for Commercial Banks, the flow of the nomination mechanism for members of the Board of Directors is as follows:

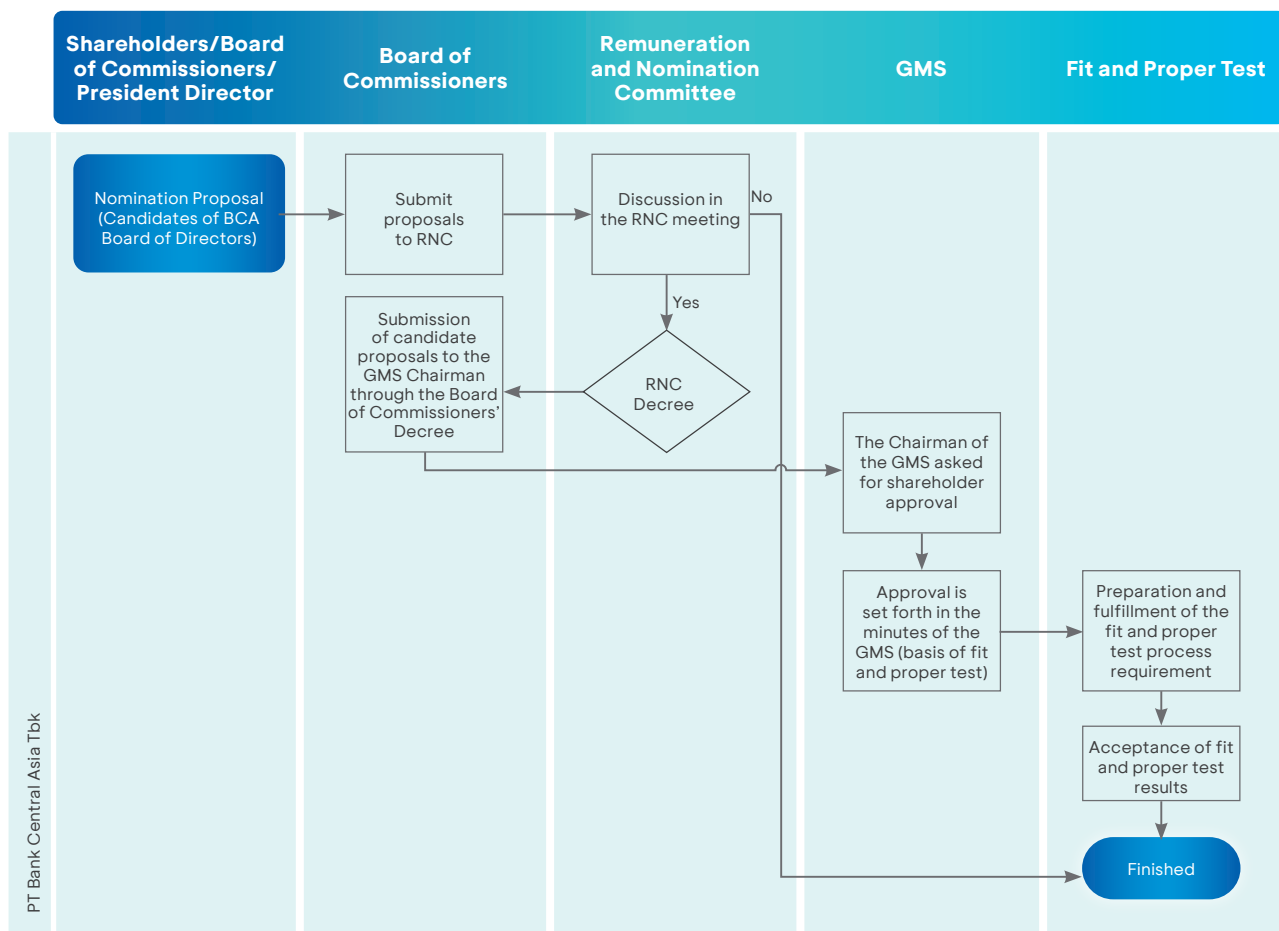
1. Proposal from Shareholder/Board of Commissioners/President Director related to the nomination of the Board of Directors submitted to the Board of Commissioners.
2. The Board of Commissioners requests the Remuneration and Nomination Committee (RNC) to discuss proposals regarding nominations or the 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:
 - Monitor the external and internal conditions;
 - Communicating with the controlling shareholder (if the proposal is not from the controlling shareholder).
4. Following the discussion, RNC makes recommendations to the Board of Commissioners. The recommendation is in the form of an 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 the 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 the 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 OJK Regulation concerning the Implementation of Governance for Commercial Banks, which governs that banks are required to have at least 3 (three) members of the Board of Directors.

OJK Regulation concerning the Implementation of Governance for Commercial Banks	Implementation at BCA
Banks are required to have at least 3 (three) members of the Board of Directors.	BCA has 12 members of the Board of Directors.
All members of the Board of Directors must be domiciled in Indonesia	All members of the Board of Directors are domiciled in Indonesia
The Board of Directors must be led by a President Director or Main Director	Board of Directors of BCA is led by a President Director

As of December 31, 2023, the number of members of the Board of Directors of BCA is 12 (twelve) people, consisting of:

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

From the composition above, BCA has a member of the 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.

Throughout 2023 (January 1 2023 to December 31 2023), there were no changes to the membership composition of the BCA Board of Directors. The composition of the BCA Board of Directors membership for 2023 has been included in the Deed of Statement of Meeting Decisions 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.

Composition of BCA Board of Directors members

Name	Position	Approval Letter No.	Term of Office based on AGMS
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011	2021 - 2026
Gregory Hendra Lembong	Deputy President Director	10/KDK.03/2022 dated April 22, 2022	2022 - 2026
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 (concurrently Director in charge of Compliance function)	8/KDK.03/2022 dated April 22, 2022	2022 - 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
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. In addition, 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

Since the holding of the GMS that appointed relevant members of the Board of Directors, the terms of office for the BCA Board of Directors will end at the closing of the 5th GMS, without prejudice 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' decree 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:

1. The Board of Directors Decree No. 138/SK/DIR/2022 dated September 9, 2022 regarding the Organizational Structure of Corporate Communication & Social Responsibility;
2. Board of Directors Decree No. 149/SK/DIR/2022 dated September 27, 2022 concerning the Organizational Structure of the CFO Office;
3. The Board of Directors Decree No.176/SK/DIR/2022 dated October 20, 2022 concerning the Organizational Structure of Wholesale Transaction Banking Product Development (WBD).

The details on the division of duties and responsibilities of Board of Directors are describe in the following table:

No.	Name	Position	Field of 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
4	Subur Tan (ST)	Credit Risk & Legal Director (DKR)	- Credit Risk Analysis (ARK) - Credit Recovery (RPK) - Legal (GHK)	DJW DJW DJW	PD PD DRM	DPD1 DPD1 DFC



No.	Name	Position	Field of Duties and Responsibilities	Substitute Director I	Substitute Director II	Substitute Director III
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 Mulyono (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	Field of Duties and Responsibilities	Substitute Director I	Substitute Director II	Substitute Director III
12	Vera Eve Lim (VL)	Finance & Corporate Planning Director (DFC) ***)	- Corporate Strategy & Planning (DCSP)	DPD1	PD	DPD2
			- Industry & Economic Research (REI)	DPD1	DBK	DKR
			- Tax (TAX)	DPD1	PD	DBK
			- Accounting (ACT)	DPD1	PD	DBK
			- Investor Relations (IVR)	DPD1	PD	DPD2
			- Environmental Sustainability Governance (ESG)	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 considers the principles of a Limited Liability Company, where the Subsidiary Company is an independent separate legal entity. The responsibility of the Board of Directors and/or Commissioners of the Subsidiary is to the GMS of the Subsidiary. The Parent Company as the shareholder carries out its authority and function through the Subsidiary's GMS.
- #) Director of Regional and Branch Networks as daily implementer, advisor 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 well 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 (RBB for the year);
- 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 about BCA that is available electronically (online base).

The 2023 Orientation Implementation

The orientation program was not implemented in 2023 because there were no new members of the Board of Directors.

10. Training Programs to Improve the Competency of the Board of Directors

BCA has a Directors training program policy that is stated in the Directors' Charter.

BCA requires members of the Board of Directors to participate in a training program at least once a year to improve competency and support the implementation of members' duties and obligations. The following are the training programs in which members of the Board of Directors participated throughout 2023:



Training Program Participated in by the Board of Directors Members in 2023

No	Name	Program	Organizer	Date	Location	Media/ Form
1	Jahja Setiaatmadja	CEO Banking Forum "Leadership Sharing Welcoming the New Year with More Optimism"	Ikatan Bankir Indonesia	January 9, 2023	Jakarta, Indonesia	Seminar/ Conference
		BCA Trading Trends 2023	BCA	January 11, 2023	Jakarta, Indonesia	Seminar/ Conference
		BCA Trade Webinar	BCA	January 17, 2023	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2023: Find Your Way to Infinite Wealth	BCA	August 30-31, 2023	Jakarta, Indonesia	Seminar/ Conference
		IKF: ECO-Creation Empower Sustainability Through Partnerships & Digitalization	BCA	October 10, 2023	Jakarta, Indonesia	Seminar/ Conference
		17 th JCB World Conference	JCB	October 26, 2023	Jakarta, Indonesia	Seminar/ Conference
		IMC Conference 2023	IMC	November 11-13, 2023	Bali, Indonesia	Webinar
		Capacity Building ESG: Introduction to Human Rights in Business	Trisakti Sustainability Center	November 30, 2023	Jakarta, Indonesia	Seminar/ Conference
2	Gregory Hendra Lembong	Uncovering Cybercrime Through The Power Of Collaborations	Perbanas	February 15, 2023	Jakarta, Indonesia	Webinar
		Shaping the Future of Fintech in Indonesia	BCG and AC Ventures	March 29, 2023	Jakarta, Indonesia	Webinar
		Conversation with Sam Altman	GDP Venture	June 14, 2023	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2023: Find Your Way to Infinite Wealth	BCA	August 30-31, 2023	Jakarta, Indonesia	Seminar/ Conference
		IKF: ECO-Creation Empower Sustainability Through Partnerships & Digitalization	BCA	October 10-11, 2023	Jakarta, Indonesia	Seminar/ Conference
		IMD's High Performance Leadership	IMD	October 5-11, 2023	Jakarta, Indonesia	Webinar
		Sharing Session on Cyber Security and Incident Handling	Perbanas	November 17, 2023	Jakarta, Indonesia	Webinar
		Kearney Leadership Forum	Kearney	November 20, 2023	Jakarta, Indonesia	Webinar
		Capacity Building ESG: Introduction to Human Rights in Business	Trisakti Sustainability Center	November 30, 2023	Jakarta, Indonesia	Seminar/ Conference
3	Armand Wahyudi Hartono	BCA Trading Trends 2023	BCA	January 11, 2023	Jakarta, Indonesia	Seminar/ Conference
		BCA Wealth Summit 2023: Find Your Way to Infinite Wealth	BCA	August 30-31, 2023	Jakarta, Indonesia	Seminar/ Conference
		IKF: ECO-Creation Empower Sustainability Through Partnerships & Digitalization	BCA	October 10, 2023	Jakarta, Indonesia	Seminar/ Conference
		FKDOP - Cyber Security Webinar on Banking Operations "Secure Today, Empower Tomorrow"	FKDOP	December 6, 2023	Jakarta, Indonesia	Webinar
		Socialization of ASEAN Corporate Governance Scorecard (ACGS) 2024 Criteria and Assessment	OJK	December 20, 2023	Jakarta, Indonesia	Webinar



No	Name	Program	Organizer	Date	Location	Media/ Form
4	Subur Tan	BCA Trading Trends 2023	BCA	January 11, 2023	Jakarta, Indonesia	Seminar/ Conference
		Law No. 27 of 2022 concerning Protection of Personal Data in Banking Activities	BCA	June 20, 2023	Jakarta, Indonesia	Webinar
		Forum Analyst Credit 2023	BCA	July 21, 2023	Jakarta, Indonesia	Seminar/ Conference
		BCA Wealth Summit 2023: Find Your Way to Infinite Wealth	BCA	August 30-31, 2023	Jakarta, Indonesia	Seminar/ Conference
		Capacity Building ESG: Introduction to Human Rights in Business	Trisakti Sustainability Center	November 30, 2023	Jakarta, Indonesia	Seminar/ Conference
5	Rudy Susanto	BCA Trading Trends 2023	BCA	January 11, 2023	Jakarta, Indonesia	Seminar/ Conference
		BCA Trade Webinar	BCA	January 17, 2023	Jakarta, Indonesia	Seminar/ Conference
		Seminar Go Public BCA - IDX "Go Big with Go Public"	BCA	July 3, 2023	Jakarta, Indonesia	Seminar/ Conference
		Forum for Branch 2023	BCA	August 14, 2023	Jakarta, Indonesia	Seminar/ Conference
		Collaborative Finance in Fragmented World	Swift International Bank Operations Seminar	18-21 September 2023	Toronto, Canada	Seminar/ Conference
		IKF: ECO-Creation Empower Sustainability Through Partnerships & Digitalization	BCA	11 October 2023	Jakarta, Indonesia	Seminar/ Conference
		Capacity Building ESG: Introduction to Human Rights in Business	Trisakti Sustainability Center	November 30, 2023	Jakarta, Indonesia	Seminar/ Conference
6	Lianawaty Suwono	CEO Banking Forum "Leadership Sharing Welcoming the New Year with More Optimism"	Ikatan Bankir Indonesia	January 9, 2023	Jakarta, Indonesia	Seminar/ Conference
		BCA Trading Trends 2023	BCA	January 11, 2023	Jakarta, Indonesia	Seminar/ Conference
		The Newfield Conference 2: Foundations in Ontological Learning	Newfield	March 23-24, 2023	Jakarta, Indonesia	Webinar
		The Newfield Conference 2: The Art and Practice of Ontological Mastery (TAPOM)	Newfield	March 25-26, 2023	Jakarta, Indonesia	Webinar
		National Webinar AAMAI "How to Develop Risk Management Strategy in Operational Level"	AAMAI (Asosiasi Ahli Manajemen Asuransi Indonesia)	July 6, 2023	Jakarta, Indonesia	Webinar
		The Newfield School of Coach Training Conference 3	Newfield	August 17-20, 2023	Jakarta, Indonesia	Seminar/ Conference
		BCA Wealth Summit 2023: Find Your Way to Infinite Wealth	BCA	August 30-31, 2023	Jakarta, Indonesia	Seminar/ Conference
		IKF: ECO-Creation Empower Sustainability Through Partnerships & Digitalization	BCA	October 10-11, 2023	Jakarta, Indonesia	Seminar/ Conference
		FGD FKDKP 2023 "Implementation of AML/CFT & PPPSPM and Reporting Obligations"	FKDKP	November 27, 2023	Jakarta, Indonesia	Webinar
		Capacity Building ESG: Introduction to Human Rights in Business	Trisakti Sustainability Center	November 30, 2023	Jakarta, Indonesia	Seminar/ Conference



No	Name	Program	Organizer	Date	Location	Media/ Form
7	Santoso	BCA Trading Trends 2023	BCA	January 11, 2023	Jakarta, Indonesia	Seminar/ Conference
		Examining Opportunities & Challenges in the Retail Sector amidst Economic Volatility	REI	April 12, 2023	Jakarta, Indonesia	Webinar
		FEKDI 2023 - Day 1: Synergy and Innovation to Enhance Regional Economy	Bank Indonesia	May 8, 2023	Jakarta, Indonesia	Webinar
		FEKDI 2023 - Day 2: Forging Cross-Border Economic Interlinkage	Bank Indonesia	May 9, 2023	Jakarta, Indonesia	Webinar
		FEKDI 2023 - Day 3: Government Initiative and Strategy on Digitalization through Digital Talent and Financial Inclusion	Bank Indonesia	May 10, 2023	Jakarta, Indonesia	Webinar
		TikTok's first ever SEA Impact Forum	TikTok Indonesia	June 15, 2023	Jakarta, Indonesia	Webinar
		ASEAN Global Leadership Program	SRW&Co.	September 18-22, 2023	Chicago, USA	Seminar/ Conference
		IKF: ECO-Creation Empower Sustainability Through Partnerships & Digitalization	BCA	October 10-11, 2023	Jakarta, Indonesia	Seminar/ Conference
		17th JCB World Conference	JCB	October 25-27, 2023	Jakarta, Indonesia	Seminar/ Conference
		Capacity Building ESG: Introduction to Human Rights in Business	Trisakti Sustainability Center	November 30, 2023	Jakarta, Indonesia	Seminar/ Conference
8	Vera Eve Lim	McKinsey CFO Forum	McKinsey	June 14-15, 2023	Jakarta, Indonesia	Webinar
		Stratos APAC CEO Club Event	Bain & Company	July 14, 2023	Jakarta, Indonesia	Webinar
		CFO Forum Perbanas	Perbanas	September 27, 2023	Jakarta, Indonesia	Seminar/ Conference
		IKF: ECO-Creation Empower Sustainability Through Partnerships & Digitalization	BCA	October 10-11, 2023	Jakarta, Indonesia	Seminar/ Conference
		AEI: Capital Markets Caring for the Next Generation - Realizing Change Through Action on Stunting and Responsible ESG Practices	AEI	December 13, 2023	Jakarta, Indonesia	Seminar/ Conference
		Capacity Building ESG: Introduction to Human Rights in Business	Trisakti Sustainability Center	November 30, 2023	Jakarta, Indonesia	Seminar/ Conference
9	Haryanto Tiara Budiman	Workshop SAPA	BCA	March 15, 2023	Jakarta, Indonesia	Workshop
		ASEAN Central Bank Governors Meeting (ACGM) - Financial Institutions CEO Dialogues	ASEAN Bankers Association	March 30, 2023	Jakarta, Indonesia	Webinar
		Capacity Building ESG: Introduction to Human Rights in Business	Trisakti Sustainability Center	November 30, 2023	Jakarta, Indonesia	Seminar/ Conference



No	Name	Program	Organizer	Date	Location	Media/ Form
10	Frengky Chandra Kusuma	CEO Banking Forum "Leadership Sharing Welcoming the New Year with More Optimism"	Ikatan Bankir Indonesia	January 9, 2023	Jakarta, Indonesia	Seminar/ Conference
		BCA Trading Trends 2023	BCA	January 11, 2023	Jakarta, Indonesia	Seminar/ Conference
		IKF: ECO-Creation Empower Sustainability Through Partnerships & Digitalization	BCA	October 10-11, 2023	Jakarta, Indonesia	Seminar/ Conference
		Capacity Building ESG: Introduction to Human Rights in Business	Trisakti Sustainability Center	November 30, 2023	Jakarta, Indonesia	Seminar/ Conference
11	John Kosasih	CEO Banking Forum "Leadership Sharing Welcoming the New Year with More Optimism"	Ikatan Bankir Indonesia	January 9, 2023	Jakarta, Indonesia	Seminar/ Conference
		BCA Trading Trends 2023	BCA	January 11, 2023	Jakarta, Indonesia	Seminar/ Conference
		BSI Global Islamic Finance Summit 2023 (GIFS 2023) "Islamic Finance for Real Sector Development"	Bank Syariah Indonesia	February 15, 2023	Jakarta, Indonesia	Webinar
		ASEAN Central Bank Governors Meeting (ACGM) – Financial Institutions CEO Dialogues	ASEAN Bankers Association	March 30, 2023	Jakarta, Indonesia	Webinar
		Creco presentation by Mr. Chatib Basri and Mr. Raden Pardede	Djarum	July 24, 2023	Jakarta, Indonesia	Webinar
		NEW Indonesia: Transformation Nation and Policy Continuity	Verdhana Sekuritas	July 25, 2023	Jakarta, Indonesia	Seminar/ Conference
		Banking Mastery Forum 2023 "Finding Your Bank's Purpose: Strengthening and Development of the Banking Sector"	Infobank	August 25, 2023	Jakarta, Indonesia	Seminar/ Conference
		BCA Wealth Summit 2023: Find Your Way to Infinite Wealth	BCA	August 30, 2023	Jakarta, Indonesia	Seminar/ Conference
		Macroprudential Liquidity Incentive Policy (KLM): Encouraging Banking Credit Distribution for Sustainable Economic Growth	Bank Indonesia	August 30, 2023	Jakarta, Indonesia	Seminar/ Conference
		ASEAN Global Leadership Program	SRW&Co.	September 18-22, 2023	Chicago, USA	Seminar/ Conference
		Central Banking Service Festival (CBFEST) 2023 "Leveraging Digital Central Banking Services for Economic Recovery"	Bank Indonesia	October 3, 2023	Jakarta, Indonesia	Seminar/ Conference
		IKF: ECO-Creation Empower Sustainability Through Partnerships & Digitalization	BCA	October 10, 2023	Jakarta, Indonesia	Seminar/ Conference
		Indonesian Capital Market: Participation in the Declaration of Banking Industry Literacy and Inclusion in the Series of Capital Market Summit and Expo 2023	Pasar Modal Indonesia	October 27, 2023	Jakarta, Indonesia	Seminar/ Conference
		Capacity Building ESG: Introduction to Human Rights in Business	Trisakti Sustainability Center	November 30, 2023	Jakarta, Indonesia	Seminar/ Conference



No	Name	Program	Organizer	Date	Location	Media/ Form
12	Antonius Widodo Mulyono	Climate Risk Stress Testing	BARa & Moody's Analytics	June 20, 2023	Jakarta, Indonesia	Seminar/ Conference
		BARa CRO (Chief Risk Officer) Roundtable	BARa	August 15, 2023	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2023: Find Your Way to Infinite Wealth	BCA	August 30, 2023	Jakarta, Indonesia	Seminar/ Conference
		IKF: ECO-Creation Empower Sustainability Through Partnerships & Digitalization	BCA	October 10-11, 2023	Jakarta, Indonesia	Seminar/ Conference
		Risk and Governance Summit (RGS) Tahun 2023 - Sustainable Governance: Digital Transformation as a Game Changer, Ethical Culture as a Value Keeper	OJK	November 30, 2023	Jakarta, Indonesia	Webinar

11. Ownership of the Board of Directors which Amounting to 5% or More of Paid-Up Capital

BCA policy in terms of reporting share ownership of members of the board of Directors refers to OJK Regulation concerning the Implementation of 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, 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.
- 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 April 25, 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 2023 to the OJK through the e-reporting system as a form of BCA's transparency and compliance with internal and external policies regarding share ownership reports.

Table of Share Ownership of the Board of Directors Amounting to 5% or more as of December 31, 2023

Name	Share Ownership of the Board of Directors Amounting to 5% or more at:			
	BCA	Other Banks	Non-bank financial Institution	Other Companies
Jahja Setiaatmadja	-	-	-	√
Gregory Hendra Lembong	-	-	-	√
Armand Wahyudi Hartono	-	-	-	√
Tan Ho Hien/Subur/Subur Tan	-	-	-	-
Rudy Susanto	-	-	-	-
Lianawaty Suwono	-	-	-	-



Name	Share Ownership of the Board of Directors Amounting to 5% or more at:			
	BCA	Other Banks	Non-bank financial Institution	Other Companies
Santoso	-	-	-	-
Vera Eve Lim	-	-	-	-
Haryanto T. Budiman	-	-	-	-
Frengky Chandra Kusuma	-	-	-	-
John Kosasih	-	-	-	-
Antonius Widodo Mulyono	-	-	-	-

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

Total BCA Share Ownership by the Board of Directors in 2023

The Board of Directors	Number of Shares Owned at the Beginning of the Year (as of January 1, 2023)	Number of Shares Owned at the End of the Year (as of December 31, 2023)
Jahja Setiaatmadja	39,811,090	32,818,853
Gregory Hendra Lembong	400,070	784,719
Armand Wahyudi Hartono	4,256,065	4,256,065
Tan Ho Hien/Subur/Subur Tan	13,993,334	11,351,057
Rudy Susanto	2,033,799	2,518,448
Lianawaty Suwono	1,771,908	2,021,880
Santoso	2,156,646	2,422,053
Vera Eve Lim	1,616,082	1,912,261
Haryanto T. Budiman	346,292	561,695
Frengky Chandra Kusuma	1,675,646	1,891,049
John Kosasih	221,765	504,861
Antonius Widodo Mulyono	0	130,780

Total BCA Share Ownership by the Board of Directors in 2022

The Board of Directors	Number of Shares Owned at the Beginning of the Year (as of January 1, 2022)	Number of Shares Owned at the End of the Year (as of December 31, 2022)
Jahja Setiaatmadja	40,797,985	39,811,090
Gregory Hendra Lembong	172,540	400,070
Armand Wahyudi Hartono	4,256,065	4,256,065
Suwigno Budiman*	38,198,300	N/A
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 Suwigno Budiman ended his term of office as of 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 from 9 May 2022



12. Concurrent Positions of Members of the Board of Directors

- Throughout 2023, 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 the Board of Directors and Board of Commissioners of Issuers or Public Companies.
- 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).

Table of Concurrent Positions of BCA's Board of Directors in 2023

Name	Position in BCA	Position in Other Bank	Position in Company/Institution	Business Field
Jahja Setiaatmadja	President Director	-	-	-
Gregory Hendra Lembong	Deputy President Director	-	-	-
Armand Wahyudi Hartono	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	Director	-	-	-

Table of the Board of Directors Concurrent Positions in Committees at BCA

Name	Position in BCA	Term of Office based on AGMS	Position in 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
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



Name	Position in BCA	Term of Office based on AGMS	Position in Committee
Armand Wahyudi Hartono	Deputy President Director (Business Banking & Operation)	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
Tan Ho Hien/Subur/Subur Tan	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	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	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	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	Consumer 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
Frengky Chandra Kusuma	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
Antonius Widodo Mulyono	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	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	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. Executive Committee under the Board of Directors' Implementation of Duties and Evaluation Report

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:

- a. Asset Liability Committee (ALCO)
- b. Risk Management Committee (RMC)
- c. Integrated Risk Management Committee (IRMC)
- d. Credit Policy Committee (CPC)
- e. Credit Committee (CC)
- f. Information Technology Steering Committee (ITSC)
- g. 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 work guideline and code of conduct, as well as 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 2023, 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

a. Asset Liability Committee (ALCO)

Throughout 2023, ALCO has realized the following work programs:

- 1) Evaluate 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.
- 2) Evaluate and establish the changes in funds and loans interest rates, credit base interest rate, and the limit related to Asset Liability Management (ALM).
- 3) Review the results of the simulation of the profit/loss in accordance with ALM strategy of BCA.
- 4) Establish policy and strategy in the arrangement of balance sheet structure and investment portfolio.

b. Risk Management Committee (RMC)

The realization of the RMC work program in carrying out its management duties in 2023 is as follows:

- 1) Providing information on the impact of changes in the RWA calculation for Credit and Operational Risk on BCA's CAR position.
- 2) Providing information on the changes to the calculation of Market Risk RWA, which will take effect on January 1, 2024.
- 3) Providing information on the assessment of BCA's cyber security risk level in accordance with the applicable OJK Circular Letter.
- 4) Inform the preparation for cyber attacks from the human and technological aspects.

c. Integrated Risk Management Committee (IRMC)

In 2023, the IRMC has completed the following work programs:

- 1) Providing updates on the implementation of the OJK Circular Letter regarding the RWA of Consolidated Operational Risk.
- 2) Providing information on the Semester II – 2022 BCA Financial Conglomerate Integrated Risk Profile Report.
- 3) Providing information on the Semester I – 2023 BCA Financial Conglomerate Integrated Risk Profile Report.
- 4) Providing information on the Security Posture Improvement for Subsidiaries.

**d. Credit Policy Committee (CPC)**

Throughout the implementation of its management duties in 2023, the CPC has implemented a work program, namely providing recommendations related to:

- 1) Authority for Foreclosed Asset sales, Sell/ Transfer Credit and Write Off.
- 2) Strategic Legal Actions or Transactions that Require Approval from the Board of Commissioners.

e. Credit Committee (CC)

In 2023, CC has provided decisions or recommendations regarding the provision of credit (new, additional, reduction and/or extension, credit restructuring, and COVID-19 restructuring) according to authority limits, including determining/changing the credit structure.

f. Information Technology Steering Committee (ITSC)

Throughout 2023, ITSC implemented the following work programs:

- Evaluate and supervise the IT initiatives implemented to support the delivery of IT strategic projects, as follows:
 - 1) 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.
 - 2) Mainframe daily batch, high availability, and Oracle RAC initiatives.
 - 3) SNAP migration project to support the regulator's initiative regarding the digitalization of the Indonesian banking system.
- Evaluate and supervise:
 - 1) implementation of strategic IT projects that are in line with BCA's strategic corporate objectives and BCA's business direction.
 - 2) Implementation of compliance with regulatory rules.
- Conduct assessment and monitoring:
 - 1) Realization of MPP IT in 2023.
 - 2) Strategic steps to improve IT service levels.
 - 3) Follow-up on cyber-attacks mitigation.

g. Personnel Case Advisory Committee (PCAC)

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 settlement in the form of imposition of sanctions and/ or improvement of operational systems and procedures and/or legal processing of cases.

14. Board of Directors' Implementation Duties Report

The complete Report on the Implementation of the Board of Directors' Duties is presented on page 22 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 367 and 372 of 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 380 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. OJK Regulations.
- b. BCA's Articles of Association
- c. Board of Commissioners Charter.

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 summon 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 financial year, the Board of Commissioners must schedule a meeting of the Board of Commissioners as well as a meeting with the Board of Directors 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 (onehalf) 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 only be represented by another member of the Board of Commissioners 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, including 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
HL	Gregory Hendra Lembong
AH	Armand Wahyudi Hartono
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 2023, BCA has held 44 Board of Commissioners meetings both 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

Throughout 2023, 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	44	42	95%
Tonny Kusnadi	Commissioner	44	44	100%
Cyrillus Harinowo	Independent Commissioner	44	42	95%
Raden Pardede	Independent Commissioner	44	42	95%
Sumantri Slamet	Independent Commissioner	44	44	100%

The Board of Commissioners meeting schedule for 2023 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 2023:

No	Date	Agenda	Attendance
1	January 4, 2023	<ul style="list-style-type: none"> PwC presentation to the Board of Commissioners Weekly credit decisions review 	DES, TK, CH, RP, SS
2	January 18, 2023	<ul style="list-style-type: none"> Internal Audit Division Presentation Presentation by the International Banking Division Weekly credit decision review 	DES, TK, CH, RP, SS
3	January 25, 2023	<ul style="list-style-type: none"> Discussion on the self-assessment of the Board of Directors and Board of Commissioners performance and presentation of the Board of Directors' KPI in 2023 (3rd agenda for the 2023 AGMS) 2022 final dividen approval Weekly credit decision review 	DES, TK, CH, RP, SS
4	February 1, 2023	<ul style="list-style-type: none"> Discussion on the 2022 self-assessment of the Board of Directors and proposal for the 2023 Board of Directors KPI (3rd agenda for the 2023 AGMS) Presentation by GARK and GBK Weekly credit decision review 	DES, TK, CH, RP, SS
5	February 7, 2023	<ul style="list-style-type: none"> Board of Commissioners Discussion regarding generative AI Weekly credit decision review 	DES, TK, CH, RP, SS
6	February 15, 2023	<ul style="list-style-type: none"> Presentation by the Risk Monitoring Committee on the fourth quarter of 2022 report Presentation by the Audit Committee on the fourth quarter 2022 report Weekly credit decisions review 	DES, TK, RP, SS
7	February 22, 2023	<ul style="list-style-type: none"> Discussion with the Remuneration and Nomination Committee regarding tantiem proposal for the Board of Directors and Board of Commissioners (3rd agenda for the 2023 AGMS) 	DES, TK, CH, RP, SS
8	March 1, 2023	<ul style="list-style-type: none"> Discussions with the Remuneration and Nomination Committee, DAI and SKMR Appointment of the Chairman of the BCA AGMS 	DES, TK, CH, RP, SS
9	March 8, 2023	<ul style="list-style-type: none"> Board of Commissioners discussion regarding the latest information technology developments Presentation by the GSIT on the 2023-2025 IT strategic plan Board of Commissioners Discussion with Mr. Hendra Lembong Appointment of members of the Integrated Governance Committee (IGC) PT Bank BCA Syariah representative Weekly credit decisions Review 	DES, TK, CH, RP, SS
10	March 15, 2023	<ul style="list-style-type: none"> Reporting of the Integrated Governance Committee for Semester II 2022 to the Board of Commissioners of the Main Entity. Presentation by GARK Weekly credit decisions review 	DES, TK, CH, RP, SS
11	March 29, 2023	<ul style="list-style-type: none"> Board of Commissioners Internal discussion regarding the nickel industry Presentation by the Treasury Division Weekly credit decisions review 	DES, TK, CH, RP, SS
12	April 5, 2023	<ul style="list-style-type: none"> Presentation by the GARK Presentation by the SKPK Weekly credit decisions review 	DES, TK, CH, RP, SS
13	April 12, 2023	<ul style="list-style-type: none"> Presentation by the GARK Presentation by the Compliance Division regarding AML/CFT Implementation in BCA for the period of Semester II year 2022 Weekly credit decisions review 	DES, TK, CH, RP, SS
14	May 3, 2023	<ul style="list-style-type: none"> Board of Commissioners Internal discussions Presentation by the GARK Weekly credit decisions review 	DES, TK, CH, RP, SS



No	Date	Agenda	Attendance
15	May 10, 2023	<ul style="list-style-type: none"> • Presentation by the GBK • Presentation by the DLOG • Board of Commissioners Internal discussions • Weekly credit decisions review 	DES, TK, CH, RP, SS
16	May 17, 2023	<ul style="list-style-type: none"> • Board of Commissioners discussion regarding artificial intelligence - machine learning • Board of Commissioners Discussion regarding duties and responsibilities, charter, and matters that have been carried out by the Board of Commissioners and the Committees under the Board of Commissioners • Board of Commissioners Discussion regarding credit applications • Weekly credit decisions review 	DES, TK, CH, RP, SS
17	May 24, 2023	<ul style="list-style-type: none"> • Presentation by the Risk Monitoring Committee on the first quarter of 2023 report • Presentation by the Audit Committee on the first quarter of 2023 report • Presentation by the SKK • Presentation by the GBK • Weekly credit decisions review 	DES, TK, CH, RP, SS
18	May 31, 2023	<ul style="list-style-type: none"> • Board of Commissioners and BCA management Discussion with Octagon Advisor • Board of Commissioners Discussion with IT & Digital Banking Director of BCA and GSIT • Weekly credit decisions review 	DES, TK, CH, RP, SS
19	June 7, 2023	<ul style="list-style-type: none"> • Board of Commissioners Discussion with IT & Digital Banking Director of BCA, GSIT and HCM • Weekly credit decisions review 	DES, TK, CH, RP, SS
20	June 12, 2023	<ul style="list-style-type: none"> • KPMG interviews with the Board of Commissioners in the context of review and quality assurance for the Internal Audit Division • Board of Commissioners Discussion with Finance & Corporate Planning Director of BCA and DCSP regarding the midyear financial forecast 	DES, TK, CH, RP, SS
21	June 14, 2023	<ul style="list-style-type: none"> • Presentation by the Risk Management Division & IT Security Group Team on cyber security updates • Weekly credit decisions review 	DES, TK, CH, RP, SS
22	June 21, 2023	<ul style="list-style-type: none"> • Board of Commissioners Internal discussions • Approval of the revised 2023 Bank Business Plan • Weekly credit decisions review 	DES, TK, CH, RP, SS
23	July 5, 2023	<ul style="list-style-type: none"> • Industry presentations • Weekly credit decisions review 	TK, CH, RP, SS
24	July 12, 2023	<ul style="list-style-type: none"> • Presentation by the Internal Audit Division on the realization of work in the first semester of 2023 • Weekly credit decisions review 	DES, TK, CH, RP, SS
25	July 17, 2023	<ul style="list-style-type: none"> • Board of Commissioners Discussion regarding future development & conclusion on new technologies • Weekly credit decisions review 	DES, TK, CH, RP, SS
26	July 26, 2023	<ul style="list-style-type: none"> • Board of Commissioners Discussion regarding credit approval authority involving the Board of Commissioners • Weekly credit decisions review 	DES, TK, CH, RP, SS
27	August 2, 2023	<ul style="list-style-type: none"> • Presentation by the HCM on HR conditions updates for the next 5 years • Presentation by the DCSP on building land asset management at BCA • Weekly credit decisions review 	DES, TK, CH, RP, SS
28	August 9, 2023	<ul style="list-style-type: none"> • Presentation by the Risk Management Division • Presentation by the Compliance Division on the implementation of APU PPT at BCA for the first semester of 2023 • Presentation by the GARK • Weekly credit decisions review 	DES, TK, CH, RP, SS



No	Date	Agenda	Attendance
29	August 16, 2023	<ul style="list-style-type: none"> Presentation by the Risk Monitoring Committee on the second quarter of 2023 report Presentation by the Audit Committee on the second quarter of 2023 report Weekly credit decisions review 	DES, TK, CH, RP, SS
30	August 23, 2023	<ul style="list-style-type: none"> Presentation by the Risk Management Division and Credit Rescue Work Unit on proposals for adjusting the authority to sell AYDA, sell/transfer credit and write off claims Presentation by the DCSP on BCA operating expense projections for 2023-2024 Weekly credit decisions review 	DES, TK, CH, RP, SS
31	September 6, 2023	<ul style="list-style-type: none"> Approval of credit facility applications Presentation by the TXB directorate on CASA growth analysis Presentation by the CCV Weekly credit decisions review 	DES, TK, CH, RP, SS
32	September 13, 2023	<ul style="list-style-type: none"> Appointment of members of the Integrated Governance Committee (IGC) 	DES, TK, CH, RP, SS
33	September 20, 2023	<ul style="list-style-type: none"> Reporting of the Integrated Governance Committee for Semester I of 2023 to the Board of Commissioners of the Main Entity Weekly credit decisions review 	DES, TK, CH, RP, SS
34	September 27, 2023	<ul style="list-style-type: none"> Presentation by the GARK on credit risk rating system Board of Commissioners preliminary discussion with Mrs. Vera and DCSP regarding the 2024 strategic planning & budgeting process Weekly credit decisions review 	DES, TK, CH, RP, SS
35	October 17, 2023	<ul style="list-style-type: none"> Presentation by the GARK 	DES, TK, CH, RP, SS
36	October 18, 2023	<ul style="list-style-type: none"> Presentation by the GARK Weekly credit decisions review 	TK, CH, RP, SS
37	October 25, 2023	<ul style="list-style-type: none"> Presentation by the Remuneration and Nomination Committee on proposed appointment of the risk monitoring members Presentation by the DCSP on 2024 budget approval Presentation by the DCSP on subsidiaries corporate action 	DES, TK, CH, RP, SS
38	October 30, 2023	<ul style="list-style-type: none"> Presentation by the Wealth Management Division 	DES, TK, CH, RP, SS
39	November 1, 2023	<ul style="list-style-type: none"> Application for the approval of credit facilities. Presentation by the Risk Management Division on recovery plan update Weekly credit decisions review 	DES, TK, CH, RP, SS
40	November 8, 2023	<ul style="list-style-type: none"> Board of Commissioners Internal discussion with Consultant 	DES, TK, SS
41	November 15, 2023	<ul style="list-style-type: none"> Presentation by the Risk Monitoring Committee on the Third Quarter of 2023 Report Presentation by the Audit Committee on the Third Quarter of 2023 Report Approval of the 2023 Interim Dividend Presentation by the Risk Management Division on the stress test of impact of the property and automotive sectors on the BCA Financial Conglomerate (follow-up to the Minutes of the Board of Commissioners' Meeting on the Integrated Governance Committee presentation dated September 20, 2023) Weekly credit decisions review 	DES, TK, CH, RP, SS
42	November 22, 2023	<ul style="list-style-type: none"> Approval of budget amendments for 2024 and BCA Bank Business Plan (RBB) for 2024-2026 Approval of the 2024 Sustainable Financial Action Plan (RAKB). Weekly credit decisions review 	DES, TK, CH, RP, SS



No	Date	Agenda	Attendance
43	December 6, 2023	<ul style="list-style-type: none"> Board of Commissioners internal discussion on the Limit of Lending to Certain Companies/Industries Weekly credit decisions review 	DES, TK, CH, RP, SS
44	December 13, 2023	<ul style="list-style-type: none"> Presentation by the GARK and GBK Presentation by the GARK 	DES, TK, CH, SS

Board of Commissioners Meeting Schedule for 2024

BCA has scheduled the following Board of Commissioners meetings in 2024:

Month	Date
January	10, 17, 24, 31
February	7, 28
March	6, 13, 20, 27
April	3, 24
May	8, 15, 22, 29
June	5, 12, 19, 26
July	3, 10, 17, 24
August	7, 14, 21, 28
September	4, 11, 18, 25
October	2, 9, 16, 23, 30
November	6, 13, 20, 27
December	4, 11

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

The plan for the 2024 Board of Commissioners' meeting schedule has been published on the BCA website since December 2023 and can be accessed at <https://www.bca.co.id/en/tentang-bca/tatakelola/struktur-organisasi>.

2. Meeting of the Board of Directors

Legal Basis

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

- OJK Regulations.
- BCA's Articles of Association
- Board of Directors Charter.

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:

- Board of Directors meetings must be held periodically, at least once a month or 12 (twelve) times per year.
- 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:

- Summons for the Board of Directors meeting is 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).
- 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.
- 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.
- The summons for the meeting must include the agenda (date, time, place, and topic) and attach meeting materials.
- The Board of Directors confirms attendance to the Board of Directors Bureau.

4. Meeting Materials and Scheduling

- Prior to the end of the financial year, the Board of Directors must schedule a meeting of the Board of Directors, as well as a meeting of the Board of Commissioners with the Board of Directors for the following year and upload it on the BCA website.
- On a scheduled meeting, meeting materials are distributed to participants no later than 5 (five) working days before the meeting is held (H-5).
- 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:

- 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 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 only be represented by another member of the Board of Directors on the basis of a special power of attorney made for the purpose of the meeting, provided that it does not remove 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, including reasons for the dissent.

Implementation

Throughout 2023, the Board of Directors has organized 49 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 the holding 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 2023 are as follows:

Name	Position	Number of Meeting	Attendance	Percentage
Jahja Setiaatmadja	President Director	49	44	89%
Gregory Hendra Lembong	Deputy President Director	49	43	87%
Armand Wahyudi Hartono	Deputy President Director	49	39	79%
Tan Ho Hien/Subur/ Subur Tan	Director	49	43	87%
Rudy Susanto	Director	49	43	87%
Lianawaty Suwono	Director (concurrently the Director in charge of the Compliance function)	49	40	81%
Santoso	Director	49	48	97%
Vera Eve Lim	Director	49	42	85%
Haryanto T. Budiman	Director	49	46	93%
Frengky Chandra Kusuma	Director	49	45	91%
John Kosasih	Director	49	46	93%
Antonius Widodo Mulyono	Director	49	45	91%



The Board of Directors meeting schedule 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>.

The following is the schedule and agenda for the Board of Directors meetings organized in 2023:

No.	Date	Agenda	Attendance
1	January 5, 2023	• Internal Discussion	JS, HL, ST, RS, LS, SL, HB, FC, JK, AWM
2	January 12, 2023	• Realization of the Board of Directors' KPI in 2022 and approval of the Board of Directors' KPI in 2023	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
3	January 19, 2023	• Final dividend approval	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
4	January 24, 2023	• Economic conditions update • 2022 performance of subsidiary companies and Business Plan for 2023 - BCA Finance • BCA Life project updates	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
5	February 2, 2023	• Q4 2022 ESG & GCG updates • Analyst feedback FY2022 • Update on key strategic priorities status FY2022	JS, HL, AWH, ST, RS, LS, SL, HB, FC, JK, AWM
6	February 14, 2023	• Update on BCA's financial performance • 2022 performance of subsidiary companies and Business Plan for 2023- BCA Life	JS, HL, ST, RS, LS, SL, VL, HB, JK, AWM
7	February 16, 2023	• SMR (Risk Management Certification) update • SMILE project updates	HL, AWH, LS, SL, HB, JK, AWM
8	February 28, 2023	• CE 2022 DPOL achievement • Update on CASA & FBI developments	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
9	March 2, 2023	• Selection of subsidiary PAF appointments • 2022 performance of subsidiary companies and Business Plan for 2023 - BCA Sekuritas • Banking sector review	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, AWM
10	March 9, 2023	• Macroeconomic update • Economic conditions update	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, AWM
11	March 14, 2023	• Update on BCA's February 2023 financial performance • 2022 performance of subsidiary companies and Business Plan for 2023- BCA Syariah	JS, HL, ST, RS, LS, SL, VL, HB, FC, JK, AWM
12	March 30, 2023	• 2022 performance of subsidiary companies and Business Plan for 2023- BCA Digital • 2022 performance of subsidiary companies and Business Plan for 2023 - BCA Multi Finance • 2022 performance of subsidiary companies and Business Plan for 2023- CCV	JS, HL, RS, LS, SL, HB, FC, JK, AWM
13	April 6, 2023	• 2022 performance of subsidiary companies and Business Plan for 2023 - BCA Insurance	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
14	April 11, 2023	• APU-PPT Implementation	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
15	April 13, 2023	• Update on buildings owned by BCA and other building construction plans • BCA Teaching Program • GPOL updates	JS, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
16	May 4, 2023	• Q1 2023 ESG & GCG updates • BCA legal issues updates	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, AWM
17	May 9, 2023	• Economic conditions update • Q1 2023 Analyst feedback • Pay Later Update	JS, AWH, ST, RS, SL, VL, FC, JK, AWM
18	May 11, 2023	• Update on BCA's April 2023 financial performance • Update on the 1st quarter bankwide key strategy	JS, HL, AWH, ST, RS, SL, VL, HB, FC, JK, AWM



No.	Date	Agenda	Attendance
19	May 25, 2023	<ul style="list-style-type: none"> Q1 2023 Affiliate transactions Macroeconomic update 	HL, ST, RS, SL, VL, HB, JK, AWM
20	June 8, 2023	<ul style="list-style-type: none"> Update on the result of the 2023 BCA Expoversary Q1 2023 Banking sector review ESG ratings discussion 	JS, HL, ST, RS, LS, SL, VL, HB, FC, JK, AWM
21	June 13, 2023	<ul style="list-style-type: none"> Update on BCA's May 2023 financial performance 	JS, HL, AWH, LS, SL, VL, HB, FC, JK,
22	June 15, 2023	<ul style="list-style-type: none"> Mid Year Financial Forecast Provisions for the Board of Directors' authority in determining the proposal for subsidiary companies management candidate 	JS, HL, AWH, LS, SL, VL, HB, FC, JK,
23	July 6, 2023	<ul style="list-style-type: none"> Economic conditions update 	JS, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
24	July 11, 2023	<ul style="list-style-type: none"> Update on the holding of the Indonesia Knowledge Forum (IKF) 	JS, HL, AWH, ST, LS, SL, VL, HB, FC, JK, AWM
25	July 13, 2023	<ul style="list-style-type: none"> Update on merchant business and demo Merchant App BCA Sharing Knowledge 	JS, AWH, ST, SL, VL, HB, JK, AWM
26	July 25, 2023	<ul style="list-style-type: none"> Economic conditions update Building land update Wealth summit update 	JS, HL, AWH, ST, LS, SL, VL, HB, FC, JK, AWM
27	August 3, 2023	<ul style="list-style-type: none"> APU PPT Implementation CCV Update 	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
28	August 8, 2023	<ul style="list-style-type: none"> Q2 2023 Analyst feedback 2024 Kick off budget and 2024 macro outlook ESG & GCG updates 	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
29	August 10, 2023	<ul style="list-style-type: none"> Q2 2023 Affiliate Transactions Update on BCA's July 2023 financial performance August 17th celebration update 	HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
30	August 22, 2023	<ul style="list-style-type: none"> Report on performance through the Semester I of 2023 and Outlook for the Future of Business in Semester II of 2023 - BCA Digital 	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
31	August 24, 2023	<ul style="list-style-type: none"> Economic conditions update Q2 2023 Banking sector review 	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
32	September 7, 2023	<ul style="list-style-type: none"> Update on special rates Report on performance through the Semester I of 2023 and Outlook for the Future of Business in Semester II of 2023 - BCA Multi Finance Report on performance through the Semester I of 2023 and Outlook for the Future of Business in Semester II of 2023 - BCA Life 	JS, HL, ST, RS, SL, VL, HB, FC, JK, AWM
33	September 12, 2023	<ul style="list-style-type: none"> Update on BCA's August 2023 financial performance Report on performance through the Semester I of 2023 and Outlook for the Future of Business in Semester II of 2023 - BCA Insurance 	JS, HL, AWH, ST, RS, SL, VL, FC, JK, AWM
34	September 14, 2023	<ul style="list-style-type: none"> Update on AGATHA project Report on performance through the Semester I of 2023 and Outlook for the Future of Business in Semester II of 2023 - BCA Syariah ATM Procurement Plan for 2024 	JS, HL, AWH, ST, RS, SL, VL, HB, FC, JK, AWM
35	September 21, 2023	<ul style="list-style-type: none"> Report on performance through the Semester I of 2023 and Outlook for the Future of Business in Semester II of 2023 - BCA Sekuritas Carbon exchange discussion - ESG Audience perception: survey & evaluation (APSE) 	JS, HL, ST, RS, SL, VL, HB, FC, JK, AWM



No.	Date	Agenda	Attendance
36	October 9, 2023	• Project Avaloq	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
37	October 12, 2023	• Macroeconomic update	HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK
38	October 13, 2023	• BOD Discussion regarding subsidiaries	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
39	October 19, 2023	• Recovery Plan	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
40	October 24, 2023	• 1 st Draft Consolidated Outlook for 2023 & 2024 • Dividen Approval	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
41	October 26, 2023	• Economic condition update • Q3 2023 Analyst Feedback • Q3 2023 ESG & GCG Updates • Welma & Bibit Analysis	HL, AWH, RS, LS, VL, HB, FC, JK, AWM
42	November 2, 2023	• Update on 3 rd Quarter Key Strategic • Workgroup Plan Update - Relationship Platform Project (JARVIS)	JS, RS, LS, SL, FC, JK, AWM
43	November 9, 2023	• CC Business update (SQ Rewards)	JS, ST, RS, LS, SL, HB, FC, JK, AWM
44	November 16, 2023	• 2024 Key Strategic Priorities and 2 nd Draft RBB Approval • RAKB Approval • Update on BCA's October 2023 financial performance	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
45	November 21, 2023	• 2024 Budget	JS, HL, AWH, ST, RS, SL, VL, HB, FC, JK, AWM
46	November 28, 2023	• Q3 2023 Banking Sector Review • Economic condition update • Case Debit and Project Avaloq update	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
47	November 30, 2023	• ESG Refreshment: Introduction to Human Rights in Business • Update on BCA's October 2023 financial performance • AGMS Update • Tax Update • OJK Regulation No. 17 of 2023, concerning the implementation of governance for commercial bank	JS, HL, ST, RS, LS, SL, VL, HB, FC, JK
48	December 12, 2023	• External Transactions • Update on Financial Statement Performance November 2023 • Terms of Service/Overseas Training	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM
49	December 14, 2023	• Report SME Fest 2023 • BCA Leader Presentation by Training Center • Economic Update	JS, HL, AWH, ST, RS, LS, SL, HB, FC, JK, AWM



Board of Directors Meeting Schedule in 2024

BCA has scheduled the following Board of Directors meeting in 2024 as follows:

Month	Date
January	4,9,11,18,23
February	1,13,15,22,27,29
March	7,14,21,26,28
April	4,18,23,25
May	2,14,16,21,28,30
June	6,11,13,20,25,27
July	4,9,11,18,23,25
August	1,8,13,15,22,27,29
September	5,10,12,19,24,26
October	3,8,10,17,22,24,31
November	7,12,14,21,26,28
December	5,10,12,19,24,26

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

The plan for the Board of Directors meeting schedule for 2024 has been published on the BCA website since December 2023 and can be accessed at: <https://www.bca.co.id/en/tentang-bca/tatakelola/struktur-organisasi>.

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

Legal Basis

- Article 31 paragraph 2 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.
- 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:

- Meeting Mechanism**
Joint meetings can be held in person or virtually via teleconference media, video conferences, or other forms of electronic media.

- Meeting Frequency:**
The Board of Directors and the Board of Commissioner must hold regular joint meeting at least once every 4 (four) months.
- Meeting Summons:**
 - 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.
 - 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.
 - The summons for the meeting must include the agenda (date, time, place, and topic) and attach meeting materials.
 - 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.
- Meeting Materials and Scheduling**
 - Prior to the end of the financial year, the Board of Commissioners and the Board of Directors must schedule a joint meeting for the following year.
 - At a scheduled meeting, meeting materials are distributed to participants no later than 5 (five) working days before the meeting is held (H-5).
- Meeting Resolutions and Quorum:**
 - The meeting is deemed 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 and members of the Board of Directors are present or represented at the meeting.
 - Decisions-making at the joint meeting must be made first through deliberation for consensus.
 - 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.
 - All decisions made at joint meetings are binding.
- A member of the Board of Directors may only be represented by another member of the Board of Directors and a member of the Board of Commissioners may only be represented by another member of the Board of Commissioner 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 including reasons for the dissent.

Implementation

Throughout 2023, the Board of Commissioners and the Board of Directors have organized 6 (six) joint meetings, which were held in person and via teleconference.

BCA has complied with POJK regulations regarding the minimum frequency of joint meetings between the Board of Commissioners and the Board of Directors.

Frequency of Attendance, Schedule, and Agenda of Joint Meetings of the Board of Commissioners and the Board of Directors

Throughout 2023, frequency of Attendance of the Board of Commissioners in Joint Meetings of the Board of Commissioners and the Board of Directors:

Name	Position	Number of Meeting	Attendance	Percentage
Djohan Emir Setijoso	President Commissioners	6	6	100%
Tonny Kusnadi	Commissioners	6	6	100%
Cyrellus Harinowo	Independent Commissioners	6	6	100%
Raden Pardede	Independent Commissioners	6	6	100%
Sumantri Slamet	Independent Commissioners	6	6	100%

Throughout 2023, frequency of Attendance of the Board of Directors in Joint Meetings of the Board of Commissioners and the Board of Directors:

Name	Position	Number of Meeting	Attendance	Percentage
Jahja Setiaatmadja	President Director	6	6	100%
Gregory Hendra Lembong	Deputy President Director	6	6	100%
Armand Wahyudi Hartono	Deputy President Director	6	6	100%
Tan Ho Hien/Subur/ Subur Tan	Director	6	6	100%
Rudy Susanto	Director	6	5	83%
Lianawaty Suwono	Director (concurrently the Director in charge of compliance function)	6	6	100%
Santoso	Director	6	6	100%
Vera Eve Lim	Director	6	6	100%
Haryanto T. Budiman	Director	6	6	100%
Frengky Chandra Kusuma	Director	6	6	100%
John Kosasih	Director	6	6	100%
Antonius Widodo Mulyono	Director	6	6	100%

The schedule for the joint meetings of the Board of Commissioners and the Board of 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 the Board of Directors organized in 2023:

No	Date	Agenda	Participants
1	January 19, 2023	Update on BCA's December 2022 financial performance	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM, DES, TK, CH, RP, SS
2	April 11, 2023	Update on BCA's first quarter 2023 financial performance	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM, DES, TK, CH, RP, SS
3	July 11, 2023	Update on BCA's first quarter 2023 financial performance	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM, DES, TK, CH, RP, SS
4	July 27, 2023	Mid year strategy review	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM, DES, TK, CH, RP, SS
5	October 4, 2023	Strategic planning and budgeting process	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM, DES, TK, CH, RP, SS
6	October 19, 2023	Update on BCA's second quarter 2023 financial performance	JS, HL, AWH, ST, RS, LS, SL, VL, HB, FC, JK, AWM, DES, TK, CH, RP, SS

Joint Meetings Schedule of the Board of Commissioners and the Board of Directors in 2024

BCA has scheduled the following joint meeting of the Board of Commissioners and Board of Directors in 2024:

Month	Date
January	11
April	18
July	11, (25 and 26)
October	(3,4,11), 10

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 2024 has been published on the BCA website since December 2023 and can be accessed at: <https://www.bca.co.id/en/tentangbca/tata-kelola/struktur-organisasi>.

4. Attendance of the Board of Commissioners and the Board of Directors at the GMS in 2023

The attendance level of the Board of Commissioners and the Board of Directors at the GMS in 2023 has been disclosed in the General Meeting of Shareholders Section on page 309-310 of this Annual Report.



AFFILIATED RELATIONSHIPS OF BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND CONTROLLING SHAREHOLDERS

The definition of having affiliated relationships among members of the Board of Directors, the Board of Commissioners, and the Controlling Shareholders, either directly or indirectly are as follows:

- Financial relationship, in which the members of the Board of Directors and the Board of Commissioners receive income, financial assistance, and loan from:
 - a. other BCA's members of the Board of Directors and/or the Board of Commissioners;
 - b. company which its controlling shareholder is BCA's member of the Board of Directors and/or the Board of Commissioners; and/or
 - c. BCA's Controlling shareholder.

- Family relationship, either horizontally or vertically, until the second degree, with BCA's members of the Board of Directors, the Board of Commissioners, and BCA's Controlling Shareholders.

Majority of members of BCA's Board of Commissioners and Board of Directors do not have affiliated relationship, either financial relationship or family relationship among other members of Board of Commissioners, Board of Directors, and Controlling Shareholders. The disclosures are as follows.

1. Affiliated Relationships between Board of Commissioners Members and Other Board of Commissioners Members, Board of Directors Members, and the Controlling Shareholders

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

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



2. Affiliated Relationships between Board of Directors Members and Other Board of Directors Members, Board of Commissioners Members, Controlling Shareholders, and the Controlling Shareholders

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

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	-	√	-	√	-	√	-	√	-	√	-	√
Gregory Hendra Lembong	Deputy President Director	-	√	-	√	-	√	-	√	-	√	-	√
Armand Wahyudi Hartono	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 62-78 of this 2023 Annual Report.



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

BCA has diversity policy regarding the composition of the Board of Commissioners and Board of Directors that 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 2023.

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 63 years to 82 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 74-78 of this 2023 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 Directors in 2023.

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 operation & 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 operation & services, corporate culture, consumer card issuance & acquisition, corporate strategy, compliance, digital banking, employee training & development, ESG, general insurance, human capital management, international banking business, information technology & digital transformation, information technology & 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 48 years to 68 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 regarding the diversity of each member of the Board of Directors can be found in the Company Profile section on pages 62-73t of this 2023 Annual Report.



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

BCA already has a policy regarding the performance assessment of the Board of Commissioners and the Board of Directors, which is done 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 the self-assessment method and is 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-assessments 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:

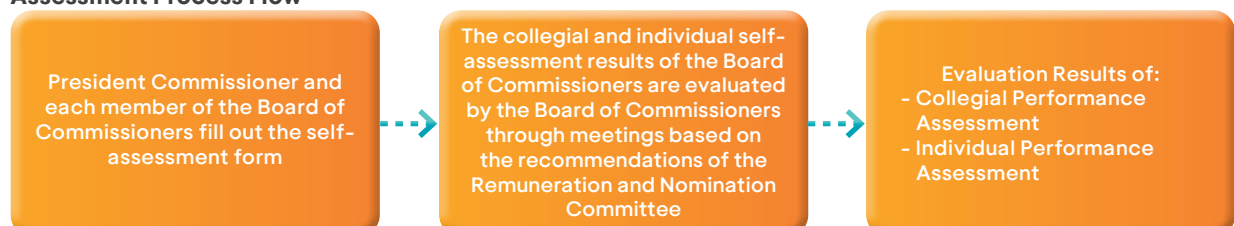
- 1) Supervision and providing advice to the Board of Directors on:
 - a. BCA's key strategy and plan;
 - b. Integrity of BCA's financial statement;
 - c. Internal control system and risk management; and
 - d. Good Corporate Governance.
- 2) Providing approval for Board of Directors decisions in accordance 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 on pages 34-41, 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 assessment mechanisms for the Board of Commissioners by using collegial and individual performance:

- Collegial performance assessment of members of the Board of Commissioners. The Board of Commissioners performs a collegial 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).

e. Assessment Process Flow



**f. 2023 Assessment Results**

In 2023, the assessment of the Board of Commissioners' performance of its duties and functions was **"Very Good,"** in ensuring that bank performance met 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 is **"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 implementation procedure for the Board of Directors at BCA includes:

a. Assessment Method and Instrument

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

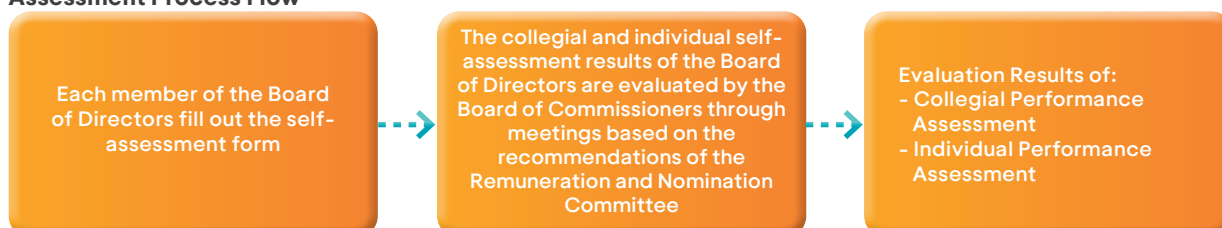
b. Frequency

The Board of Directors is obliged to perform self-assessment collegially and individually at least once a 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 of each member of the Board of Directors are determined using the Balanced Scorecard approach which consists of 4 (four) perspectives:

- financial;
- customer;
- internal business process; and
- learning & growth.

e. Assessment Process Flow

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. 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 and cybersecurity development, process improvement, compliance with regulatory changes, 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 to collegial and individual responsibilities, both financially and nonfinancially. The Board of Directors then mutually agrees on the KPIs that have been established.

d. Parties Who Perform the Assessment

The following assessment mechanisms for the Board of Directors by using collegial and individual performance:

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



f. 2023 Assessment Results

In 2023, 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 is **“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 a year.

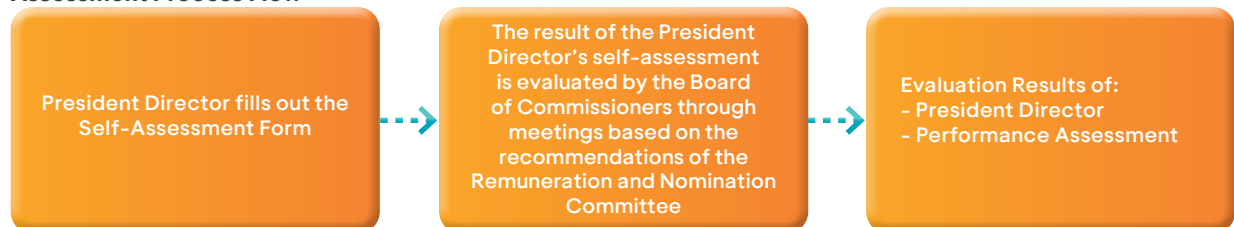
c. Criteria or Benchmark

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 a Board of Commissioners’ meeting based on the Remuneration and Nomination Committee’s recommendation (RNC).

e. Assessment Process Flow



f. 2023 Assessment Results

In 2023, the assessment of the President Director's performance of his duties and functions was **“Very Good,”** in ensuring that bank performance meets the expectations of shareholders and all stakeholders. The following is a detailed description of the results of the President Director’s performance assessments.



REMUNERATION POLICY

The remuneration policy is BCA's effort to rewarding employees, members of the Board of Commissioners, and members of the Board of Directors, which is adjusted in accordance with BCA's ability to accommodate improvements in employee and management quality while considering the resilience and continuity of BCA's business.

Background and Objective

The Remuneration Policy is drafted and set with the goal of improving BCA Personnel quality while considering the resilience and continuity of BCA's business.

The permanent remuneration policy considers business scale, business complexity, peer group, inflation rate, financial conditions, and capabilities, and does not contradict laws and regulations. The provision of variabel remuneration also takes into account the risk factors in BCA's business activities, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, compliance risk, intragroup risk, and insurance risk.

Remuneration Committee

The BCA Board of Commissioners has 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's 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 401-405 of the Remuneration and Nomination Committee section of this Annual Report.

The Scope of Remuneration Policy and its 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:

- a. Both fixed remuneration
- b. Variable remuneration

BCA employs the services of a external 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 policies.

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 Board of Commissioner Decree No.116/SK/KOM/2023 dated July 6, 2023 concerning Remuneration Policy for Board of Directors and Board of Commissioners.

Independence of the Remuneration Policy Implementation

BCA ensures the independence of remuneration implementation for all employees, including units that perform control/supervision functions in other units (such as the Internal Audit Division). Approval of the determination of business targets for all employees must be approved by their direct superior and the superior of the immediate 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:

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

Based on these criteria, the parties appointed by BCA to serve as MRT are all members of BCA's Board of Commissioners and Board of Directors, totaling 17 (seventeen) people as of December 31, 2023.



Risk and Performance-Related Remuneration

Risk-related remuneration

Main Risks of Remuneration Implementation

In determining the remuneration scheme, particularly the Variable Remuneration, BCA considers the main risks, namely credit risk and operational risk. Credit risk and operational risk have become BCA's main risks in 2023 and the years before. This is due to the fact that credit risk and operational risk are inherent in the types of transactions and business that have a high-risk impact on BCA's operations and generate significant revenue for BCA.

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.

Remuneration related performance appraisal

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 Law No. 40 of 2007 concerning Limited Liability Company;
- 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;
- Risks that may arise in the future, causing losses for BCA.

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 statements.
 - 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 objectively and is oriented towards employee development:

1. Performance appraisals focus on employees' work performance and demonstration of the company's core values in employees, where:
 - Employee achievement is the result of the work and achievement of employees against employment 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 determination of the remuneration amount, 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.

Performance measurement is based on targets agreed upon at the beginning of the year. Bonuses are awarded based on individual performance appraisals, as specified in Decision Letters and Circular Letters. To quantitatively assess the achievement of business/work goals, BCA uses assessment guidelines such as exceeding the target (> 110%), achieving the target (100-110%), or achieving some of the target (80-99%).

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, a certain percentage of Variable Remuneration must be deferred as applied by BCA.

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

Under certain conditions, bonuses (tantien) that have been paid to MRT in cash or shares can be withdrawn.

3. Deferral Period

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

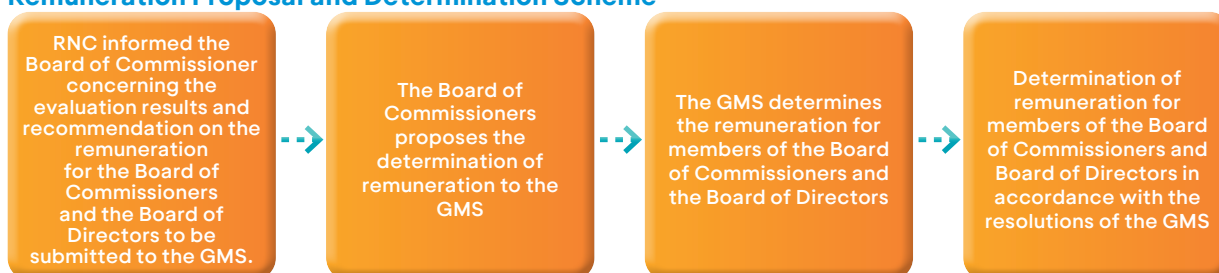


1. Procedures for Determining Remuneration for the Board of Commissioners and the Board of Directors

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 Board of Commissioners' Decree No. 060/SK/KOM/2018 dated April 3, 2018 concerning the Remuneration Policy for the Board of Directors and the Board of Commissioners, as amended by Board of Commissioner Decree No.116/SK/KOM/2023 dated July 6, 2023 concerning Remuneration Policy for Board of Directors and Board of Commissioners, in accordance with the following provisions:

- OJK Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance in the provision of Remuneration for Commercial Banks.
- OJK Regulation concerning the Implementation of Good Corporate 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 2023, power and authority have been delegated to:

- The Board of Commissioners to determine the amount of salary and other benefits for members of the Board of Directors, considering the recommendations of the Remuneration and Nomination Committee (RNC);
- BCA's majority shareholders to determine the amount of salary and other benefits payable to members of the Board of Commissioners;
- BCA's majority shareholders to determine the distribution of tantiem 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			
	2023		2022	
	People	In million Rp	People	In million Rp
Salary, bonuses, regular allowances, tantiem and other facilities in non-natura form	5	173,842	5	145,668
Other facilities in form of natura (housing, health insurance, etc.) which:				
1. Entitled	-	-	-	-
2. Not entitled	-	-	-	-
Total	5	173,842	5	145,668



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	
	2023	2022
Above Rp2 billion	5	5
Above Rp1 billion up to Rp2 billion	-	-
Above Rp500 million up to Rp1 billion	-	-
Below Rp500 million	-	-

Note:

*) 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			
	2023		2022	
	People	In million Rp	People	In million Rp
Salary, bonuses, regular allowances, tantien and other facilities in non-natura form	12	686,380	12	504,547
Other facilities in form of natura (housing, health insurance, etc.) which:				
1. Entitled	-	-	-	-
2. Not entitled	-	-	-	-
Total	12	686,380	12	504,547

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	
	2023	2022
Above Rp2 billion	12	12
Above Rp1 billion up to Rp2 billion	-	-
Above Rp500 million up to Rp1 billion	-	-
Below Rp500 million	-	-

Note:

*) Received in cash



2. Variable Remuneration for the Board of Commissioners, Directors, and Employees

Variable Remuneration consists of cash and shares. Shares are given in the form of extra bonuses that are intended for the purchase of 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 bonuses are distributed.

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

- As a reward for employee contributions during the performance year
- Fostering a sense of belonging among employees, which is expected to positively impact 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:

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

The difference in remuneration is based on the workload and risks of the position towards achieving company performance.

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 received Variable Remuneration for 1 (one) year and the total nominal amount are as follows:

Year	Total Variable Remuneration in 1 (one) Year					
	Board of Commissioners		Board of Directors		Employees***)	
	People	In million (Rp)	People	In million (Rp)	People	In million (Rp)
2023	5 ^{*)}	122,000	12 ^{*)}	519,000	22,456	2,883,134
2022	5 ^{**)}	94,000	11 ^{**))}	340,000	22,309	1,893,433

Note:

^{*)} Based on the number of active Board members as of December 31, 2022 who are entitled to receive variabel remuneration in 2022, payable in 2023.

^{**))} Based on the number of active Board members as of December 31, 2021 who are entitled to receive variabel remuneration in 2021, payable in 2022.

^{***)} For permanent and contract employees.

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

No share options were received by the Board of Directors, Board of Commissioners and Executive Officers in 2023.

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

During the first 1 (one) year of employment, BCA does not guarantee unconditional Variable Remuneration to the Board of Directors, the Board of Commissioners, and/or employees candidates.

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

The total deferred Variable Remuneration was Rp108,970,000,000.00, comprising cash and/or shares or share-based instruments issued by BCA, which was paid out in 2023, with the following details:

1. In cash: Rp57,920,000,000.00
2. In the form of shares: Rp51,050,000,000.00



3. Application of Remuneration for the MRT at BCA (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 described in the table below:

A. Fixed Remuneration ^{*)}	2023	2022
1. Cash	219,221	216,215
2. Shares/share-based instruments issued by BCA	-	-

B. Variable Remuneration ^{*)}	2023		2022	
	Non-Deferred	Deferred	Non-Deferred	Deferred ^{***)}
1. Cash	532,030	57,920	386,043	26,149
2. Shares/share-based instruments issued by BCA ^{**)}	-	51,050	-	21,808

Note:

^{*)} Expressed in millions of rupiah

^{**)} Shares are locked up for 3 years

^{***)} Expressed in nett amount

Quantitative Information

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

Total Variable Remuneration	2023				2022			
	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 million Rupiah nominal, based on conversion of these shares)	3,927,212 shares	-	-	-	2,705,381 shares	-	-	-



4. Data on Salary and Severance Paid Ratio

Ratio of Highest and Lowest Salary, which includes:

Salary Ratio	2023	2022
The ratio of the employee' highest and lowest salary	26.89	26.39
The ratio of the Board of Directors' highest and lowest salary	2.85	2.85
The ratio of the Board of Commissioners' highest and lowest salary	1.52	1.52
The ratio of the Board of Directors' highest salary and the employees' highest salary	8.63	9.36
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)	115.88	110.98

Number of Employees Affected by Termination of Employment and Total Nominal of 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 of severance nominal paid, is as shown in the table below:

Total of Severance Nominal paid per Person in 1 (one) year	Number of Employees	
	2023	2022
Above Rp1 billion	324 People	272 People
Above Rp500 million up to Rp1 billion	472 People	474 People
Below Rp500 million	520 People	632 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 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 composition of the BCA Audit Committee membership complies with the applicable OJK Regulation provisions and the Audit Committee Charter. Throughout 2023, the BCA Audit Committee had 3 (three) members who had been appointed based on Directors' Decree No. 073/SK/DIR/2021 dated April 22, 2021, and Minutes of Board of Commissioners Meeting No. 20/RR/KOM/2021 dated April 22, 2021.

Composition of Audit Committee Members as of December 31, 2023

Name	Position in the Committee	Position at BCA	Term of Office Based on AGMS
Sumantri Slamet	Chairman (concurrently 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, certification, expertise, position, and work experience of members of the Audit Committee can be found in the Company Profile section on page 78 of this 2023 BCA Annual Report.

Fanny Sagitadewi

The educational background, certification, expertise, position, and work experience of members of the Audit Committee can be found in the Company Profile section on page 79 of this 2023 BCA Annual Report.

Rallyati A. Wibowo

The educational background, certification, expertise, position, and work experience of members of the Audit Committee can be found in the Company Profile section on page 80 of this 2023 BCA Annual Report.

5. Education or Training

Throughout 2023, members of the Audit Committee have carried out the following 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 335-336 of this 2023 BCA Annual Report.		
Fanny Sagitadewi	Prevailing Over Turbulence	Mandiri Investment Forum	February 1, 2023
	The Role of GRC in Supporting Financial Sector Performance	OJK Institute	February 23, 2023
	BCA Economic Research Forum I 2023: Examining Opportunities & Challenges in the Retail Sector amidst Economic Volatility	BCA	April 12, 2023
	Impact of Implementing Cloud Computing in the Financial Services Industry	OJK Institute	June 8, 2023
	2023 IIA Indonesia National Conference (theme: Staying Relevant)	Institute of Internal Auditors	August 30-31, 2023
	Indonesia Knowledge Forum XII - Eco-Creation "Empower Sustainability through Partnerships and Digitalization"	BCA	October 10 -11, 2023
	Refreshment of Risk Management Certification Level 6: Accelerating Inclusive Digital Economy Transformation and Sustainability Economic Growth (and impact on Risk Based Bank Rating and Risk Appetite)	Maisa Edukasi	November 2, 2023
Rallyati A. Wibowo	Executive Program: Cyber Attack Table Top Simulation	BCA	February 15, 2023
	Building Resilience In Tuna World ("Control Your Future or Someone Else Will")	Yayasan Pendidikan Internal Audit (YPIA)	July 5-6, 2023
	Strengthening National Resilience in the Financial Services Industry	OJK Institute	May 22, 2023
	2023 IIA Indonesia National Conference (Theme: Staying Relevant)	Institute of Internal Auditors	August 30-31, 2023
	Indonesia Knowledge Forum XII - Eco-Creation "Empower Sustainability through Partnerships and Digitalization"	BCA	October 10 -11, 2023
	National Audit Committee Conference 2023: Guarding the Company's Sustainability and Growth Through Risk Monitoring and Control	Ikatan Komite Audit Indonesia (IKAI)	October 19, 2023
	Capacity Building ESG Introduction to Business and Human Rights	BCA	November 30, 2023



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 1 (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 effective 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 confidential information;
 - d. complies with the applicable Code of Ethics;
 - 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 Ethics 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 understand 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 their 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, nonassurance service, appraisal service and/or other consulting services to the BCA within the last 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 last 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 the 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 of 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 to the Board of Commissioners based on evaluation results concerning 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. Compliance of audit implementation by the PAF to the applicable Audit Standards.
 - b. Compliance 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 effective and sustainable Good Corporate Governance (GCG).
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 the 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.



In 2023, the Audit Committee has held 30 (thirty) meetings.

Data on the attendance of the Committee members at the Audit Committee meetings throughout 2023 is as follows:

Name	Number of Meeting	Attendance	Percentage
Sumantri Slamet	30	30	100 %
Fanny Sagitadewi	30	29	96.67 %
Rallyati A. Wibowo	30	30	100 %

Agenda for the implementation of the Audit Committee meetings throughout 2023 is as follows:

No.	Date	Agenda
1	January 4, 2023	Meeting with PwC
2	January 18, 2023	DAI Work Realization in 2022
3	January 18, 2023	Clearance Meeting with PwC
4	January 19, 2023	BCA Performance in 2022
5	January 24, 2023	Disclosures in the record for the 2022 Consolidated Financial Statements
6	February 8, 2023	Evaluation of PAF 2022 and appointment of PAF 2023
7	February 15, 2023	Committee Report to Board of Commissioner Q4-2022
8	March 2, 2023	DAI Regular Meeting with the Audit Committee in March 2023
9	March 6, 2023	Discussion on the Appointment of External Reviewers for DAI
10	March 17, 2023	BCA Audit Review - PAF KPMG
11	April 11, 2023	Update on BCA's Financial Performance for the First Quarter of 2023
12	April 13, 2023	DAI Regular Meeting with the Audit Committee in April 2023
13	April 18, 2023	Disclosures in the Record for the First Quarter 2023 Consolidated Financial Statements
14	May 24, 2023	Committee Report to Board of Commissioner Q1-2023
15	June 7, 2023	DAI Regular Meeting with the Audit Committee in June 2023
16	June 9, 2023	Audit Committee Meeting with KPMG Regarding External Review of DAI
17	July 11, 2023	Update on BCA Financial Performance for the Semester I of 2023
18	July 12, 2023	DAI Work Realization for the first semester of 2023
19	July 18, 2023	Disclosure in the Record for the Consolidated Financial Statements Semester I - 2023
20	August 16, 2023	Committee Report to Board of Commissioner Q2-2023
21	August 23, 2023	Results of KPMG Review on DAI Functions
22	September 11, 2023	PwC Plans to Audit BCA's Financial Statements for the Fiscal Year 2023
23	September 13, 2023	DAI Regular Meeting with the Audit Committee in September 2023
24	October 17, 2023	Disclosure in Notes to Consolidated Financial Statements for the Third Quarter - 2023
25	October 19, 2023	BCA Financial Performance Update for the Third Quarter of 2023
26	October 26, 2023	Regular Meeting of DAI with Audit Committee in October 2023
27	November 8, 2023	Discussion on Committee Reporting to the Board of Commissioner Q3-2023
28	November 15, 2023	Committee Reporting to the Board of Commissioner Q3-2023
29	December 15, 2023	Update Audit Progress with PwC (Hardclose)
30	December 18, 2023	Regular Meeting of DAI with Audit Committee in December 2023



12. Realization of the Work Program and Implementation of Audit Committee Activities in 2023

Throughout 2023, the realization of the BCA Audit Committee Work Program 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 2023.
- b. Hold a meeting 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 2023 fiscal year.
- c. Held a meeting with Klynveld Peat Marwick Goerdeler Public Accountant Firm to discuss plans for a performance review and maturity assessment of DAI for the period of July 1, 2020 to June 30, 2023.
- d. Held a meeting with the Accounting Group to review the BCA Financial Report which will be published every quarter.
- e. Held 9 (nine) 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.
 - iv. Discussing the appointment of an External Reviewer for DAI
- f. Reviewed internal audit results report and monitor their follow-up.
- 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 review 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 reviews 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 2023.
- m. In accordance with OJK Regulation No. 1/POJK.03/2019, performed an assessment on the DAI, whose results are submitted to the Board of Commissioners to be forwarded to the Remuneration and Nomination Committee (RNC).
- n. Conducted studies and held a meeting 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 2023 fiscal year along with the Management Letter.
- o. Held a meeting with KPMG to discuss the results of the performance review and DAI maturity assessment.

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 concerning the Implementation of Governance for Commercial Banks.
- OJK Regulation No. 4/POJK.03/2016 dated January 26, 2016 concerning the Assessment of Commercial Bank Soundness Level.
- 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.14/POJK.03/2017 dated April 4, 2017, concerning Recovery Plan action for Systemic Bank.



- 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 17 March 2017 concerning Assessment of the Soundness Level 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 BCA ROC membership has complied with the applicable provisions of the OJK Regulation and the ROC Charter. Throughout 2023, 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 the Board of Commissioners Meeting No.21 /RR/KOM/2021 dated April 28, 2021.

Composition of the ROC Members as of December 31, 2023

Name	Position in the 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 - September 30, 2023

Note: *) ceased to serve on October 1, 2023

4. ROC Member Profiles and Qualifications

Cyrillus Harinowo

The educational background, certification, expertise, position, and work experience of ROC members can be found in the Company Profile section on page 76 of this 2023 BCA Annual Report.

Endang Swasthika Wibowo

The educational Background, certification, expertise, position, and work experience of ROC members can be found in the Company Profile section on page 81 of this 2023 BCA Annual Report.

Subianto Rustandi

The educational background, certification, expertise, position, and work experience of ROC members can be found in the Company Profile section on page 82 of this 2023 BCA Annual Report.



5. Education or Training

Throughout 2023, ROC members have carried out the following 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 335 of this 2023 BCA Annual Report.		
Endang Swathika Wibowo	The Role of Governance and Risk Compliance (CRC) in Supporting Financial Sector Performance	OJK Institute	February 23, 2023
	Utilization of Big Data Analysis in Improving Financial Services Industry Performance	OJK Institute	March 30, 2023
	BCA Economic Research Forum I 2023: Examining Opportunities & Challenges in the Retail Sector amidst Economic Volatility	BCA	April 12, 2023
	Overcoming challenges and facing changes in the Financial Services Sector	OJK Institute	April 13, 2023
	Building Customer Confidence in Digital Assets and Cyber Risk	OJK Institute	May 30, 2023
	Get to know more about the provisions of the P2SK Law in the context of Banking Sector Regulation	OJK Institute	June 22, 2023
	ERM and Cyber Security (How to Mitigate and Protect)	Bankers Association for Risk Management (BARa)	July 26, 2023
	Indonesia Knowledge Forum XII - Eco-Creation "Empower Sustainability through Partnerships and Digitalization"	BCA	October 10 - 11, 2023
	Managing Environmental, Social, and Governance Risks and Opportunities	OJK Institute	October 19, 2023
	Capacity Building ESG Introduction to Business and Human Rights	BCA	November 30, 2023
	Welcoming Crypto Assets in Strengthening the Digital Financial Ecosystem in Indonesia	OJK Institute	December 22, 2023
Subianto Rustandi	Executive Program : Cyber Attack Table Top Simulation	BCA	February 15, 2023
	BCA Economic Research Forum I 2023: Examining Opportunities & Challenges in the Retail Sector amidst Economic Volatility	BCA	April 12, 2023
	ERM and Cyber Security (How to Mitigate and Protect)	Bankers Association for Risk Management (BARa)	July 26, 2023



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 of 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 Chairman of ROC may only 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:

Independent Aspect	Cyrellus 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 improve the effectiveness of its supervisory duties implementation 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 Action.
- 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 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 nonphysically 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. Meeting Decision Making:
- 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 results of the ROC Meeting are recommendations that can be utilized optimally by the Board of Commissioners and Directors.

Throughout 2023, ROC has held 12 (twelve) meetings.

Data on the attendance of Committee members in the implementation of ROC meetings throughout 2023 are as follows:

Name	Number of Meeting	Attendance	Percentage
Cyrillus Harinowo	12	11	91.67 %
Endang Swasthika Wibowo	12	12	100 %
Subianto Rustandi*)	8	8	100 %

Note:

*) Ceased to serve since October 1, 2023

Agenda on the implementation of ROC meeting throughout 2023 is as follows:

No.	Date	Agenda
1	February 1, 2023	Review of IT Adequacy in Facing Digital Banking Growth
2	February 15, 2023	Committee Report to Board of Commissioner Q4-2022
3	May 2, 2023	Evaluation of Liquidity Risk and Market Risk
4	May 24, 2023	Committee Report to Board of Commissioner Q1-2023
5	May 31, 2023	Discussion with Octagon Advisors regarding the recent failure of the three US regional banks and Credit Suisse
6	July 26, 2023	Evaluation of Cybersecurity and Data Protection Review and Third-Party Risk Evaluation of Cybersecurity and Data Protection Review and Third-Party Risk
7	August 9, 2023	Presentation by the Risk Management Division regarding the follow-up to Minutes of Meeting No. 21/RR/KOM/2023 dated May 24, 2023
8	August 16, 2023	Committee Report to Board of Commissioner Q2-2023
9	October 25, 2023	Review of Credit & Reputation Risk and IT Risk Management Governance
10	November 3, 2023	Discussion on Committee Reporting to Board of Commissioner Q3-2023
11	November 15, 2023	Committee Reporting to Board of Commissioner Q3-2023
12	December 21, 2023	Evaluation of 2023 ROC Task Implementation and 2024 ROC Work Plan



12. Realization of Work Program and Implementation of Activities of ROC in 2023

Throughout 2023, 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 Work Unit and the Information Technology Steering Committee (ITSC).
- c. Monitored and analyzed BCA's risk profile and specifically studied credit risk, operational risk, market risk, liquidity risk, as well as reputation risk.
- d. Performed analysis and evaluation 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 2023 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. Analyze changes in strategic risk profiles and parameters due to changes in business and economic activity patterns due to the impact of the pandemic and its response.
- i. Conduct credit risk and strategic risk analysis evaluations on credit portfolios.
- j. Analyze and evaluate operational risks and strategic risks related to payment transactions.
- k. Evaluate the implementation of third-party risk management.
- l. Evaluate the Risk Appetite Statement.
- m. Monitor and explore new regulations related to risk management and IT risk management governance.

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 concerning the 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.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, concerning the Appointment of Members of the Remuneration and Nomination Committee.
- BCA Governance Guidelines, dated June 30, 2021.
- Board of Commissioners Decree No. 003/SK/ KOM/2023, concerning the Remuneration and Nomination Committee Charter.

2. RNC Charter

RNC has a Remuneration and Nomination Committee Charter in place to carry out its duties and responsibilities, as outlined in the Board of Commissioners Decree No. 003/SK/KOM/2023, concerning the Remuneration and Nomination Committee Charter.

The coverage regulated in the RNC Charter includes:

- Membership Structure.
- Membership Requirements.
- Competency and Term of Office.
- Disclosure.
- Duties and responsibilities.
- Authority, Working Mechanism and Working Time.
- Committee Meetings.
- Reporting and Closing.



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

3. Structure and Membership of RNC

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 2023

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 77 in the Company Profile section of this 2023 BCA Annual Report.

D.E. Setijoso

The educational background, expertise, position, and work experience of RNC members can be found on page 74 in the Company Profile section of this 2023 BCA Annual Report.

Rudi Lim

The educational background, expertise, position, and work experience of RNC members can be found on page 84 in the Company Profile section of this 2023 BCA Annual Report.

5. Education or Training

In 2023, 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 335 of this 2023 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 334 of this 2023 BCA Annual Report.			
Rudi Lim	E-L Cyber Security for Social Media	BCA	E learning	July 18, 2023
	Seminar on the Implementation of the Data Privacy Protection Act	BCA	Jakarta	June 20, 2023
	Reconnecting Facilitator 7 Habits	Dunamis	Jakarta, zoom online	March 14, 2023



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 can hold concurrent positions 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.	✓	✓	✓
Have no management relationship within the company, its subsidiaries, or affiliated companies.	✓	✓	✓
Has no share ownership relationship at the company.	✓	–	–
Have no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Remuneration and Nomination Committee	✓	✓	✓
Not serving as administrators of political parties, officials, and government.	✓	✓	✓

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 2023, 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 outlined 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, 2023, is as follows:

Name	Number of Meeting	Attendance	Percentage
Raden Pardede	7	7	100 %
D.E. Setijoso	7	7	100 %
Rudi Lim	7	7	100 %

Out of the 7 (seven) RNC meetings, there were 4 (four) meeting with a discussion related to remuneration 2 (two) meetings with a discussion related to nomination, and 1 (one) meeting with a discussion related to other topics, with the following details:

No.	Date	Agenda
1	January 25, 2023	Discussion on the Evaluation of the Self-Assessment Results
2	February 22, 2023	Recommendations for Distribution of Tantiem for Fiscal Year 2022 to members of the Board of Commissioners & the Board of Directors
3	February 28, 2023	Recommendations for Distribution of Tantiem for Fiscal Year 2022 to members of the Board of Commissioners & the Board of Directors
4	June 6, 2023	Recommendations for changes to the Tantiem Share Dividend Lockup Arrangements for members of the Board of Commissioners & the Board of Directors
5	June 14, 2023	Proposed Changes to Fraud Parameter Limits in the Remuneration Policy for Directors and Commissioners
6	October 25, 2023	Proposed Risk Monitoring Committee Members
7	December 6, 2023	Proposed Risk Monitoring Committee Members

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 2023

The realization of the BCA RNC work program for 2023 is as follows:

- Prepare recommendations regarding proposals for granting tantiem to the Board of Commissioners and the Board of Directors for BCA's performance in 2022.
- Evaluate the results of the self-assessment of the Board of Directors and Board of Commissioners.
- Refining the Remuneration and Nomination Committee Charter.

14. Policy Regarding the Succession of the Board of Directors

BCA has and implements a succession policy for the Board of Directors and/or senior management that aims to prepare for leadership regeneration in BCA. 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 517 of this 2023 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 the 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 Provision 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 concerning the Implementation of Governance for Commercial Banks..
- 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.
- 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 121/SK/KOM/2023 dated July 17 2023 concerning the Charter of the Integrated Governance Committee – PT Bank Central Asia Tbk.
- Board of Directors Decree No. 0154/SK/DIR/2023 dated 14 September 2023 concerning the Appointment of Members of the Integrated Governance Committee.

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. 121/SK/KOM/2023 dated July 17, 2023, 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.
- Concurrent 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/about-bca/tatakelola/Struktur-Organisasi>).

3. Structure and Membership of IGC

The composition of the BCA IGC membership complied with the applicable provisions of the OJK Regulation and IGC Charter. As of December 31, 2023, 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. 050/SK/DIR/2023 dated Marc 10, 2022 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. 13/RR/KOM/2023 dated March 8, 2023 and the Board of Directors' Decree No. 0154/SK/DIR/2023 dated September 14, 2023 concerning Appointment of Chairman and Members of the Integrated Governance Committee based on decisions in the Minutes of Meeting of the Board of Commissioners from the Main Entity No. 36/RR/KOM/2023 dated September 13, 2023.

Composition of the IGC Members

Name	Position in the Committee *)	Position in the Financial Conglomeration	Term of Office
Member from the Main Entity			
Cyrrillus Harinowo	Chairman (concurrently member)	Main Entity's Independent Commissioner	May 6, 2021 – AGMS 2026
Prabowo	Member	Main Entity's Independent Party **)	May 6, 2021 – AGMS 2026
Member from the Subsidiary ***)			
Sulistiyowati	Member	Independent Commissioner PT BCA Finance	May 6, 2021 – AGMS 2026
Gustiono Kustianto	Member	Independent Commissioner PT Asuransi Umum BCA	May 6, 2021 – AGMS 2026
Pudjianto	Member	Independent Commissioner PT Asuransi Jiwa BCA	May 6, 2021 – AGMS 2026
Mendari Handaya	Member	Independent Commissioner PT BCA Multi Finance	May 6, 2021 – September 2023
Mathilda Simon	Member	Independent Commissioner PT BCA Multi Finance	September 14, 2023 – AGMS 2026
Ratna Yanti	Member	Independent Commissioner PT Bank BCA Syariah	March 31, 2022 – March 10, 2023
		Independent President Commissioner PT Bank BCA Syariah	March 10, 2023 – AGMS 2026
Sutedjo Prihatono*)	Member	Member of the Sharia Supervisory Board of PT Bank BCA Syariah	May 6, 2021 – AGMS 2026
Hendra Iskandar Lubis	Member	Independent Commissioner PT BCA Sekuritas	May 6, 2021 – AGMS 2026
Irianto Sutanto	Member	Independent Director BCA Finance Limited, Hongkong	May 6, 2021 – RUPST 2026
Sri Indrajanti Dewi	Member	Independent Commissioner PT Bank Digital BCA	May 6, 2021 – September 14, 2023
Ina Suwandi	Member	Independent Commissioner PT Bank Digital BCA	September 14, 2023 – AGMS 2026

Note:

*) Membership of Independent Commissioners, Independent Parties, and Members of the Sharia Supervisory Board in the IGC of 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 duties 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, certification, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 76 of this 2023 BCA Annual Report.

Prabowo

The educational background, certification, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 85 of this 2023 BCA Annual Report.

Sulistiyowati

The educational background, certification, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 86 of this 2023 BCA Annual Report.

Gustiono Kustianto

The educational background, certification, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 86 of this 2023 BCA Annual Report.

Pudjianto

The educational background, certification, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 87 of this 2023 BCA Annual Report.

Mathilda Simon

The educational background, certification, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 87 of this 2023 BCA Annual Report.

Ratna Yanti

The educational background, certification, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 88 of this 2023 BCA Annual Report.

Sutedjo Prihatono

The educational background, certification, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 88 of this 2023 BCA Annual Report.

Hendra Iskandar Lubis

The educational background, certification, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 89 of this 2023 BCA Annual Report.

Irianto Sutanto

The educational background, certification, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 89 of this 2023 BCA Annual Report.

Ina Suwandi

The educational background, certification, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 90 of this 2023 BCA Annual Report.

5. Education or Training

Throughout 2023, 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 335 of this 2023 BCA Annual Report.		
Prabowo	Implementation of Artificial Intelligence in the Financial Services Industry	OJK Institute	February 2, 2023
	The Role of GRC in Supporting Financial Sector Performance	OJK Institute	February 23, 2023
	Executive Program : Cyber Attack Table Top Simulation	BCA	February 15, 2023



Name	Education / Training	Organizer	Date
	BCA Economic Research Forum I 2023: Examining Opportunities & Challenges in the Retail Sector amidst Economic Volatility	BCA	April 12, 2023
	Strengthening National Resilience in the Financial Services Industry	OJK Institute	May 22, 2023
	How to Manage Climate-related Risk in Banking Industry	OJK Institute	June 15, 2023
	Indonesia Knowledge Forum XII - Eco-Creation "Empower Sustainability through Partnerships and Digitalization"	BCA	October 10 - 11, 2023
	Capacity Building ESG Introduction to Business and Human Rights	BCA	November 30, 2023
Sulistiyowati	Implementation of Artificial Intelligence in the Financial Services Industry	OJK Institute	February 2, 2023
Gustiono Kustianto	Strengthening National Resilience in the Financial Services Industry	OJK Institute	May 22, 2023
	Beware of New Style Fraud Modes	OJK Institute	August 3, 2023
	Mandiri Investment Forum-Macro Day	CSA Institute	June 24, 2023 - July 22, 2023
	Training Program for Certified Technical Analyst	Bank Mandiri	February 1, 2023
	The Next Billion Programmers	CSA Institute	June 24 - July 22, 2023
Pudjianto	GRC Masterclass - Building Resilience Future through GRC and ECG	BCA-Catapa	July 24, 2023
	GRC Seminar - Building Resilience Future through GRC and ECG	ERMA-CRMS	August 24, 2023
	Capacity Building ESG Introduction to Business and Human Rights	ERMA-CRMS	August 25, 2023
	Financial Services Industry Outlook in 2023	BCA	November 30, 2023
	How to Develop Risk Management Strategy in Operational Level	Asosiasi Ahli Manajemen Indonesia (AAMI)	July 6, 2023
Mendari Handaya	Get to Know More About the Regulations on the P2SK Law in the Context of Strengthening the Non-Bank Financial Industry (IKNB)	OJK Institute	August 10, 2023
	The 1st Indonesian Insurance Summit (ID ISUMMIT) "Stakeholders Transformation Towards Strengthen to the Insurance Industry"	OJK Institute	August 23-25, 2023
	How to Drive Corporate Performance through Accounting Practices	OJK Institute	9 November 2023
	National Seminar on Financing Challenges in the Middle Politic Year	Asosiasi Perusahaan Pembiayaan Indonesia (APPI)	January 31, 2023
Mathilda Simon	Compliance Culture and Governance, Risk and Compliance (GRC) Forum	Ikatan Bankir Indonesia	March 20, 2023
	Economic Outlook 2024	Ikatan Bankir Indonesia	October 2, 2023
	Capacity Building ESG Introduction to Business and Human Rights	BCA	November 30, 2023
	Risk Governance Summit 2023	OJK Institute	November 30, 2023



Name	Education / Training	Organizer	Date
Ratna Yanti	Annual Kick-Off meeting of the risk management profession in the financial services sector in 2023 "Challenges and opportunities for the risk management profession in achieving sustainable financial goals"	Indonesia Risk Management Professional Association (IRMAPA)	March 3, 2023
	Increasing banking collaboration in the context of preventing and eradicating criminal acts of money laundering in PEMILU and PILKADA with integrity and accountability	Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	May 17, 2023
	The impact of implementing cloud computing in the Financial Services Industry	OJK Institute	June 8, 2023
	Effectiveness of Digital Maturity Assessment in measuring Banking Digital Transformation Maturity	Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	August 28, 2023
	The Cooler Earth Sustainability Summit 2023 Jakarta	CIMB Niaga	September 13, 2023
	Risk Management Certification Refreshment Level 5 / Level 7	Lembaga Sertifikasi Profesi Keuangan Syariah (LSP KS)	September 27, 2023
	ESG In House Workshop & Discussion (Socialization of BCA Syariah Sustainable Finance Policy & ESRA)	BCA Syariah	September 27, 2023
Sutedjo Prihatono	MUI DSN Fatwa: Implementation & Realization in the Sharia Banking Industry	Forum DPS BPRS	May 13-14, 2023
Hendra Iskandar Lubis	Qualified Professional Certification: Risk Management Based on SNI ISO 31000	Lembaga Sertifikasi Profesi Manajemen Risiko (LSP MKS)	June 12-14, 2023
	GRC Masterclass 2023 Training: Evaluation of Risk Management Effectiveness	BUMN School of Excellence	September 7, 2023
	GRC Masterclass Training 2023: ESG for Boards - Governance of ESG	BUMN School of Excellence	September 27, 2023
	Capacity Building ESG Introduction to Business and Human Rights	BCA	November 30, 2023
Irianto Sutanto	Anti Money Laundering in Digital Era : lesson learned from selected countries	OJK Institute	April 6, 2023
	Get to know more about the P2SK Law Regulations in the Context of Strengthening the Non-Bank Financial Industry	OJK Institute	August 10, 2023
	Opportunities and challenges for Fintech P2P Lending in the Era of the P2SK Law	OJK Institute	September 21, 2023
Sri Indrajanti Dewi	Financial Services Industry Outlook in 2023	OJK Institute	January 10, 2023
	Banking Trends in 2023	OJK Institute	January 17, 2023
	The Role of BPR After the P2SK Law to Strengthen the National Economy	LPPI	February 23, 2023
Ina Suwandi	BSMR Refreshment IV	BSMR	February 22, 2023
	Implementation of the AML CTF and P2SPM Program in the financial services sector	Mahaka Institute	October 2-3, 2023
	Refreshment of Risk Management Certification Level 6: Identification and Management of the Bank's Main Operational Risk Portfolio (Current Condition Approach)	PT Afraidhams Secret	November 27, 2023
	Capacity Building ESG Introduction to Business and Human Rights	BCA	November 30, 2023
	Good Corporate Governance (GCG on OJK Regulation No 17 Tahun 2023)	PT Golden Regency Consulting	December 4-5, 2023



6. Term of Office

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

1. The term of office Chairman of IGC 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 Chairman 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 related regulator.

The terms of office of the current members of the IGC will end at the closing 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	Cyrrillus Harinowo	Prabowo	Sulistiyowati	Gustiono Kustianto	Pudjianto	Mendari Handaya
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.	✓	✓	✓	✓	✓	✓



Independence Aspect	Cyrillus Harinowo	Prabowo	Sulistiyowati	Gustiono Kustianto	Pudjianto	Mendari Handaya
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	Mathilda Simon	Ratna Yanti	Sutedjo Prihatono	Hendra Iskandar Lubis	Irianto Sutanto	Sri Indrajanti Dewi	Ina Suwandi
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:

- Evaluate the implementation of Integrated Governance, at least through assessing the adequacy of internal control and the implementation of 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 conducting at least:
 - Evaluation of integrated governance implementation; and
 - Monitor the implementation of the Integrated Governance Guidelines.
- 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:

- a. Request information from work units in the form of evaluation results on the implementation of:
 - 1) Integrated Internal Audit Function;
 - 2) Integrated Compliance Function;
 - 3) Integrated Risk Management Function;
 and
- 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 once 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 through 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 dissent.
3. The results of the IGC meetings constitute recommendations that can be optimally utilized by the Main Entity's Board of Commissioners and Board of Directors and Financial Services Institutions members of the Financial Conglomerate.
4. Throughout 2023, the IGC has held 6 (six) meetings.

Data on the attendance of Committee members in the IGC Meeting throughout 2023 is as follows:

Name	Number of Meeting	Attendance	Percentage
Cyrillus Harinowo	6	6	100%
Prabowo	6	6	100%
Sulistiyowati	6	6	100%
Gustiono Kustianto	6	4	66.67%
Pudjianto	6	6	100%
Mendari Handaya *)	4	4	100%
Mathilda Simon **)	2	2	100%
Ratna Yanti	6	6	100%
Sutedjo Prihatono	6	6	100%
Hendra Iskandar Lubis	6	6	100%
Irianto Sutanto	6	6	100%
Sri Indrajanti Dewi *)	4	4	100%
Ina Suwandi **)	2	2	100%

Note:

*) Term of office May 6, 2021 – September 14, 2023

**) Term of office since September 14, 2023 – 2026 AGMS



The agenda for the implementation of the IGC meetings throughout 2023 is as follows:

No.	Date	Agenda
1	January 11, 2023	Consumer Protection and Customer Data at Bank BCA Digital, BCA Finance and BCA Sekuritas
2	March 15, 2023	Reporting of the Integrated Governance Committee for Semester II/2022 to the Board of Commissioners of the Main Entity
3	May 29, 2023	Reporting of the Integrated Governance Committee Semester II/2022 to the Board of Commissioners of the Main Entity
4	July 12, 2023	Implementation of Good Corporate Governance at PT Asuransi Jiwa BCA and PT Asuransi General BCA
5	September 20, 2023	Reporting of the Integrated Governance Committee Semester I/2023 to the Board of Commissioners of the Main Entity
6	November 15, 2023	Follow-up Meeting of Integrated Governance Committee on September 20, 2023

12. Realization of the Work Program and Implementation of IGC Activities in 2023

Throughout 2023, the IGC has carried out IGC work activities/programs, namely evaluating the adequacy of implementation of Integrated Governance at the BCA Financial Conglomerate. These evaluation activities are carried out, namely through the presentation and discussion on 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 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 LIABILITY COMMITTEE

Asset 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.

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 concerning the Asset Liability Committee (ALCO) Structure and the Board of Commissioner Decree No. 138/SK/KOM/2022 dated August 15, 2022 concerning the division of duties and responsibilities of the directors and the Main Framework of PT Bank Central Asia Tbk Organization.

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.

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

Based on the Board of Directors Decree No. 144/SK/DIR/2022 concerning 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 Right Status
Chairman (concurrently as a member)	President Director	Reserve voting right
Member	<ul style="list-style-type: none"> • Deputy President Director I – IT & Digital Banking • Deputy President Director II – Business Banking & Operation • Credit Risk & Legal Director • Corporate Banking & Treasury Director • Commercial & SME Banking Director • Branch & Network Director • Risk Management 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) 	Reserve voting right
Secretary	Senior Advisor Risk Management (MRK) in charge of Asset Liability Management (ALM)	No voting right



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 when 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 opinions to the ALCO secretary for the preparation of meeting agenda and materials.
- b. To provide opinions in the form of information and analysis in the ALCO meeting, regarding:
 - Methodologies 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 substitute, or attended by 6 (six) Directors, including the chairman or substitute.

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 total members with voting rights present plus 1 (one) vote.



5. Frequency of ALCO Meetings in 2023

As of December 31, 2023, ALCO held 21 (twenty-one) meetings with details of the attendance of ALCO members as follows:

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	21	21	100%
Deputy President Director I – IT & Digital Banking (Gregory Hendra Lembong)	21	15	71%
Deputy President Director II – Business Banking & Operation (Armand W. Hartono)	21	14	67%
Credit Risk & Legal Director (Subur Tan)	21	14	67%
Corporate Banking & Treasury Director (Rudy Susanto)	21	13	62%
Commercial & SME Banking Director (John Kosasih)	21	15	71%
Branch & Network Director (Frengky Chandra Kusuma)	21	19	90%
Risk Management Director (Antonius Widodo Mulyono)	21	20	95%
Transaction Banking Director (Santoso)	21	14	67%
Finance & Corporate Planning Director (Vera Eve Lim)	21	15	71%
Consumer Banking Director (Haryanto T. Budiman)	21	14	67%
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	15	71%
Executive Vice President (EVP) in charge of Economic, Banking, & Industrial Research Group, Environment Sustainability Governance (ESG) Group, Investor Relations Group (IVR), Accounting Group (ACT), and Tax Group (TAX)	21	16	76%
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	21	100%
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%

Note:

¹⁾ ALCO Chairman



The details of the implementation of ALCO meetings throughout 2023 are as follows:

No.	Date	Agenda
1	January 16, 2023	At ALCO meetings, among other things, the following are discussed:
2	January 27, 2023	a. Follow-up report on previous ALCO Meeting Decisions.
3	February 13, 2023	b. Economic parameters include inflation, Bank Indonesia Term Deposit interest rates, Rupiah and USD yield curves, Rupiah and USD market liquidity, and the Rupiah exchange rate.
4	February 27, 2023	c. Liquidity reserves consisting of Primary and Secondary Rupiah and Foreign Currency Reserve, Rupiah and Foreign Currency Fund Structure, Credit Projections, Liquidity Projections.
5	March 13, 2023	d. Banking Book Interest Rate Risk based on Earnings Perspective (NII Method) and Economic Value Perspective (EVE Method).
6	March 29, 2023	e. Development of Interest Rate Risk in Trading Book and Forex.
7	April 18, 2023	f. Yield and Cost of Fund Rupiah and Foreign Currency.
8	May 15, 2023	g. Assets Liabilities Management Analysis.
9	May 31, 2023	h. Stress Test for Liquidity Risk and Stress Test for Exchange Rate Risk and Trading Book Interest Rates.
10	June 14, 2023	i. Development of Bank Funds towards Total Banking.
11	July 12, 2023	j. Proposed Interest Rates for Funds, Credit and Credit Base Interest Rates (SBDK).
12	July 31, 2023	k. Profit/loss projection.
13	August 14, 2023	
14	August 25, 2023	
15	September 12, 2023	
16	September 22, 2023	
17	October 9, 2023	
18	October 23, 2023	
19	November 10, 2023	
20	November 27, 2023	
21	December 18, 2023	

6. Accountability Reporting

Accountability and realization of the ALCO'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 2023

Throughout 2023, ALCO has realized the following work programs:

- Evaluate 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.
- Evaluate and establish the changes in funds and loans interest rates, credit base interest rate, and the limit related to Asset Liability Management (ALM).
- Review the results of the simulation of the profit/loss in accordance with ALM strategy of BCA.
- Establish policy and strategy in the arrangement of balance sheet structure and investment portfolio.

8. Work Plan of ALCO in 2024

ALCO has established work plans for 2024 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 established to ensure that the risk management framework offers adequate protection against all BCA risks.

RMC Guidelines

In order to execute its duties and responsibilities, RMC is guided by OJK Regulation No. 18/POJK/03/2016, dated March 16, 2016, concerning the implementation of risk management for commercial banks, and the Board of Directors Decree No. 022/SK/DIR/2023, dated February 8, 2019, regarding the structure of the Risk Management Committee.

The scope stipulated in the RMC Structure and Charter includes:

- Mission, Main Functions, Position, and Authority
- Risk Management Committee Organizational Chart and Structure
- Main Duties and Authorities
- Decision Making, Accountability, and Reporting

1. Structure, Membership, and Voting Rights Status

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

Position in the Committee	Served By	Voting Right Status
Chairman (concurrently as a permanent member)	Risk Management Director	
Permanent member ¹⁾	<ul style="list-style-type: none"> • All members of the Board of Directors • Executive Vice President of the Credit Risk Analysis Group • Head of Compliance Division • Head of Internal Audit Division³⁾ 	Reserve Voting Rights
Non-Permanent Members ²⁾	<ul style="list-style-type: none"> • Executive Vice President with the exception of Executive Vice President of the Credit Risk Analysis Group • All Heads of Divisions/Work Units/Groups, Except the Permanent Members 	
Secretary (concurrently permanent member)	Head of Risk Management Division	

Note:

¹⁾ If there is a concurrent position, the person concerned only has 1 (one) vote

²⁾ Attendance according to the topic discussed

³⁾ No 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 opinions to the RMC secretary in the form of topics to be discussed at the RMC meeting, as well as meeting materials.



- b. Provide opinions 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 provision (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 ½ (one-half) of the permanent members attend
- Non-physical meetings are held via teleconference, video conference, or other electronic media that allows all RMC meeting participants to see and/or hear each other directly and participate in the meeting.

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 ½ (one-half) of the total permanent members present and reserve voting right.

5. Frequency of RMC Meetings in 2023

As of December 31, 2023, the RMC has held 4 (four) meetings, with details of the attendance of RMC members as follows:

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja)	4	4	100%
Deputy President Director (Gregory Hendra Lembong)	4	3	75%
Deputy President Director (Armand W. Hartono)	4	3	75%
Director of Credit and Legal (Subur Tan)	4	3	75%
Director of Commercial Banking & SME (John Kosasih)	4	2	50%
Director of Regional & Branch Network (Frengky Chandra Kusuma)	4	0	0%
Director of Corporate Banking & Treasury (Rudy Susanto)	4	3	75%
Director of Compliance and Human Resources (Lianawaty Suwono)	4	2	50%
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)	4	4	100%
Director of Risk Management (Antonius Widodo Mulyono)	4	4	100%
EVP Credit Risk Analysis Group	4	4	100%
Head of Compliance Division	4	4	100%



Position	Number of Meeting	Attendance	Percentage
Head of Risk Management Division (Secretary)	4	4	100%
Head of Internal Audit	4	4	100%
EVP Economic, Banking, & Industrial Research Group, Environment Sustainability Governance (ESG) Group, Investor Relations Group (IVR), Accounting Group (ACT), and Tax Group (TAX) ¹⁾	1	1	100%
Head of Enterprise IT Arch, Data Mgt&SQ Group ¹⁾	1	1	100%
Head of IT Security Group ¹⁾	2	2	100%

Note:

¹⁾ The number of meetings for non-permanent members is in accordance with the invitation for the related discussion topic.

Details of the RMC meetings throughout 2023 are as follows:

No.	Date	Agenda
1	March 6, 2023	BCA CAR Calculation for 2023
2	July 17, 2023	RWA Calculation for Basel III Reform Market (OJK Circular Letter No. 23/SEOJK.03/2022)
3	September 6, 2023	BCA Cybersecurity Risk Level Assessment
4	November 27, 2023	Preparing for Cybersecurity Challenges from Human & Technology Aspect

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 RMC's routine 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 2023

The realization of the RMC work program in carrying out its management duties in 2023 is as follows:

- Providing information on the impact of changes in the RWA calculation for Credit and Operational Risk on BCA's CAR position.
- Providing information on the changes to the calculation of Market Risk RWA, which will take effect on January 1, 2024.
- Providing information on the assessment of BCA's cyber security risk level in accordance with the applicable OJK Circular Letter.
- Providing information on the preparation for cyber attacks from the human and technological aspects.

8. Work Plan of RMC in 2024

RMC has developed the following work plan for 2024:

- 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 established 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:

- OJK Regulation No. 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates
- OJK Regulation No. 18/POJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks.
- OJK Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates.
- Board of Directors Decree No. 023/SK/DIR/2023 dated February 8, 2023, concerning the Structure and Charter of the Integrated Risk Management Committee (IRMC).



The scope stipulated in the Decree of the Board of Directors No. 023/SK/DIR/2023 concerning the Structure and Charter of the Integrated Risk Management Committee is as follows:

- Mission, Main Functions, and Position
- Organization Chart and Structure
- Main Duties and Authorities
- Decision Making and Reporting

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

Based on Directors Decree No. 023/SK/DIR/2023 dated February 8, 2023, concerning the Structure and Charter 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 permanent 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 Division • Head of Internal Audit Division ³⁾ 	
Non-Permanent member ²⁾	<ul style="list-style-type: none"> • All Executive Vice Presidents (EVP) • All Heads of Divisions/Groups/Work Units related to Subsidiaries, excluding Permanent Members 	Reserve Voting Right
1. Executive Officer		
2. Director of Subsidiary ³⁾	Director who represents and is appointed from the Subsidiary	
Secretary (concurrently as permanent member)	Head of Risk Management Division	

¹⁾ The 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 in IRMC, the person concerned only has 1 (one) vote.

³⁾ According to the topic discussed.

³⁾ 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.
- Improve or refine the integrated risk management policy based on the results of the implementation evaluation.

IRMC Authority

The IRMC has the authority to review and make recommendations on issues related to integrated risk management for the Board of Directors decision.

Duties and Responsibilities of IRMC

The IRMC's main duties in carrying out its functions are as follows:

- Provide opinion to the IRMC secretary in the form of topics and meeting materials to be discussed at the IRMC meeting.
- Provide input in the form of 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 integrated 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 with the aim to limit the risk.
- 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 (one-half) of the total permanent members.
- Meetings that are attended non-physically are conducted via teleconference, video conference, or other electronic media, which must enable all meeting participants to see and/or hear each other directly and participate in the meeting.

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 (one-half) of the members present.

5. Frequency of IRMC Meetings in 2023

As of December 31, 2023, the IRMC has held 2 (two) meetings with the following details:

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	2	2	100%
Deputy President Director I (Gregory Hendra Lembong) ¹⁾	2	2	100%
Deputy President Director II (Armand W. Hartono) ¹⁾	2	1	50%
Director of Credit and Legal (Subur Tan) ¹⁾	2	1	50%
Director of Corporate Banking and Treasury (Rudy Susanto) ¹⁾	2	2	100%
Director of Compliance and Human Resource (Lianawaty Suwono) ¹⁾	2	1	50%
Director of Banking Transaction (Santoso) ¹⁾	2	2	100%
Director of Finance and Corporate Planning (Vera Eve Lim) ¹⁾	2	2	100%
Director of Consumer Banking (Haryanto T. Budiman) ¹⁾	2	2	100%
Director of Regional and Branch Network (Frengky Chandra Kusuma) ¹⁾	2	0	0%
Director of Commercial Banking and SME (John Kosasih) ¹⁾	2	0	0%
Director of Risk Management (Antonius Widodo Mulyono) ¹⁾	2	2	100%
Head of Compliance Division ¹⁾	2	2	100%
Head of Risk Management Division (Secretary) ¹⁾	2	2	100%



Position	Number of Meeting	Attendance	Percentage
Head of Internal Audit ¹⁾	2	2	100%
EVP Economic, Banking, & Industrial Research Group, Environment Sustainability Governance (ESG) Group, Investor Relations Group (IVR), Accounting Group (ACT), and Tax Group (TAX) ²⁾	1	1	100%
EVP Credit Risk Analysis Group ²⁾	1	1	100%
Head of Information Technology Security Group ²⁾	1	1	100%
Head of Enterprise IT Architecture, Data Management & Service Quality Group	1	1	100%
Director of PT BCA Finance ²⁾	2	2	100%
Director of PT BCA Multi Finance ²⁾	2	2	100%
Director of PT Bank BCA Syariah ²⁾	2	2	100%
Director of BCA Finance Limited ²⁾	2	2	100%
Director of PT BCA Sekuritas ²⁾	2	2 ^{*)}	100%
Director of PT Asuransi Umum BCA ²⁾	2	2	100%
Director of PT Asuransi Jiwa BCA ²⁾	2	2	100%
Director of PT Central Capital Ventura ²⁾	2	2	100%
Director of PT Bank Digital BCA ²⁾	2	1	50%

¹⁾ Permanent Members.

²⁾ The number of non-permanent member meetings is in accordance with the invitation for the related topic of discussion.

^{*)} Represented by the Support Function Director of PT BCA Sekuritas.

The implementation of the IRMC meetings throughout 2023 is as follows:

No.	Date	Agenda
1	March 6, 2023	<ul style="list-style-type: none"> - Update on the Implementation of OJK Circular Letter concerning RWA of Consolidated Operational Risk - Report on the Semester II – 2022 BCA Financial Conglomeration (KK) Integrated Risk Profile
2	September 6, 2023	<ul style="list-style-type: none"> - Report on the Semester I – 2023 BCA Financial Conglomeration Integrated Risk Profile - Security Posture Improvement for Subsidiaries

6. Accountability Reporting

- The accountability of IRMC work are reported through:
 - Periodic written reports at least once a year to the Board of Directors regarding the results of IRMC's routine meeting.
 - 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).
- A brief description of the implementation of IRMC activities disclosed on page 424 in the BCA Annual Report.

7. Realization of the Work Program in 2023

In 2023, the IRMC has completed the following work programs:

- Providing updates on the implementation of the OJK Circular Letter regarding the RWA of Consolidated Operational Risk.

- Providing information on the Semester II – 2022 BCA Financial Conglomerate Integrated Risk Profile Report.
- Providing information on the Semester I – 2023 BCA Financial Conglomerate Integrated Risk Profile Report.
- Providing information on the Security Posture Improvement for Subsidiaries.

8. Work Plan of IRMC in 2024

The IRMC has prepared a work plan for 2024, including:

- Providing Information on the Semester II – 2023 BCA Financial Conglomerate Integrated Risk Profile Report.
- Providing Information on the Semester I – 2024 BCA Financial Conglomerate Integrated Risk Profile Report.
- Other matters 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 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 and the Board of Directors' Decree No. 163/ SK/DIR/2022 dated October 5, 2022 concerning Credit Policy Committee (CPC) Structure.

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 Right Status
Chairman (concurrently as member)	President Director	
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 Right
Secretary (concurrently as permanent member)	Head of Risk Management or Substitute Officer	

Note:

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 Basic Bank Credit Policy (KDPB) 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 opinions 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 the 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 for the adequacy of the allowance for credit write-offs.
- Results of supervision of the application and implementation of the Basic Bank Credit Policy (KDPB).

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 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 ½ (one-half) of the members present.



5. Frequency of CPC Meetings in 2023

As of December 31, 2023, the CPC had held 1 (one) meeting, with the following details on CPC member attendance:

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja)	1	1	100%
Deputy President Director 1 (Gregory Hendra Lembong)	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%
Consumer Banking Director (Haryanto T.Budiman) ¹⁾	1	1	100%
Risk Management Director (Antonius Widodo Mulyono)	1	1	100%
Compliance & Human Capital Mgmt. Director (Lianawaty Suwono)	1	0	0%
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	1	100%
Head of Credit Risk Analysis or substitute officer ¹⁾	1	1	100%
Head of SME & Commercial Business or substitute officer ¹⁾	1	1	100%
Head of Corporate Banking, Transaction & Finance or substitute officer ¹⁾	1	1	100%
Head of Consumer Finance or substitute officer ¹⁾	1	1	100%
Head of Internal Audit or substitute officer	1	0	0%
Head of Compliance or substitute officer	1	1	100%
Head of Risk Management or substitute officer	1	1	100%

Note:

¹⁾ According to the topic discussed

Details of the implementation of CPC meetings throughout 2023 are as follows:

No.	Date	Agenda
1	June 8, 2023	<ol style="list-style-type: none"> Proposed Authority for Foreclosed Asset Sales, Credit Sales/Transfer and Write-Off Strategic Legal Actions or Transactions that Require Approval from the Board of Commissioners.



6. Accountability Reporting

Accountability 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 Basic Bank Credit Policy (KDPB) 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 2023

Throughout the implementation of its management duties in 2023, the CPC has implemented a work program, namely providing recommendations related to:

1. Authority for Foreclosed Asset sales, Sell/Transfer Credit and Write Off.
2. Strategic Legal Actions or Transactions that Require Approval from the Board of Commissioners.

8. CPC Work Plan in 2024

CPC has established work plans for 2024 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 providing credit decisions in accordance with the authority limits determined by the Board of Directors, as regulated in BCA's Articles of Association, and by focusing on business development and implementing the prudential principle.

CC Guidelines

The formation of CC is guided by OJK Regulation No. 42/POJK.03/2017 dated July 12, 2017 concerning Obligations for Preparing and Implementing Credit or Bank Financing Policies for Commercial Banks, OJK Circular Letter No. 16/SEOJK.04/2021 dated June 29, 2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies, and stipulated through the Board of Directors' Decree No. 176/SK/DIR/2023 dated October 23, 2023 concerning the Structure and Charter of the Credit Committee. This decree serves as a guideline for CC in carrying out its duties and responsibilities.

The scope regulated in the Credit Committee Structure and Charter Decree is as follows:

- **Organizational Scope**
 - Definition, Mission, Main Functions, and Position.
 - Credit Committee Organizational Chart and Structure.
- **Completeness of the Committee**
 - Main Duties and Authorities.
 - Decision-making.

CC level

In carrying out its activities, CC is divided into credit categories, which are as follows:

1. Corporate CC.
2. Commercial CC.



1. Structure, Membership, and Voting Rights Status of the CC

The structure, membership, and voting rights status of CC are regulated based on the Board of Directors' Decree No. 176/SK/DIR/2023 dated October 23, 2023, concerning the Structure and Charter of the Credit Committee, and is as follows:

Structure, Corporate Membership and Status of Corporate Voting Rights Status of the CC

Position on Committee	Served By	Voting Right Status ¹⁾
Chairman (concurrently as permanent member)	Credit Risk & Legal Director (DKR)	Reserve Voting Right
Permanent Member	<ul style="list-style-type: none"> President Director (PD) Deputy President Director 1 (DPD1) Corporate Banking & Treasury Director (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	Other directors who have the authority to decide on credit	Reserve Voting Right
Secretary (concurrently permanent member)	Head of GARK	No Voting Right

Note:

¹⁾ Decision making through meetings is carried out using a voting mechanism.

²⁾ According to the topic discussed.

Structure, Commercial Membership and Commercial Voting Rights Status of the CC

Position on Committee	Served By	Voting Right Status ¹⁾
Chairman ²⁾ (concurrently permanent member)	Head of GARK based on the suitability of the commercial credit exposures being handled	Reserve Voting Right
Permanent member	<ul style="list-style-type: none"> Commercial & SME Banking Director (DKS) Credit Risk & Legal Director (DKR) EVP GARK Head of Regional Office 	
Secretary (concurrently permanent member)	Credit Adviser	No Voting Right

Note:

¹⁾ Decision making through meetings is carried out using a voting mechanism.

²⁾ The implementation of the Chairman's duties may alternate between Group Heads based on the suitability of the commercial credit exposure being handled.

2. Main Functions, Authorities, Duties, and Responsibilities of the CC

CC Main Functions

Some of the main functions of CC are as follows:

- Provide direction and, if necessary, carry out a more in-depth and comprehensive credit analysis.
- Provide decisions or recommendations on draft credit decisions submitted by recommenders/proposers related to:
 - Large debtors.
 - Specific industry.
 - Special requests from the Board of Directors.
- Discuss credit applications, which are decisions of the Board of Directors that need to seek approval from the Board of Commissioners, and the minutes of the meeting are attached when requesting approval from the Board of Commissioners (exception for credit extensions).
- Coordinating with the Asset Liability Committee (ALCO) regarding aspects of credit funding and adjustments to corporate credit interest rates.

**CC Authority**

The CC has the authority to make decisions or recommend draft credit decisions that refer to the provisions governing the authority to decide credit, as stated in the PAKAR.

The scope of authority of the CC is as follows:

- In terms of the amount of authority:
The CC has the authority to decide on credit according to the maximum amount of authority determined for each type of CC.
- In terms of credit decision objects:
 - Provide credit decisions for corporate and commercial categories above a certain value.
 - Provide decisions on proposed credit facilities.
 - Determine plans for taking over/purchasing credits, both those that have been restructured and those that have not been restructured, from other financial institutions.

Main Duties of CC Members

Some of the duties of CC members are as follows:

- Provide direction if a more comprehensive credit analysis is necessary because the information presented is not sufficient to be used in decision-making.
- Provide consideration to the draft credit decision submitted by the recommender/proposer.
- Decide on credit based on professional skills in an honest, objective, careful, and thorough manner.
- Provide input to the secretary regarding CC meeting needs.

3. CC Meeting

The provisions regarding the holding of CC meetings are as follows:

- CC meetings are held as needed, at least 6 (six) times per year.
- CC meetings can be held and declared valid if attended by at least 3 (three) members who have voting rights in terms of business and credit risk analysis.
- CC meetings can be held via teleconference.
- CC meetings must be attended by the CC Supervisor.
- Commercial CC meetings can be held either at the head office or at the local regional office.
- Every CC meeting held must be stated in the minutes of the meeting.

4. Decision Making

The following provisions govern the CC's decision-making:

- Credit decisions can be made by approving draft decisions circulated in writing, or by confirming approval via electronic mail (circular memo) to CC members, or by holding a valid CC meeting. If the draft decision circulated is not approved by one of the CC members, the CC Secretary reschedules the CC meeting as soon as possible.
- For Corporate CC, if the credit decision taken at the CC meeting does not meet the provisions regarding the Board of Directors' authority in making credit decisions, the draft credit decision is circulated to seek approval from other Directors and/or the Board of Commissioners.
- Supervisor and resources do not have a voting right in making credit decision.



5. The frequency of CC meetings in 2023

In 2023, Corporate CC meetings were held 26 (twenty-six) times, while Commercial CC meetings were held 6 (six) times. The following are the meeting implementation and attendance levels of Corporate CC and Commercial CC:

Meeting Frequency and Attendance Level of Corporate CC Members in 2023

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) ²⁾	26	21	80.77%
Deputy President Director 1 (Gregory Hendra Lembong) ²⁾	26	14	53.85%
Credit Risk & Legal Director (Subur Tan) ¹⁾	26	23	88.46%
Corporate Banking & Treasury Director (Rudy Susanto) ²⁾	26	26	100.00%
Compliance & Human Capital Mgmt. Director (Lianawaty Suwono) ³⁾	26	11	42.31%
Commercial & SME Banking Director (John Kosasih) ³⁾	26	8	30.77%
Consumer Banking Director (Haryanto T. Budiman) ³⁾	26	10	38.46%
Branch & Network Director (Frengky Chandra Kusuma) ³⁾	26	6	23.08%
Risk Management Director (Antonius Widodo Mulyono) ³⁾	26	11	42.31%
Executive Vice President GARK ²⁾	26	24	92.31%
Executive Vice President GBKF ²⁾	26	15	57.69%
Executive Vice President DTR-DIB ²⁾	26	0	0%
Head of GARK ²⁾	26	24	92.31%
Head of GBKF ²⁾	26	25	96.15%
Head of DIB ²⁾	26	2	7.69%
Head of Compliance Division or Substitute ⁴⁾	26	26	100.00%

Note:

¹⁾ Chairman (concurrently permanent member)

²⁾ Permanent Members

³⁾ Non-permanent Member

⁴⁾ Supervisor

Meeting Frequency and Attendance Level of Commercial CC Members in 2023

Position	Number of Meeting	Attendance	Percentage
Credit Risk & Legal Director (Subur Tan) ²⁾	6	6	100%
Commercial & SME Banking Director (John Kosasih) ²⁾	6	6	100%
Executive Vice President GARK ²⁾	6	6	100%
Head of GARK ¹⁾	6	6	100%
Head of regional Office ²⁾	6	6	100%
Credit Adviser ²⁾	6	6	100%

Note:

¹⁾ Chairman (concurrently permanent member)

²⁾ Permanent member

³⁾ Non-permanent member



The implementation of Corporate CC meetings in 2023 is as follows:

No.	Date	Agenda
1	January 3, 2023	Decisions or recommendations on the draft corporate credit decisions submitted by the recommender/proposer are made at these meetings.
2	January 10, 2023	
3	January 24, 2023	
4	February 7, 2023	
5	February 14, 2023	
6	March 7, 2023	
7	March 14, 2023	
8	April 11, 2023	
9	April 14, 2023	
10	May 4, 2023	
11	May 9, 2023	
12	May 23, 2023	
13	June 6, 2023	
14	June 27, 2023	
15	July 6, 2023	
16	August 10, 2023	
17	September 5, 2023	
18	September 12, 2023	
19	September 20, 2023	
20	October 17, 2023	
21	October 24, 2023	
22	November 2, 2023	
23	November 16, 2023	
24	November 30, 2023	
25	December 5, 2023	
26	December 14, 2023	

The implementation of Commercial CC meetings in 2023 is as follows:

No.	Date	Agenda
1	January 26, 2023	Decisions or recommendations on the draft commercial credit decisions submitted by the recommender/proposer are made at these meetings.
2	March 15, 2023	
3	April 12, 2023	
4	June 19, 2023	
5	August 7, 2023	
6	October 6, 2023	



6. Accountability Reporting

CC accountability can be communicated through CC meeting minutes, circulated decision memoranda, and CC periodic reports.

7. Realization of the 2023 Work Program

In 2023, CC has provided decisions or recommendations regarding the provision of credit (new, additional, reduction and/or extension, credit restructuring, and COVID-19 restructuring) according to authority limits, including determining/changing the credit structure.

8. CC Work Plan for 2024

CC has established a work plan for 2024, namely recommending and/or deciding on the provision of credit (new, additional, reduction and/or extension, and COVID-19 restructuring) according to authority limits, including determining/changing the credit structure.

VI. INFORMATION TECHNOLOGY STEERING COMMITTEE

Information Technology Steering Committee (ITSC) was established to ensure that the implementation of information technology (IT) systems is in line with BCA's strategic plan and to increase BCA's competitive advantage through the appropriate use of information technology. ITSC was established by BCA based on Board of Directors' Decree No. 167/SK/DIR/2022 dated October 7, 2022, concerning the Structure of the Information Technology Steering Committee (ITSC).

Guideline/Charter

The ITSC carry out its duties and responsibilities in accordance with the Board of Directors' Decree No. 128/SK/DIR/2017 dated October 10, 2017 concerning Information Technology Steering Committee Charter and Basic Risk Management Policy for the use of Information Technology.

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

Based on the Board of Directors' Decree 167/SK/DIR/2022 dated October 7, 2022, concerning the structure of the Information Technology Steering Committee (ITSC), the Board of Commissioners' Decree 138/SK/KOM/2022 dated August 15, 2022, concerning the division of duties and responsibilities of the directors and the Main Framework of PT Bank Central Asia Tbk Organization, and the Board of Directors Decree No. 082/SK/DIR/2023 dated April 17, 2023, concerning the organizational structure of the Strategic Information Technology Group (GSIT), the structure, membership, and voting rights status of ITSC are as follows:

Position in the Committee	Served By	Voting Right Status
Chairman (concurrently as member)	Deputy President Director - IT & Digital Banking	Reserve Voting Right
Secretary	Head of Enterprise IT Architecture, Data Management & Service Quality Group	No Voting Right
Members	<ul style="list-style-type: none"> • Risk Management Director • Branch Network Director • Head of Risk Management • Head of Compliance • Executive Vice President Strategic Information Technology Group (GSIT) • Strategic Information Technology Group (GSIT) :¹⁾ <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 & Operation Group - Head of Modernization Group - Head of Digital Innovation Solutions Group - Head of Information Technology Security Group • Executive Vice President Operation Strategy & Development Group (POL) • Head of Main IT Users Work Unit ²⁾ • Head of Internal Audit 	Reserve Voting Right
		No Voting Right

Note:

¹⁾ GSIT has only 1 (one) vote, represented by EVP

²⁾ 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 alignment 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 a 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 2/3 (two thirds) of the total members invited and reserves the voting rights.

4. Decision Making

The following are the provisions of the ITSC related to 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 ½ (one-half) of the total members present and reserves the voting rights plus 1 (one) vote.



5. Frequency of ITSC Meetings in 2023

As of December 31, 2023, the ITSC had held 4 (four) meetings with the following details:

Position	Number of Meeting	Attendance	Percentage
Deputy President Director – IT & Digital Banking ¹⁾	4	4	100%
Risk Management Director	4	4	100%
Branch Network Director	4	4	100%
Head of Risk Management	4	4	100%
Head of Compliance	4	4	100%
Executive Vice President Strategic Information Technology Group (GSIT)	4	4	100%
Strategic Information Technology Group (GSIT): - Head of Enterprise IT Architecture, Data Management & Service Quality Group	4	4	100%
- Head of Application Management Group	4	4	100%
- Head of IT Infrastructure & Operation Group	4	4	100%
- Head of Digital Innovation Solutions Group	4	4	100%
- Head of Information Technology Security Group	4	4	100%
- Head of Modernization Group	4	4	100%
Executive Vice President Operation Strategy & Development Group (POL)	4	1	25%
Head of Internal Audit ²⁾	4	4	100%

Note:

¹⁾ Chairman, Director in charge of IT

²⁾ No Voting Rights.

The following are the agenda for ITSC meetings throughout 2023:

No.	Date	Agenda
1	April 5, 2023	<ul style="list-style-type: none"> • CyberSecurity Updates • Problem Resolution Updates • MPP 2023 Realization
2	July 7, 2023	<ul style="list-style-type: none"> • Brand New Data Center Updates • Security Updates – Follow-up on ITSC I 2023 Directives
3	October 17, 2023	<ul style="list-style-type: none"> • OJK Maturity Assessment • Enterprise License Agreement (ELA) IBM & Capacity Planning • Automated Swing Database
4	December 11, 2023	<ul style="list-style-type: none"> • GSIT Performance Update 2023

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 met 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 2023

Throughout 2023, ITSC implemented the following work programs:

- 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) Mainframe daily batch, high availability, and Oracle RAC initiatives
- c) National Open API Payment Standard (SNAP) migration project to support the regulator's initiative regarding the digitalization of the Indonesian banking system.
- Evaluate and supervise:
 - a) implementation of strategic IT projects that are in line with BCA's strategic corporate objectives and BCA's business direction.
 - b) Implementation of compliance with regulatory rule
- Conduct assessment and monitoring:
 - a) Realization of MPP TI in 2023.
 - b) Strategic steps to improve IT service levels.
 - c) Follow-up on cyber-attacks mitigation.

8. ITSC Work Plan in 2024

ITSC has set a work plan for 2024 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 to provides 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

In order to support the implementation of its duties and responsibilities, the PCAC is guided by the Board of Directors Decree No. 145/SK/DIR/2021, dated July 28, 2021, concerning the Charter of the Personnel Case Consideration Committee.

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 Executive Vice President Operations Strategy & Development Group (POL) 	
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 resolution.
- 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/officer 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 settlement 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 officer (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 2/3 (two-thirds) of the permanent members.

4. Decision Making

Some of the provisions concerning PCAC meeting decision 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 2023

As of December 31, 2023, the PCAC had held 11 (eleven) meetings with details regarding the dates and attendance of PCAC members as follows:

Position	Number of Meeting	Attendance	Percentage
Head of Human Capital Management Division ¹⁾	11	11	100%
Head of Internal Audit Division ¹⁾	11	11	100%
Head of Legal Group ¹⁾	11	11	100%
Executive Vice President Operation Strategy & Development Group (POL) ¹⁾	11	10	90.91%
Head of Network Management and Regional Development Division ²⁾	11	6	54.55%

Note:

¹⁾ Chairman

¹⁾ Permanent member

²⁾ Non-permanent member



The following are the agenda for PCAC meetings throughout 2023:

No.	Date	Agenda
1	January 9, 2023	Provide input 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 settlement.
2	February 21, 2023	
3.	May 19, 2023	
4.	May 29, 2023	
5.	July 17, 2023	
6.	August 22, 2023	
7.	September 7, 2023	
8.	September 27, 2023	
9.	October 13, 2023	
10.	November 9, 2023	
11.	November 27, 2023	

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 2023

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 settlement 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 2024

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 2024.



CORPORATE SECRETARY

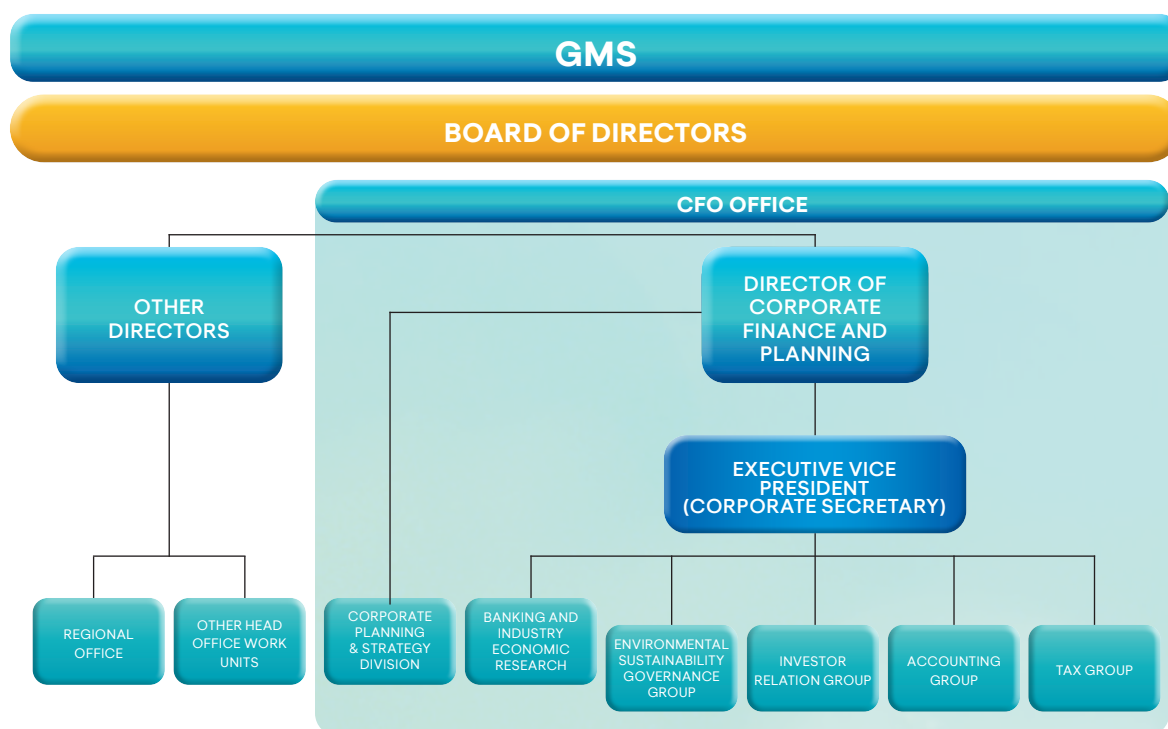
OJK Regulation No. 35/POJK.04/2014 dated December 8, 2014, concerning Corporate Secretaries of Issuers or Public Companies and Indonesian Stock Exchange Regulation No I-A dated January 20, 2014, and its amendments guide the formation and implementation of the BCA Corporate Secretary's obligations. BCA strives to improve information transparency and communication with all stakeholders through the Corporate Secretary. The Corporate Secretary is responsible for the following duties and responsibilities:

1. Ensuring that BCA has applied the principles of good corporate governance;
2. Maintaining BCA's positive image and interests;
3. Establishing positive relationships with all stakeholders;
4. Providing support to the management of BCA's business operations;
5. Performing secretarial duties; as well as
6. Ensuring that BCA complies with all applicable regulations.

The Structure and Position of the Corporate Secretary

Based on Decree No. 149/SK/DIR/2022 dated September 27, 2022, the functions and roles of the BCA Corporate Secretary are currently carried out by the Executive Vice President (EVP) who oversees the Economic, Banking, & Industrial Research Group, Environment Sustainability Governance (ESG) Group, Investor Relations Group (IVR), Accounting Group (ACT), and Tax Group (TAX). The Corporate Secretary reports directly to the Director of Planning and Finance.

Figure 1: Position of the Corporate Secretary in the organizational structure



Company Secretary Profile

Raymon Yonarto has served as BCA Corporate Secretary since 2019, based on Decree No. 2271/SK/HCM-KP/A/2019 dated September 1, 2019. This appointment was also reported to the OJK via Letter No. 489/DIR/2019 dated September 3, 2019, and the information was disclosed to the public on September 3, 2019, via OJK e-reporting, IDX, and the BCA website.

The BCA Corporate Secretary's profile, position, legal basis for appointment, work experience, and educational history can be found in the Company Profile section on page 91 of this Annual Report.



Competency Development and Training Program

Throughout 2023, the Corporate Secretary has participated in several competency development and training programs, both online and offline, to support the implementation of his duties, including the following:

No.	Training Program/Workshop	Organizer	Date	Location
1	CFO Office Program - Pragmatic (Day 1)	DPP & Prasetya Mulya	September 8, 2023	Jakarta, Indonesia
2	30 th CITIC CLSA Investors' Forum (1)	CLSA	September 11, 2023	Hong Kong
3	CFO Office Program - Connecting The Dot (Day 2)	DPP & Prasetya Mulya	September 21, 2023	Jakarta, Indonesia
4	J.P. Morgan's ASEAN Financials Forum 2023	J.P. Morgan	September 22, 2023	Jakarta, Indonesia
5	Indonesia Knowledge Forum XII – 2023 "Eco-Creation: Empower Sustainability through Partnerships and Digitalization"	BCA Learning Service	October 10, 2023	Jakarta, Indonesia
6	Morgan Stanley – Twenty-Second Annual Asia Pacific Summit	Morgan Stanley	November 15, 2023	Singapore
7	CFO Office Program - Growth Mindset (Day 3)	DPP & Prasetya Mulya	November 20, 2023	Jakarta, Indonesia
8	Trend Insight Updates by PwC	PwC Indonesia	November 24, 2023	Jakarta, Indonesia

Functions of the Corporate Secretary

The function of the BCA Corporate Secretary is based on Article 5 of POJK No. 35/POJK.04/2014 concerning Corporate Secretaries of Issuers or Public Companies the BCA Governance Guidelines, and Directors' Decree No. 149/SK/DIR/2022 dated September 27, 2022 concerning Organizational Structure of CFO, which include:

1. Monitoring capital market developments, particularly applicable capital market laws and regulations;
2. Providing input to the Board of Directors and the Board of Commissioners in order to comply with statutory provisions in the capital markets sector;
3. Assisting the Board of Directors and the Board of Commissioners in the implementation of corporate governance, which includes the following:
 - a. Public disclosure of information, including the availability of information on the BCA website;
 - b. On-time submission of reports to OJK;
 - c. GMS organization and documentation;
 - d. Organizing and documenting Board of Directors and/or Board of Commissioners meetings; and
- e. The implementation of a BCA orientation program for the new member of Board of Directors and/or the Board of Commissioners.
4. As a good communication liaison between BCA and internal and external parties such as BCA shareholders, OJK, and other stakeholders;
5. Providing and organizing a special share ownership list for members of the Board of Directors and the Board of Commissioners;
6. Providing a List of Shareholders per month and list of shareholders per recording date for BCA corporate actions;
7. Responsibility for organizing the BCA GMS and other corporate actions organized by BCA;
8. Building and managing the company's image, as well as being in charge for the function of corporate communications, investor relations, corporate secretariat, integrated GCG, and sustainable finance.



Implementation of Corporate Secretary Duties in 2023

Throughout 2023, the Corporate Secretary performed the following duties and responsibilities:

No.	Subject	Description
1.	Implementation of capital market, stock exchange and other provisions	<ul style="list-style-type: none"> a. Coordinated the distribution of dividend financial year 2023. b. Organized a blackout period for the Board of Commissioners and Directors. c. Organized Public Expose Live. d. Organized Analyst Meeting. e. Submitted other reports related to capital market and stock exchange regulations.
2.	Joining the socialization or development of the most recent provisions, particularly those applicable to the capital markets sector	<ul style="list-style-type: none"> a. OJK regulation No. 9 of 2023 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities. b. OJK Regulation No. 14 of 2023 concerning Carbon Trading Through the Carbon Exchange. c. OJK Regulation No 17 of 2023 concerning Commercial Bank Governance; d. Law Number 4 of 2023 concerning Development and Strengthening of the Financial Sector.
3.	Providing input/opinions to comply with laws and regulations in the capital markets sector	<ul style="list-style-type: none"> a. Provided input or review to BCA affiliate transactions. b. Ensured the implementation of meetings and training for members of the Board of Commissioners and Directors. c. Provided input and coordinated the Sustainable Financial Action Plan. d. Followed up on the fulfillment of the ASEAN Corporate Governance Scorecard (ACGS) criteria. e. Reviewed and coordinated with related work units in preparing several policies, including the Board of Commissioners Committee charter, the Board of Directors Committee charter, the website information management policy, the affiliate transaction policy, and the policy on adjusting the Procedures for Submitting Customer-Based Deposit Guarantee Data Reports.
4.	Enhancing the implementation of the governance based on applicable regulations/legal provisions	<ul style="list-style-type: none"> a. Organized integrated governance mapping in the BCA financial conglomerate every semester in 2023. b. Conducted group discussion forums with Subsidiary Companies quarterly to discuss implementation related to governance, including affiliate transactions, arm's length transactions, maintenance of special lists, and general corporate governance guidelines. c. Carried out socialization and education related to GCG through internal communication means, including internal branch displays, plasma TVs, and internal portals, as well as in meetings or conferences with work units.
5.	Public disclosure of information, including the availability of information on the Issuer's or Public Company's website	<ul style="list-style-type: none"> a. Periodically reviewing and improving the BCA website for the Governance, Investor Relations, and Sustainability sections; b. Providing information/investor news disclosure reports to both investors and the public. The report can be accessed on the BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor/berita-investor c. Providing BCA reports on the BCA website, including: <ul style="list-style-type: none"> 1) Annual Reports (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-tahunan); 2) Monthly, Quarterly and Annual Financial Statements (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-keuangan); 3) Corporate Governance Reports (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporan-acgs); 4) Integrated Corporate Governance Reports (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporan-acgs); 5) Sustainability and/or Corporate Social Responsibility Reports (https://www.bca.co.id/en/tentang-bca/keberlanjutan/laporan-keberlanjutan). d. Disclosed the Action Plan (Recovery Plan) which can be accessed at the BCA website: (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg) e. Managed the implementation of capital participation in subsidiary companies as stated on the BCA website: (https://www.bca.co.id/en/tentang-bca/hubungan-investor/berita-investor) f. Provided Share Ownership Transaction Reports for the Board of Commissioners and the Board of Directors via the Indonesian Stock Exchange website.
6.	Submitting reports to OJK in a timely manner	<ul style="list-style-type: none"> a. Conducted a Self-Assessment on the Implementation of Corporate Governance in Semester I and Semester II 2023. b. Submitted the Audited Financial Statements. c. Submitted reports or correspondence related to the implementation of governance and compliance with capital market regulations to the OJK and the Indonesian Stock Exchange, including but not limited to affiliate transaction reports, monthly securities holder registration reports, as well as share ownership reports for the Board of Commissioners and the Board of Directors as described in the Information Access section of this Annual Report.



No.	Subject	Description
		d. Submitted annual Good Corporate Governance Implementation Reports. e. Conducted a Self-Assessment on the Implementation of Integrated Governance in Semester I and Semester II 2023. f. Submitted reports or correspondence related to the implementation of integrated governance to the OJK and the Indonesian Stock Exchange as described in the Information Access section of this Annual Report.
7.	Implementation and documentation of the General Meeting of Shareholders (GMS)	a. Held the Annual GMS for the 2022 Financial Year on March 16, 2023. b. Properly documented BCA Annual GMS data consisting of announcements, summons, and results of Annual GMS decisions, including through: 1) The BCA website which can be accessed at: https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi . 2) Softcopy and hardcopy documentation of data, which s managed by the Corporate Secretary & the Integrated GCG Bureau - Environment Sustainability Governance (ESG) Group for data collection.
8.	Implementation and documentation of meetings of the Board of Directors and/or Board of Commissioners	Prepared minutes for the Board of Directors and/or Board of Commissioners meetings.
9.	Implementation of communication facilities and providing internal events	Populated the BCA's internal portal, namely the MyBCA, hotspot section with links to related GCG articles: 1. Capital participation for Commercial Banks 2. eASY.KSEI : e-RUPS application 3. Assessment Report for Activities in the Capital Market 4. Increasing Financial Literacy and Inclusion in the Financial Services Sector for Consumers and the Community 5. Maintaining a Special List as a GCG Monitoring Tool 6. Suspension Effect 7. Changes to provisions regarding the use of public accounting services and public accounting firms in financial services activities 8. Policies for Maintaining Capital Market Performance and Stability in Significantly Fluctuating Market Conditions 9. Carbon Trading in Indonesia 10. Governance for Commercial Banks 11. Investigating Criminal Acts in the Financial Services Sector 12. Dividend Distribution
10.	Manage BCA communication materials	a. Updated the BCA website's Corporate Governance, Investor Relations, and Sustainability sections. b. Managed and updated information on the BCA website in accordance with applicable regulations. c. Prepared press release material related to BCA's performance and development. The 2023 press release report is described in the Information and Company Data Access Section of this Annual Report. d. Prepared the publication of BCA Financial Reports through mass media, etc. e. Carried out roadshows, seminars, and meetings with foreign investors.

Information Disclosure Report

Throughout 2023, Corporate Secretary provided various information related to BCA to the public in both Indonesian and English via mass media, the BCA website, and the BEI website. Corporate Secretary has also submitted regular and incidental reports to the IDX, OJK Capital Markets, and/or OJK Bank Supervision, as well as the IDXnet and SPEOJK e-reporting sites. The Information Disclosure Report can be found on page 493 of this Annual Report in 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, giving update to 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.
- Conduct and maintain 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 the directors, commissioners, business work units, subsidiaries, and other divisions.
- Conducting road shows and conferences, analyst meetings & 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 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 BCA 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 up-to-date 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 2023, 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 7% YoY.

Statistics on BCA Investor Relations Activities for 2023 and 2022

Activities	2023	2022
Analyst Meeting and Public Expose ¹⁾	5	5
Investor & analyst Calls & Virtual Meeting (domestic and overseas) ²⁾	254	273
Investor Visit ³⁾	144	100
Total	403	378

Description:

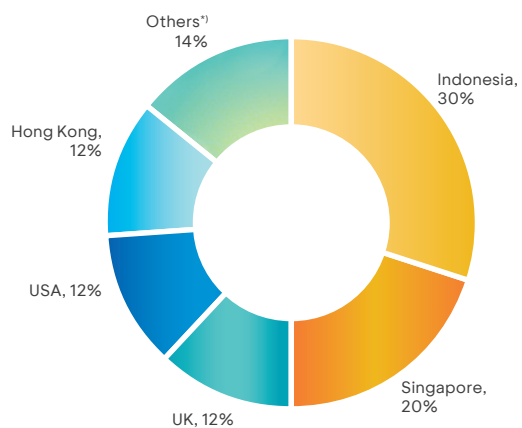
¹⁾ Financial and non-financial performance results are exposed to investors, analysts, and media partners.

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.



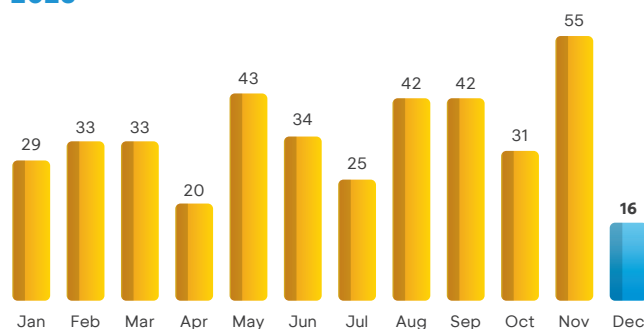
Participants who attended conferences, investor calls, and meetings both online and in person totaled 897 (eight hundred ninety-seven) people, with the composition based on country of origin as follows:



Description

^{*)} Others came from: Malaysia, India, Japan, Australia, Denmark, Canada, Thailand, United Arab Emirates, Taiwan, France, China, Switzerland, South Africa, Norway, Finland, South Korea, Belgium, Sweden, Greece, Luxembourg, and Bangladesh.

Monthly Investor Relations Activity Frequency in 2023



The average frequency of Investor Relations activities in 2023 is 34 (thirty-four) 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



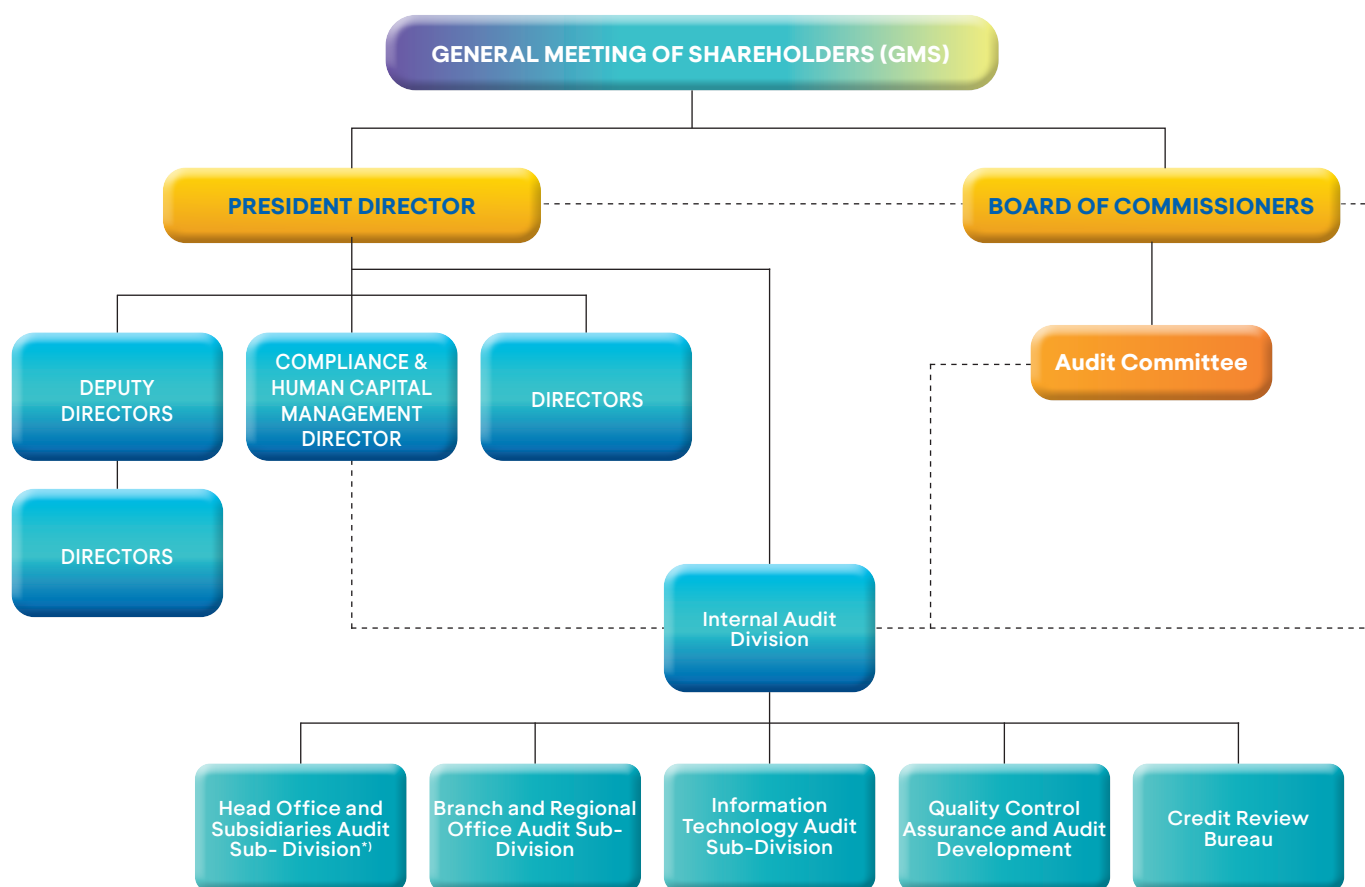
INTERNAL AUDIT DIVISION

Internal Audit Division (DAI) performs its duties and responsibilities independently and objectively, led by the Head of the Division, whose appointment and dismissal are carried out by the President Director after obtaining the approval of the Board of Commissioners, considering the Audit Committee's recommendations. DAI's audit aims to assess the adequacy and effectiveness of risk management, internal control, and governance framework processes, as well as performance quality and provide consultations. DAI was formed to increase and protect BCA's value by providing risk-based and

objective assurance, advice, and insight, as well as acting as a strategic management partner in building BCA into a leading bank in Indonesia. The implementation of the DAI function is guided by OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning the Implementation of the Internal Audit Function in Commercial Banks and Mandatory Guidance established by The Institute of Internal Auditors as an internal audit professional standard.

DAI, in its role as third line, continuously coordinates and communicates with work units/other line functions in order to collaborate and contribute to each other in creating and maintaining value that is aligned with stakeholder interests.

Structure and Position of the Internal Audit Division



Description:

— Reporting line

- - - Communication Line

*) Includes Integrated Internal Audit function

DAI's organizational structure is reviewed on a regular basis to ensure that it is in line with the company's business needs and developments. The Board of Directors' Decree No. 063/SK/DIR/2017 concerning Revision of the Organizational Structure of the Internal Audit Division (DAI) standardized the most recent update to DAI's organizational structure. DAI is responsible directly to the President Director and has direct communication with the Board of Commissioners and the Audit Committee.



Head of Internal Audit Division Profile

Head of the Internal Audit Division (Executive vice President)	Work experience	Educational background
<p>The Head of DAI was led by Ms. Ayna Dewi Setianingrum since 2017 until December 8, 2023.</p> <p>Served as the Executive Vice President of DAI since November 1, 2017 based on the Employee Appointment Decree number 3141/SK/HCM-KP/A/2017 dated October 24, 2017.</p>	<ul style="list-style-type: none"> - 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). 	<ul style="list-style-type: none"> - Bachelor of Economics degree from Tarumanegara University in 1995. - Master degree in Management from PPM School of Management in 2005.
<p>Since December 9, 2023, the position of head of the Internal Audit Division has been filled by acting officer Mr. Leo Ariston based on the Assignment Letter No.517/ST/HCM/P/2023 dated December 13, 2023.</p>	<ul style="list-style-type: none"> - Senior Vice President of Information Technology Audit Subdivision (2017–present) - Senior Vice President of Branch & Regional Office Audit Subdivision (2016–2017) - Vice President of Branch & Regional Office Audit Subdivision (2011–2016) 	<ul style="list-style-type: none"> - Bachelor of Civil Engineering from Parahyangan Catholic University in 1996

Table of Development

No.	Development Program	Organizing Institution	Date
1	Exciting Growth of Accounting Profession: Then, Now and After	Indonesian Accountants Association	December 12-13, 2023
3	Indonesia Knowledge Forum XII 2023	Bank Central Asia	October 10-11, 2023
4	When Security Meets Privacy	ISACA	August 1, 2023
5	Modernize InfoSec Compliance	ISACA	July 13, 2023
6	Seminar on the Implementation of the Personal Data Protection Law	Bank Central Asia	June 20, 2023
7	Unify Third-Party Risk and Cybersecurity for Sustainable Resiliency	ISACA	May 18, 2023

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 has been reviewed in 2022 in which it was approved by the President Director and the Board of Commissioners by considering the recommendations of the Audit Committee. 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 OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning the Implementation of the Internal Audit Function in Commercial Banks and applicable professional standards.

Independence & Objectivity

DAI's position is independent of operational work units or risk-taking units, as DAI does not have the authority and responsibility to carry out operational activities at BCA and its Subsidiaries.

Every internal auditor must declare that he has no family/ financial/other interests in the audit object and/or the party being audited (auditee) that could affect the objectivity of the audit.

In 2023, DAI carried out audit activities independently where there are no conflicts of interest, restrictions on scope and access to data, personnel, or property, or resource constraints that could affect the independence and objectivity of audit implementation.



The President Director and Board of Commissioners approved DAI's annual audit plan and budget allocation based on the Audit Committee's recommendations.

DAI has the authority:

1. Gain access to all data, personnel/property, and resources from BCA and its subsidiaries relevant to the implementation of their duties and responsibilities.
2. Coordinate with the Subsidiary Company's Internal Audit and, if necessary, communicate with the Subsidiary Company's Board of Commissioners to carry out the integrated internal audit function.
3. Coordinate and communicate with external auditors and the OJK.
4. The Head of DAI has the authority to determine audit methods, techniques, and approaches that are consistent with the profession and internal audit standards.
5. The Head of DAI may convene regular and ad hoc meetings with the Board of Directors, Board of Commissioners, and Audit Committee.
6. The Head of DAI is permitted to attend strategic company meetings without voting rights.

Audit Implementation and Quality Control Standards

DAI's audit function implementation standards are guided by the Internal Audit Professional Standards, including:

- OJK Regulation No. 1/POJK.03/2019 concerning the Implementation of Internal Audit Function in Commercial Banks
- OJK Regulation No. 11/POJK.03/2022 concerning the Implementation of Information Technology 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, and reporting as well as monitoring follow-up improvements. In line with technological advances, DAI strives to continuously optimize the use of data, 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, Machine Learning and Predictive Analytic Tools.

DAI has used an integrated Audit Management System to support the implementation of audit activities, from audit planning to audit process implementation to monitoring follow-up audit results, which can be observed via the dashboard.

DAI has a quality control and audit development group that is in charge of ensuring conformity with established standards, among other things. External reviews as part of independent quality control have been carried out every 3 (three) years, most recently in 2023 for the inspection period 1 July 2020 - 30 June 2023, with the conclusion of "generally conform" and reported by BCA to OJK in August 2023.

Auditor Code of Ethics

In carrying out their duties and responsibilities, internal auditors are required to behave professionally and comply with established ethical standards. The standard auditor code of ethics refers to the International Professional Practices Framework (IPPF) - The Institute of Internal Auditors (IIA), which consists of:

1. Integrity

Internal auditors are obliged to have integrity that fosters trust so that it can serve as the foundation for other parties' confidence in the internal auditor's judgment.

2. Objectivity

Internal auditors are obliged to demonstrate high professional objectivity in carrying out their duties and responsibilities, conduct a balanced assessment of all aspects, and not be influenced by personal interests or specific parties in providing considerations.

3. Confidentiality

Internal auditors are obliged to maintain the confidentiality of information received and not disclose this information without legal authority.

4. Competence

Internal auditors must have the knowledge, skills, and experience required to carry out audits.

In order to maintain stakeholders' trust, every internal auditor is required to make a statement of compliance with the auditor's code of ethics.



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 work units that carry out other internal control functions.
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.

Every semester, the integrated internal audit report is submitted to the Board of Commissioners, Audit Committee, and Directors, and DAI attends every meeting of the Integrated Governance Committee.

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, 2023:

Position	Number of Auditor
Senior Vice President	5
Vice President	16
Assistant Vice President	36
Audit Officer	38
Associate Audit Officer	28
Assistant Audit Officer	37
Staff	29
Total	189

Internal auditors from BCA have been included in a variety of professional certification programs, with the following certifications held as of December 31, 2023:

Certification	Total ^{*)}
Certified Bank Internal Auditor Level Supervisor	61
Certified Bank Internal Auditor Level Auditor	40
Level 1 Risk Management Certification	35
Level 2 Risk Management Certification	30
Level 3 Risk Management Certification	17
Level 4 Risk Management Certification	4
Certified Information Security Auditor	4
Chartered Accountant	2
Certified Hacking Forensic Investigator	2
Offensive Security Certified Professional (OSCP)	1
Enterprise Risk Management Associate Professional	2
Enterprise Risk Management Certified Professional	4
Certificate in General Insurance	2
Certified Fraud Examiner	2

^{*)} 1 auditor can have more than 1 certification



DAI conducts periodic skills assessments to identify and map the competencies required by auditors, and the results are used as a foundation for continuously developing auditor competencies (including meeting the needs of specialist auditors). Continuous competency development is carried out through both internal and external training. Internal auditors are also given the opportunity to attend seminars to learn about business developments, information technology, and audit techniques.

DAI also includes internal auditors from various audit-related professional associations, such as the Institute of Internal Auditors (IIA) - Indonesia, the Association of Fraud Examiners (ACFE), the Information Systems Audit and Control Association (ISACA), the Bank Internal Auditors Association (IAIB), and the Indonesian Accountants Association (IAI).

Implementation of Internal Audit Division Duties in 2023

In 2023, DAI carried out audits of Branch Offices, Regional Offices, Head Office Divisions/Work Units, and Subsidiary Companies as well as business processes, in accordance with the Annual Audit Plan, which is determined based on the results of risk assessments that are carried out periodically by considering various current risk factors. The focus of audit implementation in 2023 includes:

1. Reliability of the main applications that support bank operations, such as systems for third-party funds, credit, and remittance
2. Data governance
3. Merchant network management (EDC)
4. Credit quality and restructuring
5. Implementation of Environmental Sustainability Governance
6. Treasury Activities
7. Handling complaints

In 2023, DAI has held meetings with the President Director 8 (eight) times, meetings with the Audit Committee 6 (six) times, and meetings with the Board of Commissioners 2 (two) times.

Focus of Audit Activities in 2024

The focus of the audit examination in 2024 is in accordance with the results of the macro-risk assessment, especially those related to credit risk, operational risk, market risk, and liquidity risk, including:

1. Credit quality and restructuring.
2. Reliability of the main applications that support bank operations, such as systems for third party funds, credit and trade finance.
3. System Development Life Cycle (SDLC).
4. Information Technology related procurement process.
5. Online account opening process and implementation of Anti-Money Laundering, Prevention of Financing of Terrorism (AML/CFT)/Financing of Proliferation of Weapons of Mass Destruction (PPSPM).
6. Treasury Activities.
7. Increasing the role of Early Warning Systems (EWS) by continuing to increase the scope of inspections through continuous auditing and data analytics and developing predictive analytic tools/machine learning for early detection of potential errors/fraud.
8. Improving the integrated internal audit function by providing support for the internal audit development of Subsidiaries.
9. Continue to develop auditor professionalism in a sustainable manner.



PUBLIC ACCOUNTANT (EXTERNAL AUDIT)

In order to fulfill the implementation of the external audit function in accordance with OJK Regulation No. 9 of 2023, concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No. 18/SEOJK.13/2023, concerning Procedures for Using the Services of Public Accountants and Public Accounting Firms in Financial Services Activities, therefore:

1. BCA uses the services of a Public Accountant (PA) and/or a Public Accountant Firm (PAF) to carry out an annual audit of historical financial information based on a cooperation agreement with the PAF, which states the scope of the audit.
2. The appointed PA and/or PAF is a PA and/or PAF that is actively registered with the OJK and has competence in accordance with the complexity of the BCA's business.
3. The use of audit services from the same PA is limited, and the longest period of audit is 7 (seven) cumulative financial years. BCA can reuse annual historical financial information audit services from the same PA after a cooling off period of 5 (five) consecutive financial reporting.
4. The appointment of PA and/or PAF to provide audit services on annual historical financial information must be decided by the GMS shall take into consideration the recommendations 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 the recommendations, the Audit Committee may consider the:
 - 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 the PAF;
 - e. The audit methodology, techniques, and tools used by the PAF;
 - f. The benefits of fresh perspective 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 using the form contained in the attachment to the OJK Circular Letter No. 18/SEOJK.13/2023, concerning Procedures for Using PA and PAF Services in Financial Services Activities, by attaching:
 - a. Appointment documents for PA and/or PAF including 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 the recommendations for the appointment of a PA and/or PAF.

The Annual GMS on March 16, 2023, decided on the following matters by considering the Board of Commissioners' proposals, taking the recommendations of the Audit Committee and applicable laws and regulations into consideration:

- I. Appointed KAP Tanudiredja, Wibisana, Rintis & Rekan - a member firm of the PwC global network, as a PAF registered in OJK to audit/examine BCA's books and records for the financial year ending December 31, 2023.
- II. Appointed Mrs. Lucy Luciana Suhenda who is a PA and affiliated with KAP Tanudiredja, Wibisana, Rintis & Rekan - a member firm of the PwC global network and is a PA registered in OJK, to audit/examine BCA's books and records for the financial year ending on December 31, 2023.
- III. Granting power and authority to the Board of Commissioners to:
 - a. Appoint a replacement PAF, in the event that KAP Tanudiredja, Wibisana, Rintis & Rekan - a member firm of the PwC global network is for any reason unable to complete the audit/examination of BCA's books and records for the financial year ending December 31, 2023;



- b. Appoint a replacement PA who is affiliated with KAP Tanudiredja, Wibisana, Rintis & Rekan - a member firm of the PwC global network, in the event that Mrs. Lucy Luciana Suhenda, for any reason, is unable to complete the audit/examination of BCA's books and records for the financial year ending on December 31, 2023; and
- c. Perform any other necessary tasks in connection with the appointment and/or replacement of a PAF and/or PA registered in OJK, including but not limited to determining the amount of honorarium and other conditions in connection with the appointment of the PAF and PA registered in OJK.

PA Name

Lucy Luciana Suhenda

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

January 1, 2023-December 31, 2023

In 2023, PA Lucy Luciana Suhenda was assigned for the fourth year, and KAP Tanudiredja, Wibisana, Rintis & Rekan - a member firm of the PwC global network was assigned for the seventh year.

In 2023, no former members of the Board of Directors, managerial levels, or BCA employees served as 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 the Board of Directors Decree No.1027A/DIR/2023 dated September

22, 2022. This is in accordance with the provisions stipulated in OJK Regulation No. 9 of 2023, concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No.18/SEOJK.13/2023, 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 Management Letter on the annual financial report audit, to OJK no later than 4 (four) months after the end of the financial 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 the minimum includes:

- a. Conformity of audit implementation by PA and/or PAF with applicable audit standards;
- b. Adequacy of field work time;
- c. Assessment of the scope of services provided and the adequacy of sampling; and
- d. 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.18/SEOJK.13/2023, concerning the Procedures for Using the Services of Public Accountants and Public Accounting Firms in Financial Services Activities and signed by the Audit Committee on February 9, 2023.

2. Relationship Between Banks, Public Accountants, and the Financial Services Authority

BCA constantly communicates with external auditors regarding audit implementation 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. 2023 Audit Fees

KAP Tanudiredja, Wibisana, Rintis & Rekan – a member firm of the PwC global network, was appointed as the auditor of BCA and certain of its Subsidiaries to audit the financial statements for the year ending December 31, 2023, with details of fees charged to each Subsidiary as shown in the table below:

No.	Company	Services Performed in 2023	Service Fee ¹⁾
1	PT Bank Central Asia Tbk	Audit	Rp8,583,600,000.00
		Industrial training for mining and telecommunications	Rp150,000,000.00
		AUP Custodian ^{**)}	Rp40,000,000.00
2	PT BCA Finance	Audit	Rp939,100,000.00
3	PT Asuransi Umum BCA	Audit	Rp600,000,000.00
4	PT BCA Sekurtas	Audit	Rp385,000,000.00
		AUP Reconciliation of Securities Ledger ^{**)}	Rp60,000,000.00
		NAAE MKBD ^{**)}	Rp65,000,000.00

Note:

* VAT not included.

** Included in audit fees.

4. Services provided by PAF/PA other than Audit

In 2023, KAP Tanudiredja, Wibisana, Rintis & Rekan – a member firm of the PwC global network also provided services to perform industrial training for mining and telecommunications for a respective fee of Rp150,000,000.00 (one hundred fifty million rupiah) excluding VAT.

Information regarding the PAF and PA that performed audit services for BCA for the past 7 (seven) years is as follows:

No.	2023	2022	2021	2020	2019	2018	2017
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	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	Lucy Luciana Suhenda	Jimmy Pangestu	Jimmy Pangestu	Jimmy Pangestu	Lucy Luciana Suhenda	Lucy Luciana Suhenda	Lucy Luciana Suhenda

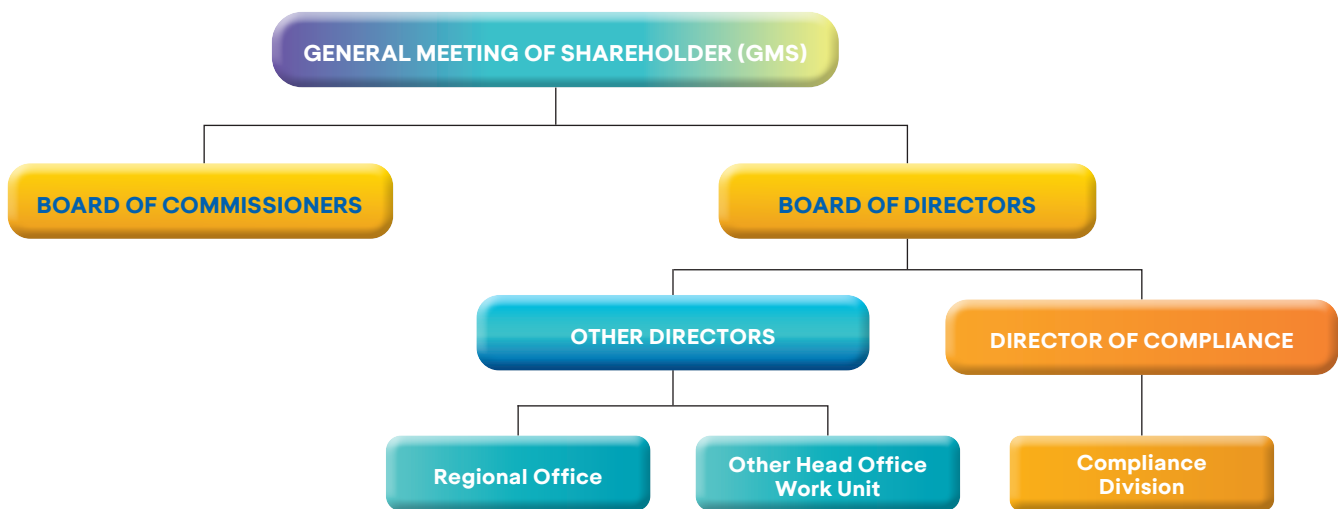


COMPLIANCE FUNCTION

BCA has established a Compliance Division (DCP) as an independent work unit free of influence from other work units to carry out compliance functions in accordance with OJK Regulation No. 46/POJK.03/2017 concerning Implementation of Commercial Bank Compliance Functions. In addition, BCA, as the Main Entity in the BCA Financial Conglomeration, has added an Integrated Compliance Function to the DCP organizational structure in order to implement Integrated Governance for the Financial Conglomeration.

1. Organizational Structure of DCP

The DCP organizational structure is stipulated by the Board of Directors' Decree No. 247/SK/DIR/2022, dated December 28, 2022. The Head of Compliance Division, whose appointment has been reported to the OJK, leads the DCP. The DCP reports directly to the Director of Compliance. The appointment and promotion of the Compliance Director has met the applicable requirements and is being carried out in accordance with the OJK's procedures.



2. DCP Responsibilities

The DCP's responsibilities are as follows:

- Monitor BCA's level of compliance with OJK, BI, and other regulators' requirements. This includes ensuring that BCA's policies, regulations, systems, and procedures, as well as business activities, comply with regulatory requirements.
- Coordinating the Implementation of Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing for the Proliferation of Weapons of Mass Destruction (AML, CTF, and PFPWMD) Programs, including conducting risk assessments for implementing the AML, CTF, and PFPWMD programs in accordance with the regulator's provisions.
- Carry out the Gratification control function within BCA.

3. Integrated Compliance Function

BCA, as the Main Entity in the BCA Financial Conglomeration, has also added an integrated compliance function to the DCP organizational structure in order to implement Integrated Governance in accordance with OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates. The integrated compliance function in the DCP's main task is to monitor and evaluate the implementation of the compliance function and the level of compliance at each Financial Services Institution (FSI) in the BCA Financial Conglomeration, including the implementation of the AML, CTF, and PFPWMD Programs.

In order to ensure the implementation of BCA's compliance function, the Board of Directors and Board of Commissioners have also exercised active supervision through, among other things, policy and procedure approval, periodic reporting, requests for explanations, and meetings.



4. Implementation of Compliance Function Work in 2023

DCP carried out the following functions in 2023:

- 1) Promote the development of a compliance culture.
 - Socialize/inform the Board of Directors, Board of Commissioners, and work units regarding new regulations issued by regulators.
 - Provide information on OJK, BI, and other laws and regulations on the BCA portal site, which work units can access.
 - Involve DCP's human resources in a variety of trainings, regulatory socialization seminars from regulators, and risk management certification, as well as actively participating in the Banking Compliance Director Communication Forum working group.
 - Provide suggestions/responses to questions from work units or branches in order to carry out consultative functions related to the implementation of applicable regulations.
 - 2) Ensure that BCA's policies, provisions, systems, and procedures, as well as its business operations, are in accordance with the provisions, including:
 - Identify potential sources of compliance risk.
 - Conduct a gap analysis, assess the impact of new provisions on BCA operations, and propose for adjustment to internal manuals, policies, and procedures.
 - Develop a Compliance Matrix Diary as a monitoring tool to ensure adherence to reporting obligations to regulators.
 - Conduct reviews and provide opinions to ensure compliance with applicable regulatory provisions regarding:
 - New product and activity plans;
 - Draft internal regulations to be published;
 - Compliance with corporate credit releases; and
 - Documents in the context of capital investment plans.
- In collaboration with Branch Internal Supervisors and Regional Office Internal Supervisors, conduct compliance tests on the implementation of provisions at Branch Offices and Regional Offices.
 - Monitor the level of compliance with applicable regulatory provisions relating to prudential banking principles, specifically:
 - Minimum Capital Adequacy Requirement;
 - Minimum Statutory Reserve;
 - Macroprudential Liquidity Buffer;
 - Net Open Position;
 - Maximum Legal Lending Limit;
 - Non-Performing Loans (NPL);
 - Macroprudential Intermediation Ratio;
 - Liquidity Coverage Ratio (LCR);
 - Net Stable Funding Ratio (NSFR);
 - Macroprudential Inclusive Financing Ratio.
 - Monitoring the imposition of sanctions/fines from regulators.
 - Conduct compliance risk assessments and prepare Compliance Risk Profile Reports quarterly to manage compliance risks.
 - Prepare quarterly compliance monitoring reports for the Board of Directors and the Board of Commissioners.
 - Coordinate with work units within the framework of risk-based Bank Health Level assessments.
 - Implement BCA Governance and Integrated Governance in collaboration with the Environment Sustainability Governance Group.
 - Utilize information technology, also known as Regulatory Technology (RegTech), to increase efficiency and effectiveness in the process of managing regulatory regulations, as well as to maintain an up-to-date regulatory regulations database.



- 3) Ensure BCA's compliance with regulatory commitments, including:
 - Monitor BCA's commitment to OJK, BI, and other regulators in collaboration with DAI.
 - Monitor and follow up on information/data requests from the OJK, BI, and other regulators in the context of bank supervision.
- 4) Perform gratification control functions such as:
 - Create policies and procedures for gratification control.
 - Coordinate socialization activities to all BCA Personnel and stakeholders regarding Gratification control provisions.
 - Receive and administer BCA Personnel Gratification reports.
 - Report to the Board of Directors on the implementation of Gratification control on a regular basis, at least once a year.
- 5) Monitor and evaluate the compliance function both in an integrated manner and at each Subsidiary Company within the BCA Financial Conglomeration, including:
 - Create and submit Integrated Compliance Reports to the Board of Directors and the Board of Commissioners.
 - Collaborating with work units in the context of risk-based assessment of the Consolidated Bank's Health Level.
 - Conduct reviews and provide opinions to ensure that BCA's Collaboration Synergy plans with Subsidiary Companies are in compliance with regulatory requirements.
 - Coordinate with the Subsidiary Company's Compliance PIC in the context of preparing an Integrated Compliance Risk Profile each semester.
 - Communicate with Subsidiary Companies in the context of implementing the compliance function.

5. 2023 Compliance Indicators

The following compliance indicators for 2023 represent BCA's commitment to and level of compliance with applicable laws and regulations:

Table of Compliance Indicators for 2023

No.	Compliance Indicator	Applicable Provision	BCA Achievement	Description
1	Minimum Capital Adequacy Requirement	Min. 14% < 15%	29.44%	Complied with the applicable provisions
2	Non-Performing Loan (NPL) Net	Max 5%	0.58%	
3	Maximum of Legal Lending Limit	Max. 10% of total capital	4.85%	
4	Minimum Statutory Reserve Rupiah	Min. 6.20%	8.36%	
5	Macroprudential Liquidity Buffer	Min. 5%	33.89%	
6	Minimum Statutory Reserve Foreign Currency	Min. 4%	4.71%	
7	Net Open Position	Max. 20%	0.11%	
8	Liquidity Coverage Ratio (LCR)	Min. 100%	357.76%	
9	Macroprudential Intermediation Ratio (RIM)	84% - 94%	72.19% ^{*)}	
10	RIM Current Account	Min. according to the provisions	1.96%	In accordance with RIM's description below
11	Net Stable Funding Ratio (NSFR)	Min. 100%	166.59%	Complied with the applicable provisions
12	Macroprudential Inclusive Financing Ratio	Target December 2023 Min. 20.5%	21.27%	

Note:

^{*)} BCA's Macroprudential Intermediation Ratio for December 2023 is smaller than the lower limit of the Macroprudential Intermediation Ratio 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 the Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units, so that BCA is obliged to establish RIM Current Account in Rupiah in the amount calculated between the Lower Disincentive Parameter and the difference between BCA RIM and Target RIM against the Rupiah Third Party Fund.

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, Sharia Commercial Banks and Sharia Business Units, there is a Lower Disincentive Parameter related to RIM compliance, in which since January 2022, the Lower Disincentive Parameter for Banks with RIM conditions < 84 %, NPL < 5% and Minimum Capital Adequacy Requirement > 19% are set at 0.15.



6. Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing for the Proliferation of Weapons of Mass Destruction (AML, CTF, and PFPWMD) Programs

BCA is committed to implementing Anti-Money Laundering, Counter-Terrorism Financing and Prevention of Financing for the Proliferation of Weapons of Mass Destruction (AML, CTF, and PFPWMD) programs in accordance with OJK Regulation No. 8 of 2023 concerning Implementation of Anti-Money Laundering Programs, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction in the Financial Services Sector. During 2023, the following activities will be carried out in connection with the implementation of the AML, CTF, and PFPWMD programs:

- Provide periodic reports to the Board of Directors and Board of Commissioners on the implementation of the AML, CTF, and PFPWMD.
- 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 the latest technology and updating parameters to detect suspicious transactions.
- Coordinate the implementation of updating customer data by setting targets and monitoring their achievement.
- Reviewing new product and activity plans to ensure compliance with the AML, CTF, and PFPWMD provisions.
- Screening customer and transaction data against watchlists published by competent authorities, such as the List of Suspected Terrorists and Terrorist Organizations, List of Financing for the Proliferation of Weapons of Mass Destruction, The Office of Foreign Assets Control (OFAC) List, United Nations (UN) List, and European Union (EU) List, when opening an account and when the watchlist list changes.
- Identify and assess risks associated with the implementation of APU, PPT, and PPPSPM using a risk-based approach, considering customer, country or geographic area, product and service, and distribution network factors.
- In collaboration with Branch Internal Supervisors, conduct compliance tests on the implementation of AML, CTF, and PFPWMD at Branch Offices.
- Reporting suspicious financial transactions, cash financial transactions, and financial transactions transferring funds to and from abroad, as well as submitting data to the Financial Transaction Reporting and Analysis Center (PPATK) via the Integrated Service User Information System (SIPESAT) and the Information System for Suspected Terrorism Financing (SIPENDAR).
- Ongoingly increase understanding of AML, CTF, and PFPWMD by holding training and socialization through classroom training, online training, e-learning, and virtual/hybrid events, as well as internal forums such as Regional Coordination Meetings and Coordination Meetings of Heads of Branch Operations and Service Operations Forum.
- Developing training materials for AML, CTF, and PFPWMD applications.
- Review and provide feedback on new product and activity plans, as well as draft internal regulations to be issued, to ensure compliance with applicable AML, CTF, and PFPWMD provisions.
- Participate in activities organized by the regulator, including:
 - a. Implementation of PPATK's Financial Integrity Rating (FIR).
 - b. Implementation of Focus Group Discussions to Follow Up on Mutual Evaluation Review (MER) Results related to the Financial Services Sector.
 - c. Hold a meeting on the Collecting and Integrating Initial Data PPP Project regarding Investment Fraud.



RISK MANAGEMENT SYSTEM

BCA has an effective risk management system and internal control system that are tailored to BCA's objectives, business policies, size, and complexity of business activities. The Board of Commissioners and the Board of Directors of BCA is in charge of implementing integrated risk management and internal control systems at BCA and its subsidiaries.

BCA follows regulatory requirements and refers to international best practices when implementing risk management.

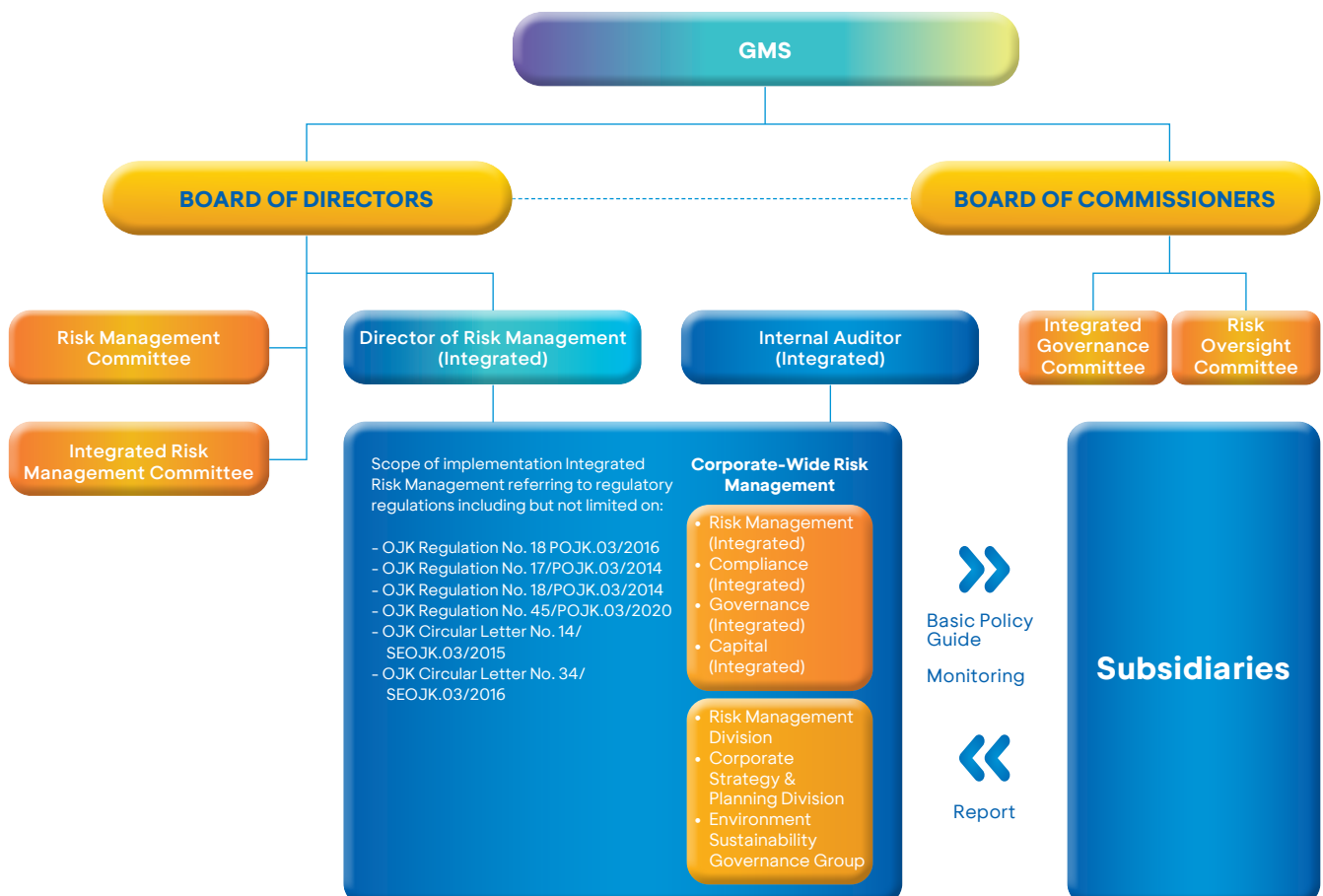
Risk Management Organizational Structure



Risk Management System Overview

BCA has implemented an integrated Risk Management System Framework to manage risk. This framework is used to establish strategy, organization, policies and procedures, as well as risk management infrastructure, in order to ensure that all risks encountered by BCA can be correctly identified, measured, monitored, controlled, and reported.

Risk Management System 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.**

In carrying out active supervision, the Board of Commissioners and Board of Directors is accountable for the effectiveness of risk management implementation, ensuring that risk management implementation is adequate in accordance with BCA's characteristics, complexity, and risk profile, and properly understanding the types and levels of risk attached to BCA's business activities.

1. Oversight by the Board of Commissioners is assisted by the Risk Oversight Committee (ROC), whose function is as follows:
 - a. Provide independent professional recommendations and opinions regarding the conformity of policies and the implementation of risk management policies to the Board of Commissioners.
 - b. Monitor and evaluate the implementation of the duties of the RMC and Risk Management Division (MRK).
2. Oversight by the Board of Directors is assisted by:
 - a. 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. IRMC has the main task of providing recommendations to the Board of Directors which at least include:

- Formulate integrated risk management policies.
- Improve or refine the integrated risk management policies based on the results of the implementation evaluation.

- 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 Liability Committee (ALCO).

3. Risk Management Division (MRK) 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. MRK's authorities and responsibilities include:

- a. Carry out authority and responsibility in accordance with OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning the Implementation of Risk Management for Commercial Banks, including:
 - Provide input to the development of policies, strategies, and risk management frameworks for the Board of Directors, as well as monitor their implementation.
 - Develop procedures and tools for identifying, measuring, monitoring, and controlling risks.
 - Monitoring risk positions or exposures, including compliance with risk tolerances and limits established.
 - Carry out stress testing.



- Evaluate proposed new products and/or activities.
 - Assess the accuracy and validity of risk measurement data.
 - Conduct regular reviews to ensure the adequacy of the framework and the risk management information system, as well as the accuracy of the risk assessment methodology.
 - b. Carry out integrated risk management authority and responsibility in accordance with OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014, concerning the Implementation of Integrated Risk Management for Financial Conglomerates as one of the functions of MRK and coordinating with work units in each Subsidiary Company that carry out Risk Management functions.
- **Adequacy of Risk Management Policies and Procedures, as well as Risk Limit Determination**
 1. BCA has performed risk management and ensured the availability of policies and determination of risk limits, which are supported by procedures, reports, and information systems that provide management with accurate and timely information and analysis, including determining steps to deal with significant changes in market conditions.
 2. BCA has ensured that operational and business aspects, as well as the level of risk that may occur in a work unit, have been taken into account in the process of developing work systems and procedures.
 3. In accordance with regulatory provisions, BCA has a Basic Risk Management Policy and a Basic Integrated Risk Management Policy of the BCA Financial Conglomerate (BCA FC), which include, among other things:
 - a. Risk management implementation framework for each type of risk.
 - b. Risk management implementation report.
 - c. Implementation of consolidated risk management.
 - d. Implementation of integrated risk management.
 4. Regularly review and update policies, procedures and risk management framework in accordance with BCA's needs and regulatory requirements.

- **Adequacy of risk identification, measurement, monitoring, and control processes, as well as risk management information systems**

1. BCA has adequate risk identification, measurement, monitoring, and control procedures in place, as well as a risk management information system. Monitoring is carried out by both the implementing unit and MRK, and the results are reported to management on a regular basis in order to mitigate risks and take appropriate actions.
2. BCA has created a management information system that is specific to the characteristics, activities, and complexity of business operations. The risk management information system is reviewed on a regular basis in accordance with BCA's needs and regulatory requirements.
3. Every quarter, BCA prepares and submits a Risk Profile Report, and every semester, an Integrated Risk Profile Report.

- **Comprehensive Internal Control System**

The complete implementation of the internal control system to support BCA's risk management implementation is presented on page 465 of this Annual Report's Internal Control System section.

Types of Risk and Its Management

According to OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning the Implementation of Risk Management for Commercial Banks, BCA manages 8 (eight) types of risk, and according to OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, BCA as the Main Entity of the BCA Financial Conglomerate (BCA FC) must manage an additional 2 (two) types of risk, 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.
- BCA constantly reviews internal credit regulations to ensure that they are in line with BCA developments, regulatory requirements, prudential banking principles, and international best practices.



- Develop and improve:
 - Credit risk management procedures and systems via the “Loan Origination System” to improve the effectiveness and efficiency of the credit granting process.
 - Debtor risk profile measurement system.
 - Credit database.
- In order to maintain credit quality in line with risk appetite, BCA has:
 - Regularly monitored credit quality, including credit restructuring affected by COVID-19, both per credit category (Corporate, Commercial, Small and Medium Enterprise (SME), Consumer, and Credit Card), per industrial sector, and overall credit portfolio.
 - Conduct close monitoring and authority control over branches with SME/KPR/credit card loans with a TPF30+ ratio (>30 days in arrears) and high NPLs so that branches can focus on improving their credit quality.
 - Determine credit limits and monitor these limits.
- Conduct regular credit portfolio stress testing analysis and monitoring of the results so that BCA can develop appropriate strategies to mitigate these risks as part of the “contingency plan” implementation.
- BCA has routinely monitored and controlled credit risk in Subsidiary Companies, and has ensured that Credit Risk Management Policies are good and effective.
- Developing credit monitoring tools such as the Early Warning System (EWS) as a forward-looking loan monitoring system.
- Creating a Credit Scoring System and Credit Quality Risk Model using Advanced Analytics approach to support sustainable credit business growth.
- In line with the development of the national economy and as a follow-up to:
 - OJK Board of Commissioners Decree No. 34/KDK.03/2022 concerning Determination of the Accommodation and Food and Drink Provision Sector, the Textile and Textile Products and Footwear Sector, the Micro, Small and Medium Business Segment and the Province of Bali as Sectors and Regions that Require Special Treatment for Bank Credit or Financing, And
 - OJK Regulation No. 19 of 2022 concerning Special Treatment for Financial Services Institutions in Certain Regions and Sectors in Indonesia Affected by Disasters.
- BCA has prepared and revised a policy for extending credit restructuring for debtors affected by COVID-19, including:
 - Criteria for debtors and industrial/economic sectors whose credit restructuring can be extended.
 - Determination of credit quality for COVID-19 restructured debtors.
 - Authority of officials to decide on COVID-19 restructuring.

2. Market Risk

- In order to manage foreign exchange rate risk, BCA has set NOPLimits per branch and combined, and measurements have been performed using the Value at Risk (VaR) method with a Historical Simulation approach for internal reporting.
- BCA manages trading book portfolios exposed to interest rate risk by establishing and monitoring the use of Nominal Limits, Value at Risk Limits (VAR), and Stop Loss Limits, as well as performing valuations based on actual transaction prices (close out prices) or quoted market prices from an independent source.
- BCA measures banking book interest rate risk using 2 (two) perspectives, namely:
 - Economic Value Perspective, using the Economic Value of Equity (EVE) method, is a method that measures the impact of interest rate changes on the economic value of bank equity.
 - Earnings Basis Perspective, using the Accrual Method, is a method for calculating the impact of changes in interest rates on a bank's Net Interest Income (NII).
- ALCO regularly monitors:
 - Market developments, movements in reference interest rates and interest rates offered by competing banks to determine deposit and credit interest rates.
 - Fixed interest loans and banking book securities.
- BCA conducts stress testing on a regular basis with various scenarios, deepening the factors and parameters in stress testing.



- Calculation of Minimum Capital Adequacy Requirement (MCAR) Reporting using regulatory-compliant methods. BCA has conducted individual and consolidated reporting industrial tests for positions at the end of June, September, and December 2023 in preparation for preparing the RWA Calculation Report for Market Risk in accordance with OJK Circular Letter No. 23/SEOJK.03/2022 concerning Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks.

3. Liquidity Risk

- BCA places a high priority on maintaining adequate liquidity in order to meet its obligations to customers and other parties, including providing credit, repaying customer deposits, and meeting operational liquidity needs. The overall liquidity needs management function is carried out by ALCO, and the Treasury Division operates it.
- Liquidity risk measurement and control is carried out through:
 - Fund progress report.
 - Monitoring liquidity reserves (secondary reserves) and liquidity ratios such as the Loan to Deposit Ratio (LDR), Liquidity Coverage Ratio (LCR), and Net Stable Funding Ratio (NSFR).
 - Cash flow projections.
 - Periodic stress testing to assess the impact of extreme conditions on BCA's liquidity. In addition, BCA has a contingency funding plan in place to deal with these extreme conditions.
- BCA also maintains Rupiah and Foreign Currency liquidity (Statutory Minimum Reserve/SMR) in accordance with regulatory provisions on a daily and average basis for a specific reporting period, which consists of:
 - SMR and MIR Giro (Macroprudential Intermediation Ratio) in the form of Rupiah demand deposits with Bank Indonesia.
 - Foreign currency SMR in the form of foreign currency demand deposits with Bank Indonesia.
 - MLB (Macroprudential Liquidity Buffer) in the form of SBI, SDBI, SRBI, and SBN.

4. Operational Risk

- The goal of operational risk management is to minimize the potential negative impacts of insufficient and/or non-functioning internal processes, human error, system failure, and/or external events. Operational risk management is constantly being developed in order to adapt to the constantly changing business environment and minimize the risks that the bank faces.
- In accordance with regulatory provisions, BCA uses the Standardized Approach method to allocate capital to reserve losses from operational risks. Good and high-quality operational risk event data is required for calculating the capital burden for operational risk in accordance with the bank's operational loss exposure. As a result, BCA has established internal policies governing the input of loss data in order to meet the qualitative requirements outlined in OJK Circular Letter No. 6/SEOJK.03/2020, concerning Calculation of Risk-Weighted Assets for Operational Risk Using a Standard Approach for Commercial Banks.
- In order to assist in the management of operational risk, BCA has supporting infrastructure in the form of the Operational Risk Management Information System (ORMIS) application, which includes:
 - Risk Control Self Assessment (RCSA), which is used to instill risk management culture and increase risk awareness across all work units.
 - Loss Event Database (LED), which is used to record operational losses that are used in calculating capital charges, continuous monitoring of events that can cause operational losses for BCA, and analyzing the risks faced by the bank, so that necessary corrective/preventive actions can be taken to minimize/mitigate the risk of future operational losses.
 - Key risk indicator (KRI), which is a tool used to provide an early warning sign of the possibility of an increase in operational risk in a work unit. This KRI has also been further developed into Predictive Risk Management, which can help work units monitor risk exposure.



- To maintain cyber security, BCA has Cyber Security Risk Management, whose job it is to analyze, determine, and develop procedures and tools for cyber security risk management. Furthermore, BCA has an Information Technology Security Group that is responsible for implementing the principles of securing technology systems and supporting facilities, as well as developing preventive measures to protect and secure the company's information assets and information technology infrastructure from various technological crimes (cyber crime).
- To anticipate risks posed by natural or human disasters that could disrupt the bank's business operations, particularly customer service, BCA has established a Business Continuity Management and Business Continuity Plan (BCP) and regularly conducts BCP awareness outreach and testing of the BCP, which includes cyber incident simulation.

5. Legal Risk

- Inherent legal risk is assessed by comparing potential losses from cases occurring at BCA and Subsidiaries that are currently in process or have been resolved in court to BCA capital and consolidated capital. The parameters used to calculate potential losses for cases currently in court are the basis of the lawsuit (case position), the value of the case, and legal documentation. Meanwhile, the parameters used to calculate claim losses are losses incurred by BCA and Subsidiary Companies as a result of court decisions with permanent legal force.
- BCA has established a Legal Group (GHK) at Head Office and Legal Work Units in all Regional Offices to identify, measure, monitor, and control legal risks.
- In order to mitigate legal risks, the Legal Group has done the following, among other things:
 - Develop a Legal Risk Management Policy, as well as internal provisions that govern the Legal Group's organizational structure and job descriptions, and standardize legal documents.
 - Holding a legal communication forum to improve legal staff competency.

- Conduct socialization to related branch officials, Regional Offices, and Head Office work units on the impact of newly implemented regulations on BCA banking activities and various modes of operation of banking crimes, as well as guidelines for dealing with them legally.
- Providing legal representation in civil and criminal cases involving BCA that are currently in court, as well as monitoring the progress of the cases.
- Develop a credit security strategy plan in conjunction with bad credit problems (in collaboration with other work units, including the Credit Rescue Work Unit).
- Register Intellectual Property Rights (IPR) on BCA products with the authorized agency and secure ownership of BCA assets, including rights to BCA land and buildings, as well as monitor and take legal action for BCA IPR violations.
- Monitor and analyze current court cases involving BCA and its subsidiaries.
- Inventory, monitor, analyze, and calculate potential losses associated with legal cases that occur.

6. Reputational Risk

- Reputation risk is assessed using parameters such as the number of complaints and negative publications, as well as complaint resolution achievement.
- Infrastructure development, which includes the implementation of appropriate software and hardware (including HaloBCA Telephone Service and 24-hour WhatsApp/WA Chat, BCA CRM Contact Center, Web Chat via www.bca.co.id, and the haloBCA application that can be used by mobile phones users with IOS and Android platforms), as well as the development of procedures and better work management to facilitate monitoring and management information systems that can support organizational quickness and quality.



- Regulatory provisions guide the implementation of reputation risk management.
- The parameters for assessing and implementing reputation risk management are evaluated on a regular basis.

7. Strategic Risk

- Inherent strategic risk is assessed using parameters such as strategy suitability to business environmental conditions, high risk strategies, BCA's business position, and achievement of the Bank's Business Plan.
- The quality of strategic risk management implementation is assessed using parameters such as risk governance, risk management framework, risk management process, adequacy of the Management Information System and Human Resources, and risk control system adequacy.

8. Compliance Risk

- Compliance risk is one type of risk that BCA must manage because it can result in both financial and non-financial losses.
- In accordance with OJK Regulation No. 46/POJK.03/2017 dated July 12, 2017, concerning the Implementation of Compliance Functions for Commercial Banks, BCA has appointed a member of the Board of Directors as Director in Charge of Compliance, who is responsible for ensuring compliance and minimizing compliance risk by developing compliance risk management policies and procedures and monitoring their implementation. The Compliance Division (DCP), which is independent of operational work units, assists the Director in charge of the compliance function in carrying out its duties. The Compliance Director reports the results of the Compliance Director's supervision to the President Director on a quarterly basis, with a copy to the Board of Commissioners.
- The parameters used in assessing inherent compliance risk are the type and significance of violations committed, the frequency of violations committed or compliance track record, and violations of certain financial transaction provisions. Aside from that, DCP is in charge of implementing the Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing for the Proliferation of

Weapons of Mass Destruction (AML, CTF, and PFPWMD) programs, including risk assessments for the AML, CTF, PFPWMD programs complies with all regulatory requirements.

- BCA has compliance policies and procedures in place, including AML and CTF, which include, among other things, a process for constantly adapting internal provisions and systems to applicable regulations, communicating provisions to relevant workers, conducting reviews of new products/activities, conducting regular compliance tests, and worker training.
- BCA employs information technology, also known as Regulatory Technology (RegTech), to improve efficiency and effectiveness in the management of regulatory provisions.
- In order to support the bank's strategic positioning as a transactional bank, particularly in terms of preventing money laundering, terrorist financing, and financing for the proliferation of weapons of mass destruction, BCA has used a web-based application called STIM (Suspicious Transaction Identification Model), as well as conducting system development for applications using the latest technology and updating parameters to detect suspicious transactions.
- BCA also screens customer and transaction data in relation to the List of Suspected Terrorists and Terrorist Organizations (LSTTO) and the List of Financing for the Proliferation of Weapons of Mass Destruction (LFPWMD), which are published by the competent authorities when an account is opened and when BCA enters into business relations. Furthermore, if the list is changed, the filtering will be repeated.

9. Intra-Group Transaction Risk

- The inherent intra-group transaction risk is assessed using parameters such as the composition of intra-group transactions in the Financial Conglomerate, transaction documentation and fairness, and other information.
- The quality of intra-group transaction risk management implementation is assessed 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

- Inherent insurance risk is assessed using parameters such as technical risk, insurance risk dominance over the entire business line, product risk mix and benefit types, and reinsurance structure.
- The quality of insurance risk management implementation is evaluated using parameters such as risk governance, risk management framework, risk management process, Management Information System, and Human Resources, as well as the risk control system's adequacy.

Results of the Risk Management System Effectiveness Review

Based on the results of the self-assessment, BCA's risk profile rating in 2023 is "low to moderate" both individually and when integrated with Subsidiaries.

The risk profile rating is the result of an assessment of 10 (ten) types of risk with the risk level ratings listed below:

- Risks with a "low" risk rating include Market Risk, Liquidity Risk, Legal Risk, and Intra-Group Transaction Risk.
- Risks with a risk rating of "low to moderate" include credit risk, operational risk, reputation risk, strategic risk, compliance risk, and insurance risk.

This "low to moderate" risk profile rating is achievable because BCA and its Subsidiaries have implemented an effective and efficient risk management process in all of their activities.

- BCA's inherent and integrated risk trends are stable because no significant changes in inherent risk are expected. Domestic demand and positive export performance, as well as Bank Indonesia's efforts to strengthen the policy mix response to maintain stability and encourage economic growth, will support Indonesia's economic growth in 2023. In light of these circumstances, BCA FC continues to strive to capitalize on momentum to maximize business performance while remaining mindful of global financial market uncertainty, which has the potential to disrupt the national economy and have an impact on BCA FC's business activities. As a result, BCA and BCA FC always manage risks in all business activities using the prudential principle.

- The implementation of integrated risk management will continue to be of high quality. This is due to the BCA FC's establishment of an Integrated Risk Management Framework, which consists of strategy, organization, policies and procedures, as well as risk management infrastructure, and which continuously reviews risk management in all of its activities to ensure that all risks encountered by the BCA FC can be correctly identified, measured, monitored, controlled, and reported.

The risk management policies of BCA and its Subsidiaries are constantly updated in accordance with regulatory provisions, the direction of developments in implementing the most recent Basel, prudential banking principles, and international best practices. BCA FC is always mindful of the economic situation and conditions, as well as developments in banking and non-bank financial services institutions, when conducting business.

Statement of the Board of Directors and the Board of Commissioners on the Adequacy and Effectiveness of the Risk Management System.

In 2023, BCA conducted an evaluation of the risk management system in which:

- The Board of Directors evaluates the effectiveness of the risk management system at BCA through regular reviews of risk management policies and procedures, the adequacy of the risk management information system, risk exposure reports, and assessments of BCA's risk profile and Integrated risk profile.
- The Board of Commissioners supervises and evaluates the implementation of the risk management system carried out by the Board of Directors, with assistance from the Risk Monitoring Committee.

Based on the findings of the evaluation and supervision, the Board of Commissioners concludes that BCA's risk management system is adequate and effective.



INTERNAL CONTROL SYSTEM

BCA Internal Control System is an ongoing monitoring mechanism which is established by the 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 No.35/SEOJK.03/2017 dated July 7, 2017, concerning the 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 the 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.

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

- The first line is responsible for the delivery of products and services to customer, including managing related risks.
- The second line is to take on roles that help in risk management, including responsibility for enterprise risk management. The second line role is carried out by the Director of Compliance, Director of Risk Management, the Risk Management Division (MRK), the Compliance Division (DCP), and Operation Strategy and Development Group (GPOL).

3. Third Line

The Internal Audit Division (DAI) plays the third line role in increasing and protecting BCA's value by providing risk-based and objective assurance, advice, and insight, as well as acting as a strategic partner for management in building BCA into a leading bank in Indonesia by assessing the adequacy and effectiveness of processes, risk management framework, internal control and governance, and performance quality. The President Director, Board of Commissioners, and Audit Committee receive audit results reports from DAI.

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.

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 system consists of 5 (five) main components, which include:

I. Oversight by Management 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 ensuring the security and reliability of the 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 set are met. This role is carried out by establishing a Risk Management Division (MRK), which assigned to ensure that BCA and its Subsidiaries are properly carried out risk mitigation in an integrated manner through identification, measurement, monitoring, controlling, and reporting risks in accordance with the risk management framework, and capable in dealing 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 intra-group transaction 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 established 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 becomes the 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 the implementation of the above duties and functions is carried out by the MRK and DAI as independent work 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 (RBB) 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 considered the impact of strategic risk to BCA's capital, including projected capital and the Minimum Capital Adequacy Requirement (KPMM).
- 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 in the Bank and member of BCA 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.
 - Supervisor whose function is to oversight the implementation of internal control.
 - Internal supervision which functions to ensure the implementation of internal control in operational work units.
 - 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 member of the BCA financial conglomerate.
 - MRK and DCP, 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 banking transaction 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.
- 6) Establishment of information security management system policies, standards, and procedures required to safeguard assets related to the implementation and use of IT.
- 7) Evaluate the results of the review and testing of the Disaster Recovery Plan.
- 8) Determination of policies and procedures regarding the use of IT service providers.

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 that may occur.
- 2) BCA has established a DCP 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:
 - Monitor Compliance Reporting to BI/ OJK/other regulators.
 - Submitted BCA Compliance Reports, including Anti-Money Laundering and Counter-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 Counter-Terrorism Financing Program Implementation Report to the Board of Commissioners, President Director, and Deputy President Director quarterly.
- 4) The Compliance Risk Management Strategy is to have a policy to always comply with applicable regulations, namely proactively carrying out prevention (ex-ante) in order to minimize the occurrence of violations and taking curative action (ex-post) in the context of improvement.

IV. Accounting, Information, and Communication Systems

BCA has an adequate accounting, information, and communication system to identify potential problems. The System is also used as an information exchange to carry out task according to their responsibilities. The accounting system produces financial information that is accurate, precise and consistent because BCA has an accounting policy



that are complied with applicable principles and regulations and are supported by an effective recording system and well-documented reconciliation process. The information system is continuously developed in line with developments in the Bank's business and technology as well as an effective communication system so that all BCA employees understand and comply with applicable policies and procedures in carrying out their duties and responsibilities. BCA has also communicated with external parties, such as regulators and shareholders, and implemented a whistleblowing system.

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 stakeholders and reported consistently to support the Board of Directors' and Board of Commissioners' duties.

V. Monitoring Activities and Corrective Action

Monitoring and testing of the adequacy and effectiveness of the risk management, internal control, and governance framework processes is carried out by DAI as an independent work unit and reported to the Board of Directors, Board of Commissioners, and Audit Committee.

DAI takes on the role of monitoring and analyzing the adequacy of management follow-up on audit results and recommendations from DAI, external auditors, OJK, as well as other authorities. The result of the DAI's follow-up monitoring is reported to the Board of Directors, the Board of Commissioners and the Audit Committee on a quarterly basis. Changes to targets for the completion of follow-up significant audit results must be sought for approval from the President Director and the Board of Commissioners.

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 2023 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, both by the operational and risk monitoring work unit as well as 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.

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 prevailing OJK regulations, 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 antifraud 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 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.
- To remind all BCA Personnel to comply with applicable procedures and regulations.



Pillars and Implementation of Anti-Fraud Strategy



Anti-fraud strategy is part of risk management, especially those related to internal control aspects. The anti-fraud strategy consists of 4 (four) pillars, as follows:

1) Prevention

Configure devices in order to reduce the potential risk of fraud, which should include at the minimum anti-fraud awareness, vulnerability identification, and getting to know your employees.

2) Detection

Configure devices in order to identify and detect fraud incidents in BCA's business operations, which should include at the minimum whistleblowing, surprise audits, and surveillance system policy and 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 should include at the minimum investigation, reporting, and the imposition of sanctions.

4) Observation, Evaluation and Follow-Up

Configure steps to monitor and evaluate as well as follow up on fraud which should include at the minimum monitoring, evaluation and follow-up.



3. Implementation and Internalization

Anti-Fraud Declaration

In line with BCA's commitment to implementing its anti-fraud strategy, BCA has 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 (Board of Directors Decree No. 139/SK/DIR/2020) are as follows:

"In order to strengthen the internal control system, implementation of good corporate governance, and further implementation of OJK Regulation No. 39/POJK.03/2019, dated December 19, 2019, concerning the application of an anti-fraud strategy for commercial banks, BCA hereby declares its commitments to:

1. Conduct 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 violation toward policies and commitments.

Let all levels of the BCA organization, customers, and work partners collaborate to create an anti-fraud culture and manifest 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 comic posters and an Anti-Fraud awareness video. 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, namely in the form of e-learning, in class training, and internal sharing to increase control operational, and so on.

All BCA employees are required to take part in Anti-Fraud Awareness e-Learning that can be accessed through the MyBCA internal portal and Mobile Learning.

Data of Anti-Fraud Training in 2022 and 2023

Participant	2023	2022
New employee	3,446	5,875
Existing employee	35,172	33,178

4. Internal Fraud Violations Data in 2023

Disclosure of deviations (internal fraud) is carried out based on OJK Regulation concerning the 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, whereby 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 disclosed deviation refers to deviations 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 in 1 year	Member of the Board of Directors and members of the Board of Commissioners		Permanent Employee		Non-permanent employee and outsourced workers	
	2023	2022	2023	2022	2023	2022
Total Fraud	-	-	2	2	4	1
Resolved	-	-	-	1	-	1
In the process of being resolved internally at BCA	-	-	-	-	-	-
Yet to be resolved	-	-	-	-	-	-
Has been followed up through the legal process	-	-	2	1	4	-

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

BCA has had and implemented a Whistleblowing System since 2013. 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 Board of 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/tatakelola/acgs/kebijakan-gcg>).

Objectives of the Whistleblowing System

Implementation of the whistleblowing system at BCA aims to:

- Raise stakeholder awareness (workers, customers, and others) to report fraud or violations that occur within BCA without fear or worry because confidentiality is guaranteed.
- Detect and prevent fraud or violations at the earliest stage possible through the information disclosed by whistleblowers.

1. Whistleblowing Procedure

A. Reporting Channel

The channel that can be utilized by whistleblowers to convey reports is accessible through BCA website www.bca.co.id/whistleblowingsystem. The whistleblowing system managing team will receive the report directly.

B. Accepted Reporting Criteria

To simplify and to accelerate the follow up process, whistleblowers 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 information that at a minimum includes:
 - 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 supporting data (if any) which incorporate 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, customers, or other parties, that takes place in a BCA environment and/or uses BCA facilities, resulting in the bank, customers, or other parties suffering loss and/or the fraud perpetrator gaining direct or indirect financial benefits.</p> <p>Type of fraudulent acts:</p> <ol style="list-style-type: none"> 1. Fraudulence, 2. Deception, 3. Asset embezzlement, 4. Information leaks, 5. Banking crimes.
Code of Conduct Violations	Actions that are not in line with the BCA culture, which has been formulated based on positive values that grow and develop within all BCA individuals, to achieve common goals and also as a reference for BCA individuals in making decisions and taking action.
Conflict of Interest Violations	Acts that give rise to circumstances 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.
Violation of Laws	Any actions that violate applicable laws in Indonesia.



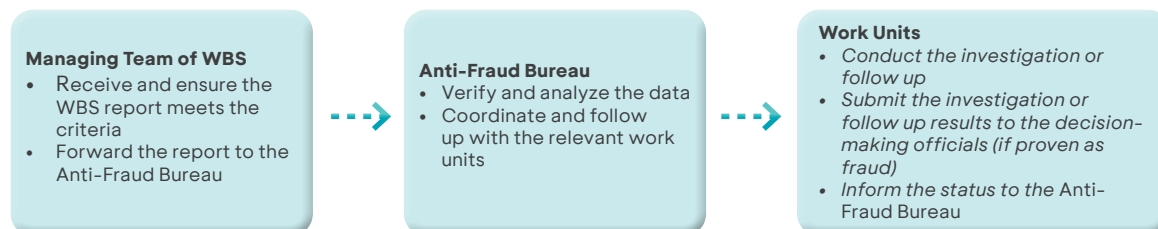
2. Whistleblower Protection

BCA will provide the protection to the whistleblower, including:

- Guaranteeing the confidentiality of the submitted whistleblower's identity and the report contents;
- Guaranteeing protection against mistreatments that might harm the whistleblower;
- Guaranteeing protection against the perpetrator's threats, intimidations, punishments or any unpleasant activities.

3. Complaint Handling Flow

The following is the flow of the whistleblowing system report handling at BCA.



4. Parties who Managed the Report

The management and the follow-up on the reports are handled carefully by an internal team who is appointed by the BCA's management, in accordance with BCA's internal laws and laws and prevailing regulations in Indonesia. **The BCA internal team** in charge consists of Whistleblowing System Managers, the Anti-Fraud Bureau, and selected Work Units.

5. Disclosure of Internal Fraud and Complaints through the Whistleblowing System in 2023

A. Number of Complaints Through the Whistleblowing System

As of December 31, 2023, 55 complaints were submitted to the whistleblowing system with the following status:

Status	Total	Description
Open (Still in process)	1	In process
Closed (Resolved)	54	Proven : 5 Not proven: 4 Violation of the code of ethics: Does Not Meet Reporting Criteria: <ul style="list-style-type: none"> - Informative/Customer Complaints (20) - The data is incomplete and the Reporting Party does not provide the requested additional information/data (25)

B. Sanctions and Follow-Up on Whistleblowing System Complaints

If the investigation results prove that the perpetrator committed fraud or violations, the decision-making officials will impose sanctions in accordance with prevailing regulations.



ANTI-CORRUPTION AND GRATIFICATION CONTROL POLICY

1. Background

Trust of general public and market players towards BCA is greatly influenced by the ethical behavior of all levels of BCA Personnel, from the Board of Commissioners, the Board of Directors, management, and all employees. This trust is critical for establishing and maintaining business relationships with customers and other third parties associated with BCA.

In this regard, in order to increase public trust and support Law No. 20 of 2001, an amendment to Law No. 31 of 1999 concerning the Eradication of Corruption Crimes, the BCA Board of Directors considers it necessary to establish anti-corruption and gratification control provisions, which are intended to support the implementation of Good Corporate Governance principles and provide guidelines for BCA Personnel as individuals in dealing with customers and partners, as well as fellow workers.

2. Anti-Corruption and Gratification Control Policy

BCA has established several policies related to preventing corruption and controlling gratification as part of its commitment to improving anti-corruption practices and culture and preventing gratification within BCA. These policies include:

1. The Board of Directors' Decree No. 269/SK/DIR/2021, dated December 31, 2021, concerning the Anti-Corruption and Gratification Control Policies.
2. Circular Letter No. 336/SE/POL/2022, dated September 15, 2022, concerning Gratification Control Reporting.
3. The Board of Directors' Decree No. 219/SK/DIR/2003, dated November 10, 2003, concerning Conflicts of Interest Provisions.
4. BCA Code of Ethics on Anti-Corruption (detailed information can be found on page 509 in the Code of Ethics section of this Annual Report).
5. Anti-Fraud Strategy Implementation Guidelines (detailed information can be found on pages 469 in the Anti-Fraud Strategy Implementation Section of this Annual Report).
6. Conflict of Interest Policy (detailed information can be found on pages 487-488 in the Affiliate Transactions and Conflict of Interest section of this Annual Report).

These policies are legally binding and must be understood and implemented seriously by all levels of BCA Personnel as part of the Code of Ethics and to support the implementation of Good Corporate Governance principles. If there is a violation or non-compliance with this policy, the violator may face sanctions based on the severity of the violation.

All levels of BCA Personnel are required to:

- a. Know, understand, and apply the Anti-Corruption and Gratification Control Policy with full responsibility and without exception.
- b. Support the implementation of the Anti-Corruption and Gratification Control Policy, among others all members of the Board of Commissioners, members of the Board of Directors, and BCA employees are required to make an annual statement (annual disclosure) outlining all circumstances or situations that could lead to conflicts of interest.

The anti-corruption policies outlined in the BCA Code of Ethics include, among other things:

- Ensure that personal interests do not conflict with BCA's or customers' interests.
- Do not take advantage of their position and authority for personal or family gain.
- Do not engage in disgraceful behaviour that could harm the image of the profession or the BCA in general.

The Gratification Control Policy of the BCA stipulates that:

- All BCA employees are prohibited from requesting, accepting, allowing, or agreeing to accept a gift or reward from a third party who obtains or attempts to obtain facilities from BCA in the form of credit facilities or other facilities related to BCA's operational activities.
- All BCA employees are prohibited from requesting, accepting, allowing, or agreeing to accept a gift or reward from a third party who obtains or attempts to obtain work or orders related to the procurement of goods or services from BCA.
- In the event that customers, partners, and other parties give gifts at specific times, such as Eid or other celebrations, if:
 - Receiving the gift is believed to have a negative impact and influence BCA's decision, and
 - The cost of the gift exceeds reasonable limits.



BCA Personnel who receive the gift must promptly return it with a polite explanation that all BCA Personnel are not permitted to receive the gift.

The main points of these policies can be found in the Governance section of the BCA website.

(<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

3. Implementation of Anti-Corruption and Gratification Control Policies

BCA is constantly working to improve the culture of anti-corruption and gratification control within the company, including through the following practices:

1. Annual Disclosure

All members of the Board of Commissioners, members of the Board of Directors, and BCA employees are required to make an Annual Disclosure containing all circumstances or situations that could possibly give rise to a conflict of interest in order to prevent corruption and control gratification. Detailed information on Annual Disclosure can be found on page 302 in the Internalization section of this Annual Report.

2. Integrity Pact

As an approach of implementing the anti-fraud strategy, all levels of BCA Personnel must sign the Integrity Pact via digital means on mybcaportal on a regular basis.

3. Internalization of anti-corruption and gratification control values

Implementation for internalizing anti-corruption values and controlling gratification is carried out through sharing sessions, socialization, mandatory e-learning, socialization/awareness, including through plasma TV, and other internal communication media.

4. Corruption and Gratification Control Reporting

To support the implementation of anti-corruption policy, BCA already has Whistleblowing System as a means of reporting for internal BCA and external parties. There were no reports of corruption violations received through the Whistleblowing System in 2023. Detailed information on the Complaint Handling Policy via the Whistleblowing System can be found on pages 473-474 in the Whistleblowing System Section of this Annual Report.

BCA has appointed the Compliance Division as the Gratification Control Unit (UPG) to assist with the implementation of gratification control and to provide reporting facilities for BCA internally when receiving gratification. There were 2 (two) reports received through this facility in 2023.

4. Other information

It is BCA's culture not to accept gifts or rewards from customers, debtors, vendors, associates, work partners, or other third parties in exchange for services performed by BCA employees in the course of their duties. In this regard, BCA Personnel must also follow the Code of Ethics for Vendors. The referenced code of ethics is contained in the BCA Governance Guidelines and can be found in the Code of Ethics section of this Annual Report.

Furthermore, BCA has never provided funds/political contributions or voluntary donations that resulted in acts of corruption or bribery. Provisions regarding funds/contributions related to political or social activities are governed by the following provisions in the Corporate Governance Guidelines section of the Company's Code of Ethics:

- Any participation in social and/or political activities by BCA Personnel is on their own behalf and does not represent BCA. The Board of Directors must approve any statement, attitude, or action that may reflect BCA's position.
- Expenditures in the form of donations made 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. 151/SK/DIR/2023 dated September 12, 2023 concerning 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/tentangbca/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 ("OJK Regulation No. 42/POJK.04/2020"), BCA always ensures that internal policies are in compliance with prevailing regulatory developments. In accordance with OJK Regulation No. 42/POJK.04/2020, BCA conducts periodic socialization 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:

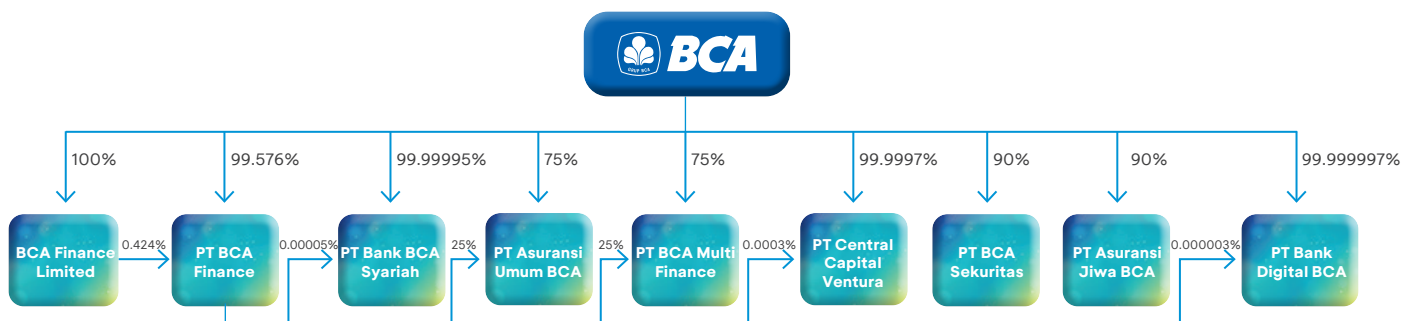
- Employees, Directors, and Commissioners of BCA.
- BCA's major shareholders, namely individuals or corporations that directly or indirectly own at least 20% (twenty percent) voting rights of all shares with voting rights issued by BCA, or an amount less than that which has been determined by OJK.
- Companies controlled by BCA, directly or indirectly.
- Companies that have one or more Directors or Commissioners concurrently serving as a Director or Commissioner of BCA.
- Companies controlled by BCA's major shareholders.
- Individuals who have a familial 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 the main shareholders of BCA.

Companies Controlled by BCA (Subsidiaries)

BCA has 9(nine) Subsidiaries that are not Public Companies, and their financial statements are consolidated with BCA's. These 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, 2023, BCA's share ownership structure in these 9 (nine) Subsidiaries was follows:





1. Affiliated Transactions

Disclosure of Affiliated Transactions in the 2023 Annual Report

The disclosure of BCA's Affiliate Transaction Report in the 2023 Annual Report was made with reference to the provisions of Article 22 of OJK Regulation No. 42/POJK.04/2020, specifically 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 whose financial statements are consolidated with a Public Company, in which case the Public Company must carry out certain procedures as regulated by OJK Regulation No. 42/POJK.04/2020. In this sub-chapter, a Controlled Company is defined as a BCA Subsidiary as elaborated on page 99 of this Annual Report, in which the term Subsidiary is defined, among others, by 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.

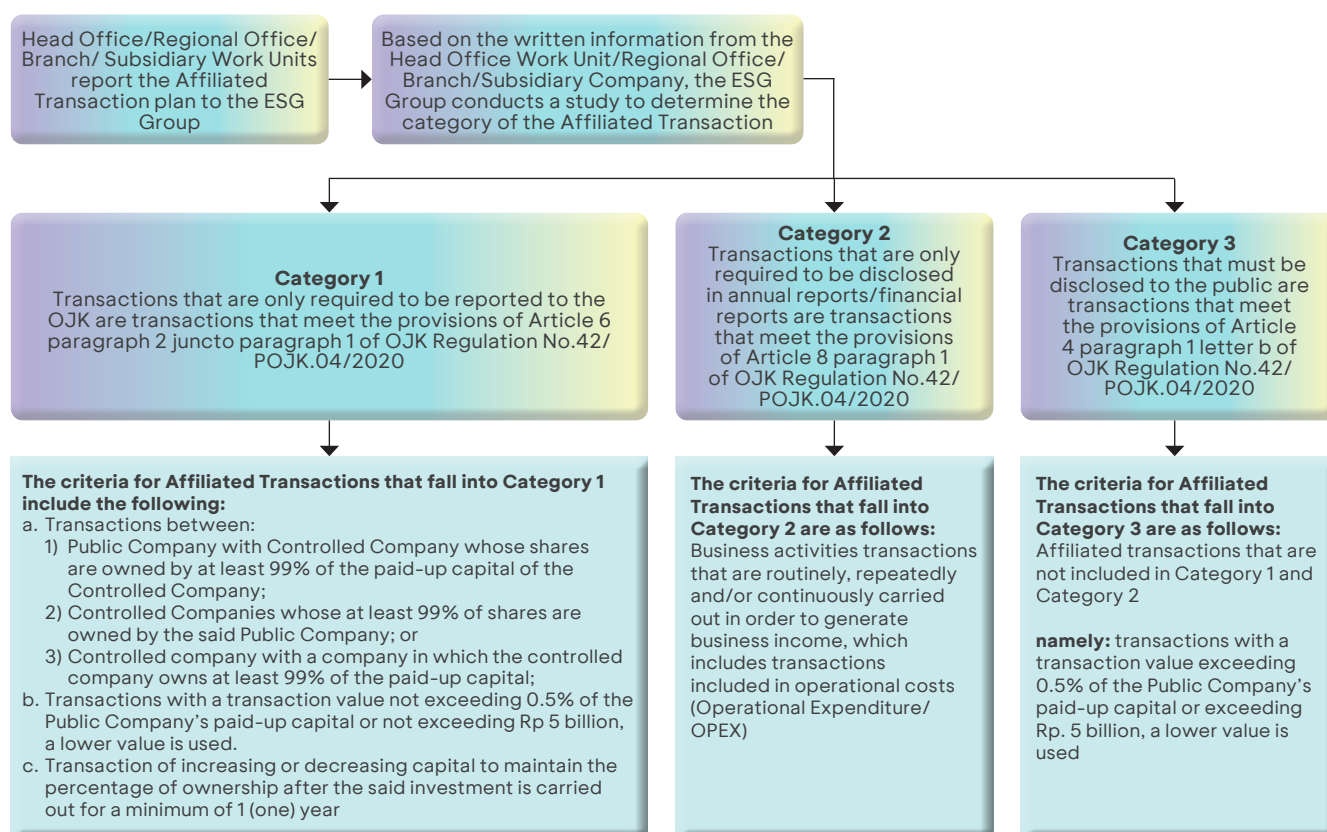
The affiliated transactions that are disclosed in the 2023 Annual Report are as follows:

- Transactions between BCA and BCA Subsidiaries;
- Transactions between BCA and BCA's Affiliated Parties;
- Transactions between BCA Subsidiaries; and
- Transactions between BCA Subsidiaries and BCA's Affiliated Parties (apart from BCA Subsidiaries).

Mechanism for 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 relevant data. The ESG Group works in concert with the pertinent work units to conduct analysis and determine the subsequent steps that must be taken in connection with the proposed transaction in accordance with the applicable provisions, to ensure that 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 Transactions and Conflict of Interest Flow Mechanisms in BCA





Affiliated Transactions Disclosure in 2023

Article 22 POJK No. 42/POJK.04/2020 stipulates that in the event that an Affiliated Transaction and/or Conflict of Interest Transaction is carried out by a Controlled Company that is not a Public Company and whose financial statements are consolidated with a Public Company, then the Public Company must carry out procedures as stipulated in POJK No. 42/POJK.04/2020.

The Implementation of Affiliated Transactions and/or Conflict Transactions can be categorized as follows:

- BCA with Subsidiaries or Affiliated Parties of BCA
- Subsidiary Companies with Subsidiary Companies or Affiliated Parties of BCA

Therefore, in order to comply with POJK No. 42/POJK.04/2020 above, the following is the disclosure of Affiliated Transactions and/or Conflict Transactions according to the category of each transaction.

I. Realization of Affiliated Transactions conducted by BCA with Subsidiaries or Affiliated Parties of BCA

(I.1) Category 1

Throughout 2023, there were 34 (thirty-four) Affiliated Transactions with a total value of Rp39,610,292,967.00 which were included in Category 1, as follows:

No.	Date	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1	January 10, 2023	Sale of Land and Building Ex KCU Lhokseumawe	PT Bank BCA Syariah	Rp1,256,636,000.00	Transactions between BCA and BCA Subsidiaries
2	January 10, 2023	Sale of Abandoned Property Goods Ex KCU Lhokseumawe	PT Bank BCA Syariah	Rp202,000,000.00	
3	January 11, 2023	Sale of Land and Building of Ex KCU Lhokseumawe	PT Bank BCA Syariah	Rp15,512,000,000.00	
4	January 11, 2023	Sale of Abandoned Property Goods of Ex KCU Lhokseumawe	PT Bank BCA Syariah	Rp736,000,000.00	
5	January 19, 2023	Purchase of 3D Printer & 3D Printer Cover Box	PT Global Digital Niaga Tbk	Rp41,948,010.00	Transactions between BCA and companies controlled by BCA's main shareholders
6	January 27, 2023	Security Infrastructure Service Provision Agreement	PT BCA Finance	Rp1,065,600,000.00	Transactions between BCA and BCA Subsidiaries
7	February 9, 2023	Managed Network Service Provision Agreement	PT Asuransi Umum BCA	Rp55,500,000.00	
8	February 9, 2023	Managed Network Service Provision Agreement	PT BCA Multi Finance	Rp55,500,000.00	
9	February 17, 2023	IT Operation Management Service Provision Agreement	PT Bank Digital BCA	Rp936,840,000.00	
10	February 17, 2023	Room Lease Agreement	PT Bank Digital BCA	Rp333,215,340.00	Transactions between BCA and companies controlled by BCA's main shareholders
11	March 8, 2023	Purchase of Digital Camera & Accessories	PT Global Digital Niaga Tbk	Rp35,586,600.00	



No.	Date	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
12	March 21, 2023	Room Lease Agreement	PT Abacus Teknika Solusindo	Rp569,430,000.00	Transactions between BCA and companies controlled by BCA Pension Funds
13	April 11, 2023	Cooperation Agreement for the Provision of Consulting Services Support in the Field of Application Feasibility	PT Bank Digital BCA	Rp159,264,000.00	Transactions between BCA and BCA Subsidiaries
14	April 11, 2023	Enhancement of BCA Mobile Lifestyle Features	PT Dwi Cermat Indonesia	Rp2,261,575,050.00	Transactions between BCA and companies controlled by BCA's main shareholders
15	May 22, 2023	Provision of Halo BCA Contact Center Services	PT Bank BCA Syariah	Rp609,490,342.00	Transactions between BCA and BCA Subsidiaries
16	May 23, 2023	Cooperation Agreement for the Provision of Infrastructure and Services Related to Swift Alliance Gateway Infrastructure	PT Bank Digital BCA	Rp114,000,000.00	
17	May 25, 2023	Procurement of LED TV	PT Sarana Kencana Mulya	Rp5,121,540.00	Transactions between BCA and companies controlled by BCA's main shareholders
18	June 7, 2023	Lease of KCP Waingapu Building	PT Muria Sumba Manis	Rp1,850,000,000.00	
19	June 14, 2023	Agreement for the Provision of Software Development Services for Digital Greetings Application	PT Darta Media Indonesia	Rp721,500,000.00	
20	July 25, 2023	Cooperation for the Provision of Collection Support Services for BlueExtraChas Credit Products	PT Bank Digital BCA	Rp156,298,415.00	Transactions between BCA and BCA Subsidiaries
21	August 21, 2023	Procurement of 3D Printer	PT Global Digital Niaga Tbk	Rp15,899,640.00	Transactions between BCA and companies controlled by BCA's main shareholders
22	August 21, 2023	Cooperation of Subduct Works to Build Lottmart & Jarakosta Line - BNDC	PT Iforte Solusi Infotek	Rp4,662,000,000.00	Transactions between BCA and companies controlled by the families of BCA's main shareholders



No.	Date	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
23	September 1, 2023	Sale and purchase of Used Hewlett Packard Servers	PT BCA Sekuritas	Rp24,000,000.00	Transactions between BCA and BCA Subsidiaries
24	October 10, 2023	Provision of Network Security as a Service	PT Asuransi Jiwa BCA	Rp13,330,000.00	
25	October 12, 2023	Provision of Information Technology Operation Management Services	PT BCA Finance	Rp1,110,000.00	
26	October 12, 2023	Provision of Information Technology Infrastructure Services	PT BCA Finance	Rp750,268,990.00	Transactions between BCA and BCA Subsidiaries
27	November 7, 2023	Sale and Purchase of IP Public	PT Angkasa Komunikasi Global Utama	Rp4,884,000,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
28	November 8, 2023	Provision of Network Manage Services	PT BCA Finance	Rp695,163,040.00	Transactions between BCA and BCA Subsidiaries
29	December 1, 2023	Room Lease for ATM in Waingapu	PT Muria Sumba Manis	Rp150,516,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
30	December 14, 2023	Agreement for Provision of Security Infrastructure Services	PT BCA Sekuritas	Rp499,500,000.00	Transactions between BCA and BCA Subsidiaries
31	December 14, 2023	Security Infrastructure Service Provision Agreement	PT BCA Multi Finance	Rp499,500,000.00	
32	December 18, 2023	Security Infrastructure Service Provision Agreement	PT Asuransi Jiwa BCA	Rp499,500,000.00	
33	December 22, 2023	Sale and Purchase of Used Hewlett Packard Servers	PT Bank BCA Syariah	Rp63,000,000.00	Transactions between BCA and companies controlled by the families of BCA's main shareholders
34	December 29, 2023	Land Lease	PT Profesional Telekomunikasi Indonesia	Rp175,000,000.00	

**(I.2) Category 2**

- 1) Throughout 2023, there are 55 (fifty-five) Affiliated Transactions which are included in Category 2 that are relatively large in transaction value (above Rp 1 billion), as follows:

No.	Date	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1	March 28, 2023	(Extension) Cooperation Agreement for the Provision of Google Cloud Platform Software Subscription Facilities	PT Global Distribusi Nusantara	Rp12,160,276,094.00	
2	April 12, 2023	LED TV	PT Global Digital Niaga Tbk	Rp1,308,490,200.00	Transactions between BCA and companies controlled by BCA's main shareholders
3	May 2, 2023	Subscription Agreement for Security Key Software for BCA Application	PT Akar Inti Teknologi	Rp46,842,000,000.00	
4	May 15, 2023	Agreement : Bank Central Asia Tbk - Wealth Management - 28 th until 31 st August 2023.	PT Grand Indonesia	Rp2,947,560,000.00	
5	June 9, 2023	Office Facility Management & Support	PT Dana Purna Investama	Rp178,087,779,028.00	Transactions between BCA and companies controlled by BCA Pension Funds
6	June 9, 2023	Link Communication	PT Iforte Solusi Infotek	Rp140,004,709,863.00	Transactions between BCA and companies controlled by BCA's main shareholders
7	June 9, 2023	Replenishment, ATS/CRM Management	PT Abacus Cash Solution	Rp84,272,902,629.00	
8	June 9, 2023	Outsourcing Services	PT Dana Purna Investama	Rp65,408,499,886.00	
9	June 9, 2023	Cash Processing Center - CPC & Cash In Transit - CIT	PT Abacus Cash Solution	Rp54,956,246,423.00	
10	June 9, 2023	Replenishment, ATM Management	PT Abacus Cash Solution	Rp31,845,726,482.00	
11	June 9, 2023	Outsourcing Services, Postage & Stamps	PT Danamas Insan Kreasi Andalan	Rp27,380,612,091.00	Transactions between BCA and companies controlled by BCA Pension Funds
12	June 9, 2023	Replenishment, ATS/CRM Management	PT Abacus Dana Pensiuntama	Rp26,750,227,693.00	
13	June 9, 2023	ATM Room Cleanliness and Security, Part & ATM Accessories Machine & Rng-Non Inv/Aktiva, Install Machine, Spare Parts, ATM Accessories	PT Dana Purna Investama	Rp15,377,352,740.00	
14	June 9, 2023	Outsourcing Services, Training Organizer Services	PT Sentral Layanan Prima	Rp15,252,126,464.00	
15	June 9, 2023	Cloud	PT Global Distribusi Nusantara	Rp13,164,806,497.00	Transactions between BCA and companies controlled by BCA's main shareholders
16	June 9, 2023	Cash Processing Center - CPC	PT Abacus Dana Pensiuntama	Rp12,879,286,971.00	Transactions between BCA and companies controlled by BCA Pension Funds
17	June 9, 2023	Cash in Transit - CIT & Cash Processing Center - CPC	PT Abacus Dana Pensiuntama	Rp11,809,102,559.00	
18	June 9, 2023	Replenishment, ATM Management	PT Abacus Dana Pensiuntama	Rp9,921,180,635.00	Transactions between BCA and companies controlled by BCA Pension Funds
19	June 9, 2023	Training Service Travel, Training Participant Consumption	PT Sentul Damai Resort	Rp8,686,377,880.00	



No.	Date	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
20	June 9, 2023	Services - Local Support, Services - Principal Support	PT Akar Inti Solusi	Rp5,844,107,316.00	Transactions between BCA and companies controlled by BCA's main shareholders
21	June 9, 2023	QRIS Management	PT Danamas Insan Kreasi Andalan	Rp5,797,754,500.00	Transactions between BCA and companies controlled by BCA Pension Funds
22	June 9, 2023	Engine, Spare Parts, ATM Accessories, Operational Support Manager Installation	PT Abacus Teknika Solusindo	Rp3,816,138,848.00	
23	June 9, 2023	Promotion Fee outside Mass Media	PT Grand Indonesia	Rp3,518,919,100.00	Transactions between BCA and companies controlled by BCA's main shareholders
24	June 9, 2023	Services - Consultant	PT Akar Inti Solusi	Rp3,481,130,773.00	
25	June 9, 2023	Link Communication	PT Angkasa Komunikasi Global Utama	Rp3,211,785,000.00	
26	June 9, 2023	Link Communication, Services - Bundle Installation	PT Iforte Solusi Infotek	Rp2,892,010,000.00	
27	June 9, 2023	Link Communication, Services - Bundle Installation	PT Iforte Solusi Infotek	Rp2,865,610,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
28	June 9, 2023	Rate Card Addition for BCA Mobile Lifestyle CR Project	PT Dwi Cermat Indonesia	Rp2,261,575,050.00	
29	June 9, 2023	Services - Consultant, Software TI - Database	PT Dart Media Indonesia	Rp2,111,403,843.00	
30	June 9, 2023	Machine Maintenance, ATM Accessories - Computer Class, Procurement of ATM Accessories - Computer Class	PT Abacus Teknika Solusindo	Rp1,299,188,259.00	Transactions between BCA and companies controlled by BCA Pension Funds
31	June 9, 2023	Link Communication	PT Angkasa Komunikasi Global Utama	Rp1,198,800,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
32	June 9, 2023	BCA Prioritas Website Content	PT Dynamo Media Network	Rp1,134,375,000.00	
33	June 9, 2023	Office Facility Management & Support	PT Sentral Layanan Prima	Rp1,112,776,329.00	Transactions between BCA and companies controlled by BCA Pension Funds
34	June 14, 2023	Office Facility Management & Support	PT Dana Purna Investama	Rp28,847,364,859.00	Transactions between BCA and companies controlled by BCA Pension Funds
35	June 14, 2023	Office Facility Management & Support	PT Dana Purna Investama	Rp20,375,543,353.00	
36	June 14, 2023	Office Facility Management & Support	PT Dana Purna Investama	Rp7,722,043,133.00	
37	June 14, 2023	Other Services	PT Dana Purna Investama	Rp2,201,412,868.00	
38	June 19, 2023	Operational Support Manager	PT Dana Purna Investama	Rp11,426,348,420.00	
39	June 19, 2023	Outsourcing Labor Services	PT Dana Purna Investama	Rp8,554,300,316.00	
40	June 19, 2023	Office Facility Management & Support	PT Dana Purna Investama	Rp5,446,183,573.00	
41	June 22, 2023	Contracting for Housekeeping Work WSA I - Kanwil XII	PT Dana Purna Investama	Rp23,710,806,723.00	
42	June 26, 2023	Outsourcing Services	PT Dana Purna Investama	Rp10,976,652,295.00	
43	June 26, 2023	Outsourcing Services	PT Dana Purna Investama	Rp6,585,988,070.00	



No.	Date	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
44	June 26, 2023	Outsourcing Services	PT Dana Purna Investama	Rp2,787,064,800.00	Transactions between BCA and companies controlled by BCA Pension Funds
45	June 26, 2023	Outsourcing Services	PT Dana Purna Investama	Rp2,506,726,589.00	
46	June 26, 2023	Outsourcing Services	PT Dana Purna Investama	Rp1,680,941,227.00	
47	August 2, 2023	Training Service Travel, Training Participant Consumption	PT Grand Indonesia	Rp3,474,793,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
48	August 21, 2023	Cooperation Agreement for the Provision of Flazz Top Up Transaction Facilities on Blu BCA Digital Application	PT Bank Digital BCA	Rp8,208,960,000.00	Transactions between BCA and BCA Subsidiaries
49	August 31, 2023	BCA Host to Host Utilization Cooperation Agreement to Facilitate Banking Transactions for BCA Customers and BCA Syariah Customers	PT Bank BCA Syariah	Rp5,037,762,980.00	
50	October 24, 2023	Subscription Link Indosat INP & INIX	PT Angkasa Komunikasi Global Utama	Rp1,070,595,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
51	October 31, 2023	Cooperation Agreement on the Implementation of Joint Promotion Program	PT Global Digital Niaga Tbk	Rp2,075,248,365.00	
52	November 16, 2023	Agreement for the Provision of Consulting Services for Base 24 and Nonstop System Support Service	PT Akar Inti Solusi	Rp12,362,637,850.00	
53	November 22, 2023	Services - Local Support	PT Akar Inti Solusi	Rp4,305,984,592.00	
54	December 12, 2023	PT Prosa Solusi Cerdas - Prosa Voice Biometrics license extension 2023-2024	PT Prosa Solusi Cerdas	Rp1,609,500,000.00	
55	December 15, 2023	Subscription Agreement for Nonstop Monitoring Modernization Software and its Implementation	PT Akar Inti Solusi	Rp7,129,530,000.00	

- 2) In addition to the 55 (fifty-five) Affiliated Transactions above, there were 360 (three hundred sixty) other transactions with a total value of Rp32,132,211,817.50 that are not presented in detail in this Annual Report, given that the value of each transaction is relatively small (immaterial).



- 3) In addition to the Affiliated Transactions above, there are also Affiliated Transactions in the form of loans, overdrafts, placements and/or deposits with a position value as of December 31, 2023 conducted between BCA and BCA Subsidiaries or Affiliated Parties other than BCA Subsidiaries.

The Affiliated Transactions conducted by BCA with Affiliated Parties other than BCA Subsidiaries can be seen in the Annual Financial Report Section Note 47 page 726 of this Annual Report, while the Affiliated Transactions conducted by BCA with BCA Subsidiaries are as follows:

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1.	Loan granted	PT BCA Multi Finance	Rp59,111,111,113.00	Transactions between BCA and BCA Subsidiaries
2.	Loan received	-	-	
3.	Overdraft granted	PT BCA Finance	Rp123,319,859,185.00	
		PT BCA Multi Finance	Rp12,930,455,174.96	
4.	Overdrafts received	-	-	
5.	Placement of funds (in the form of current accounts, deposits, and equivalent)	BCA Finance Limited	HKD 648,000.00	
		PT Bank BCA Syariah	Rp52,697,586,098.00	
6.	Deposits of funds (in the form of current accounts, deposits, and equivalents)	PT BCA Sekuritas	Rp6,909,182,127.00	
		PT Bank Digital BCA	Rp58,986,603,581.00	
		PT BCA Finance	Rp13,528,302.00	
		PT Central Capital Ventura	Rp623,736,416.54	
		PT Asuransi Umum BCA	Rp49,362,175,429.38	
		BCA Finance Limited	HKD 10,976,000.00	
		PT Bank BCA Syariah	Rp28,677,436,486.00	
		PT BCA Multi Finance	Rp1,281,355,438.50	
		PT Asuransi Jiwa BCA	Rp2,338,782,805.00	

(I.3) Category 3

Throughout 2023, there was 1 (one) affiliated transactions with a total value of Rp16,333,552,800.00 which was included in Category 3, as follows:

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1	35 th Floor Room Rental	PT Grand Indonesia	Rp16,333,552,800.00	Transactions between BCA and companies controlled by BCA's main shareholders

II. Realization of Affiliated Transactions conducted by the Subsidiaries with Subsidiaries or Affiliated Parties of BCA

(II.1) Category 1

Throughout 2023, there were no Affiliated Transactions in Category 1.

**(II.2) Category 2**

- 1) In 2023, there were 7 (seven) Affiliated Transactions carried out by BCA's subsidiaries which are included in Category 2 that are relatively large in transaction value (above Rp 1 billion), as follows:

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1	First Addendum of Cooperation Agreement of Bank Debit Card Program with Tiket.com	PT Bank Digital BCA with PT Global Tiket Network	Rp3,262,500,000.00	Transactions between BCA Subsidiaries and companies controlled by BCA's main shareholders
2	Work Order Manage Service Vault Application	PT Bank Digital BCA with PT Alto Network	Rp2,356,530,000.00	
3	Consulting Services Cooperation Agreement	PT Bank Digital BCA with PT Danamas Insan Kreasi Andalan	Rp2,322,675,000.00	Transactions between BCA Subsidiaries and companies controlled by BCA Pension Funds
4	Addendum II of Cooperation Agreement on the Implementation of Joint Promotion Program	PT Bank Digital BCA with PT Global Digital Niaga Tbk	Rp2,300,000,000.00	Transactions between BCA Subsidiaries and companies controlled by BCA's main shareholders
5	Addendum III of Cooperation Agreement on the Implementation of Joint Promotion Program	PT Bank Digital BCA with PT Global Digital Niaga Tbk	Rp2,000,000,000.00	
6	First Addendum to ATM Alto Annex	PT Bank Digital BCA with PT Alto Network	Rp1,242,774,872.00	
7	Google Cloud Platform Forms & General Terms and Conditions	PT Bank Digital BCA with PT Global Distribusi Nusantara	Rp1,180,053,308.00	

- 2) In addition to the 7 (seven) Affiliated Transactions above, there are 8 (eight) other transactions with a total value of Rp1,942,290,503.00 which are not presented in detail in this Annual Report considering the value of each transaction is relatively small (immaterial).
- 3) In addition to the Affiliated Transactions above, there are also Affiliated Transactions in the form of loans, overdrafts, placements and/or deposits with a position value as of December 31, 2023 conducted among BCA Subsidiaries. The aforementioned Affiliated Transactions are as follows:

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1	Loan Granting/ Receiving Transactions	PT Bank Digital BCA with PT BCA Finance	Rp150,460,416,667.00	Transactions between BCA and BCA Subsidiaries
2	Overdraft Granting/ Receiving Transactions	-	-	



No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
3	Placement/saving of funds (in the form of current accounts, deposits and equivalents)	PT Central Capital Ventura with PT Bank BCA Syariah	Rp2,259,154,406.42	
		PT BCA Sekuritas with PT Bank BCA Syariah	Rp30,282,705,683.00	
		PT Asuransi Jiwa BCA with PT Bank BCA Syariah	Rp11,065,039,421.00	
		PT BCA Finance with PT Bank BCA Syariah	Rp2,296,439.10	
		PT Central Capital Ventura with PT BCA Sekuritas	Rp3,000,000.00	

(II.3) Category 3

Throughout 2023, there were no Affiliated Transactions in Category 3.

Transaction Fairness

The principles considered when conducting transactions with affiliated parties are as follows:

- 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).

The affiliated transactions conducted by BCA and BCA's Subsidiaries in 2023 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 occurred in 2023 have gone through the necessary 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 is 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 give rise to 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, which govern the following matters among others:

- 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 related to 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 2023, 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 recusing oneself from decisions in the case of a conflict of interest.

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 which must be reported to OJK and for which public information disclosure is required, BCA will appoint an independent appraiser to evaluate the fair transaction value.

In the event that there is a transaction conducted by BCA with a third party in which 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 diverge in a manner 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 2023, 2022, and 2021 are described as follows.

1. Criminal Law Cases

The following are the details of criminal law cases faced by BCA in 2023, 2022, and 2021:

Legal Issues in Criminal Cases	2023	2022	2021
Legally settled (a verdict has been issued with legal power)	13	6	6
In settlement process	4	7	4
Total	17	13	10

Throughout 2023, criminal cases in court involving BCA reports against customers, employees, or other third parties include allegations of criminal acts of theft, embezzlement, embezzlement in office, embezzlement of fiduciary collateral, fraud, forgery of letters, money counterfeiting, and money-laundering, 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 Cases

The following are the details of civil law cases faced by BCA in 2023, 2022, and 2021:

Legal Issues in Civil Cases	2023	2022	2021
Legally settled (a verdict has been issued with legal power)	155	160	92
In settlement process	219	186	148
Total	374	346	240

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 disbursement of account and/or securities.
- 4) Customer lawsuit related to account fraud.
- 5) Lawsuits related to the use and payment of credit card bills.
- 6) A third-party lawsuit related to land/office building disputes owned by BCA.
- 7) Lawsuits related to legal entity accounts in connection with disputes over the management of legal entities and/or associations.
- 8) BCA lawsuit/resistance related to compensation payment and account blocking.
- 9) Lawsuit/rebuttal from debtors (husband/wife), collateral owners, and/or other parties related to confiscation of execution, auction, and/or emptying of collateral.
- 10) Lawsuit/rebuttal from debtors (husband/wife) and/or third parties related to credit and/or collateral.
- 11) Application of PKPU/Bankruptcy requests submitted by BCA against bad debtors.



BCA civil cases that are still ongoing in 2023 with a nominal claim of over Rp50 billion, however the value of the case is immaterial or does not affect BCA's business continuity, including the following:

No.	Case Number	BCA Position	Lawsuit	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 (At the District Court & the High 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 cassation process (At the District Court & the High Court, Ruled in favor of BCA)	Potential compensation payments
3.	179/ PDT.G/2021/ PN.JKT.PST	Defendant Codefendant I Codefendant 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 cassation process (At the District Court & the High Court, Ruled in favor of BCA)	Potential compensation payments
4.	180/ PDT.G/2021/ PN.JKT.PST	Defendant Codefendant I Codefendant 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 cassation process (At the District Court & the High Court, Ruled in favor of BCA)	Potential compensation payments
5.	181/ PDT.G/2021/ PN.JKT.PST	Defendant Codefendant I Codefendant 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 cassation process (At the District Court & the High Court, Ruled in favor of BCA)	Potential compensation payments
6.	41/ PDT.G/2022/ PN.JKT.SEL	Codefendant 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 appeal process (at the District Court, Ruled in favor of BCA)	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 cassation process (BCA won at the District Court but lost at the High Court)	Potential compensation payments



No.	Case Number	BCA Position	Lawsuit	Case Status	Risk for BCA
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 cassation process (At the District Court & the High Court, Ruled in favor of BCA)	Potential compensation payments
9.	232/ Pdt.G/2023/ PN.Jkt.Utr	Defendant I	Debtor's lawsuit against the auction with the argument that the amount of debt in Warning Letters I, II, and III differs and does not decrease, causing the debtor to feel that the debt payments made by them are not taken into account by BCA.	In the District Court process	Potential compensation payments
10.	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 (At the District Court & the High Court, Ruled in favor of BCA)	Potential compensation payment
11.	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 cassation process (BCA lost at the District Court but won at the High Court)	Potential compensation payment
12.	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 appeal process (at the District Court, Ruled in favor of BCA)	Potential compensation payment
13.	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 at Cour d'appel de Paris (At the First Instance Court: Ruled not in favor of BCA)	Potential compensation payment
14.	1093/Pdt. Bth/2023/ PN.Sby	Defendant I	Debtor's lawsuit against the auction with the grounds that the auction is invalid because it is not based on a court fiat, and the debt amount must be confirmed by the debtor in the aanmaning (reminder) process.	In the District Court process	Potential compensation payment

Throughout 2023, 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 Cases Faced by the Subsidiaries

The following are the details of civil and criminal legal cases that Subsidiaries faced in 2023:

Subsidiaries	Lawsuit	Civil	Criminal
PT BCA Finance	Legally settled (a verdict has been issued with legal power)	54	0
	In settlement process	30	0
PT BCA Multi Finance	Legally settled (a verdict has been issued with legal power)	4	6
	In settlement process	5	1
BCA Finance Ltd	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT BCA Syariah	Legally settled (a verdict has been issued with legal power)	5	0
	In settlement process	15	0
PT Asuransi Umum BCA	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Asuransi Jiwa BCA	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	2	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)	0	0
	In settlement process	0	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 2023, 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 2023, all current 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 2023 have no material impact on BCA's and its Subsidiaries' position or business continuity.

3. Administrative Sanctions from Related Authorities

Throughout 2023, 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

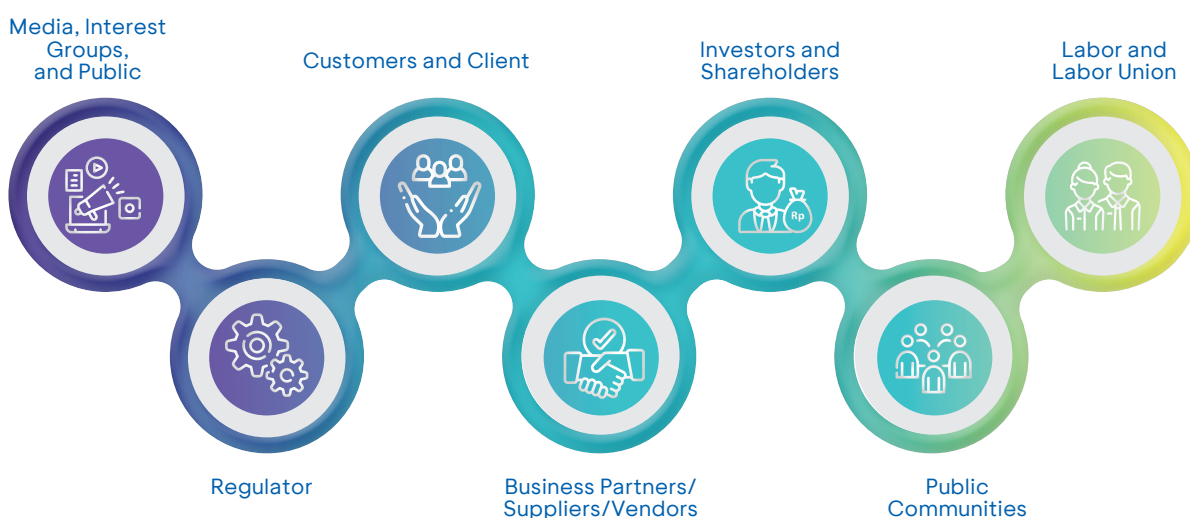
BCA continuously maintains good communication with regulators, shareholders, customers, BCA employees, partners, and the general public as part of the implementation of the principles of transparency and accountability to stakeholders. The Communication Policy governs BCA's good relationships with stakeholders.

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.

Communication Channels of Stakeholders

BCA stakeholders are parties related to BCA's business activities and significantly influence the sustainability of BCA.

STAKEHOLDERS



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, sustainability implementation, 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. Public Expose 5. Investor Relations Contact: Tel: +62 21 235 88000 6. 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 Solusi BCA 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



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 frontlines, 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.

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 and Video Banking are available in:
 - myBCA Store (Central Park, Emporium Pluit Mall, Kota Kasablanka, Ciputra World, BCA Learning Institute);
 - myBCA Hybrid (Gandaria City, Thamrin, Pondok Indah, Summarecon Mall Serpong, AEON Sentul, UGM Yogyakarta);

- myBCA Booth (Tangerang City, Supermall Karawaci, Cibinong City Mall, Royal Plaza, Mall of Indonesia, Tunjungan Plaza 3, Mall of Serang).
- In addition, Video Call is also available at branch offices (KCU Alam Sutera, KCU Serpong, KCU Harapan Indah, KCU Bekasi, KCU Matraman, KCU Darmo, KCU SCBD, KCP Sahid J Walk, KCU Sunter, KCU Hybrid Thamrin).
- 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 X account @HaloBCA.
- Outbound Call Services 1500888
 - Digital Relationship Officer (DRO) is an outbound campaign service of Halo BCA that aims to contact BCA customers through phone calls to convey information, validate transaction confirmation, telesurvey, retention, and offer BCA business solution products to segmented customers.
 - Solution Assistant (SOLA) is a Person in Charge of Relationship for a specific customer segment that aims to perform the acquisition and monitoring functions of BCA customers nationwide with certain criteria. The purpose of SOLA is to explore customer needs and service solutions, offer appropriate solutions/recommendations to customers according to their needs, and follow up on customer needs and complaints.
- 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)
 - For customer call to SOLA (inbound -1500118) with special ext.
 - For Whatsapp customers to SOLA (#HaloBCA 0811 1500 998)
 - The e-mail address used by SOLA is: sola_doc@bca.co.id
- Propeller is a Person in Charge of Relationship and Outbound campaign for specific customer segmentation that aims to perform BCA's customer acquisition and monitoring functions. The objective of Propeller is to provide a variety of investment solutions such as Mutual Fund products and Government Bonds at competitive prices to potential BCA customers.

To inform and deliver offers on investment products:



1. Investment instruments at BCA (publicly available info as in bca.co.id);
2. Initial market offering of Bonds;
3. Welma feature on myBCA app;
4. Reminder to customers that already have a SID/WELMA account but not yet active;
5. Other information related to BCA's investment products.

Means of communication can be by phone, e-mail and video call:

- Propeller calls to customer (outbound -1500888)
- Customer calls to Propeller (inbound -1500118)
- Video Call for detailed information on investment solutions.
- Online account opening video call services (through BCA Mobile, myBCA and marketplaces such as BliBli, DANA, MyCampus, Bayarind) and online credit card applications with a faster process.

Service levels at Halo BCA

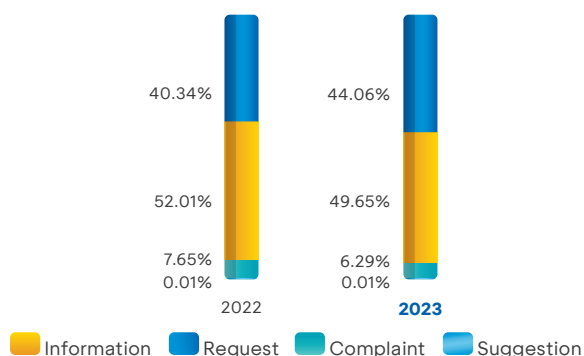
Customer contact acceptance service level:

- Phone response time: 20 seconds
- Whatsapp response time: 2 minutes
- X 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 internal complaint resolution, which varies from 1 (one) to 20 (twenty) working days, but for complaint resolution involving external parties the Bank can reach a maximum of 50 (fifty) working days according to the type of complaint reported by the customer. Complaints submitted through Halo BCA and resolved in accordance with the SLA amounted to 97.25% of the 20,061,559 (twenty million sixty one thousand five hundred fifty nine) customers who contacted Halo BCA in 2023.

Type of Complaint
(in Percentage)



Types of customer complaints based on the criteria:

- a. As much as 44.06% in the form of customer service requests (e.g. blocking, activation, etc.)
- b. As much as 49.65% in the form of information delivery.
- c. As much as 6.29% 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, latest 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:

Application and Registration

- Business Credit and People's Business Credit (KUR)
- Home Ownership Credit (KPR)
- Motorcycle Credit (KSM)
- BCA Credit Card
- BCA Autopay
- API

Tracking and Checking

- Money Transfer (Firecash)
- Bank Guarantee Status
- BCA Reward Balance
- KPR Application Status and Insufficient Documents

Individual customers can apply for online housing credit (KPR), online BCA credit cards, and online motorcycle credit (KSM) using the e-form on the BCA website. 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, optimize 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 implementation, 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.

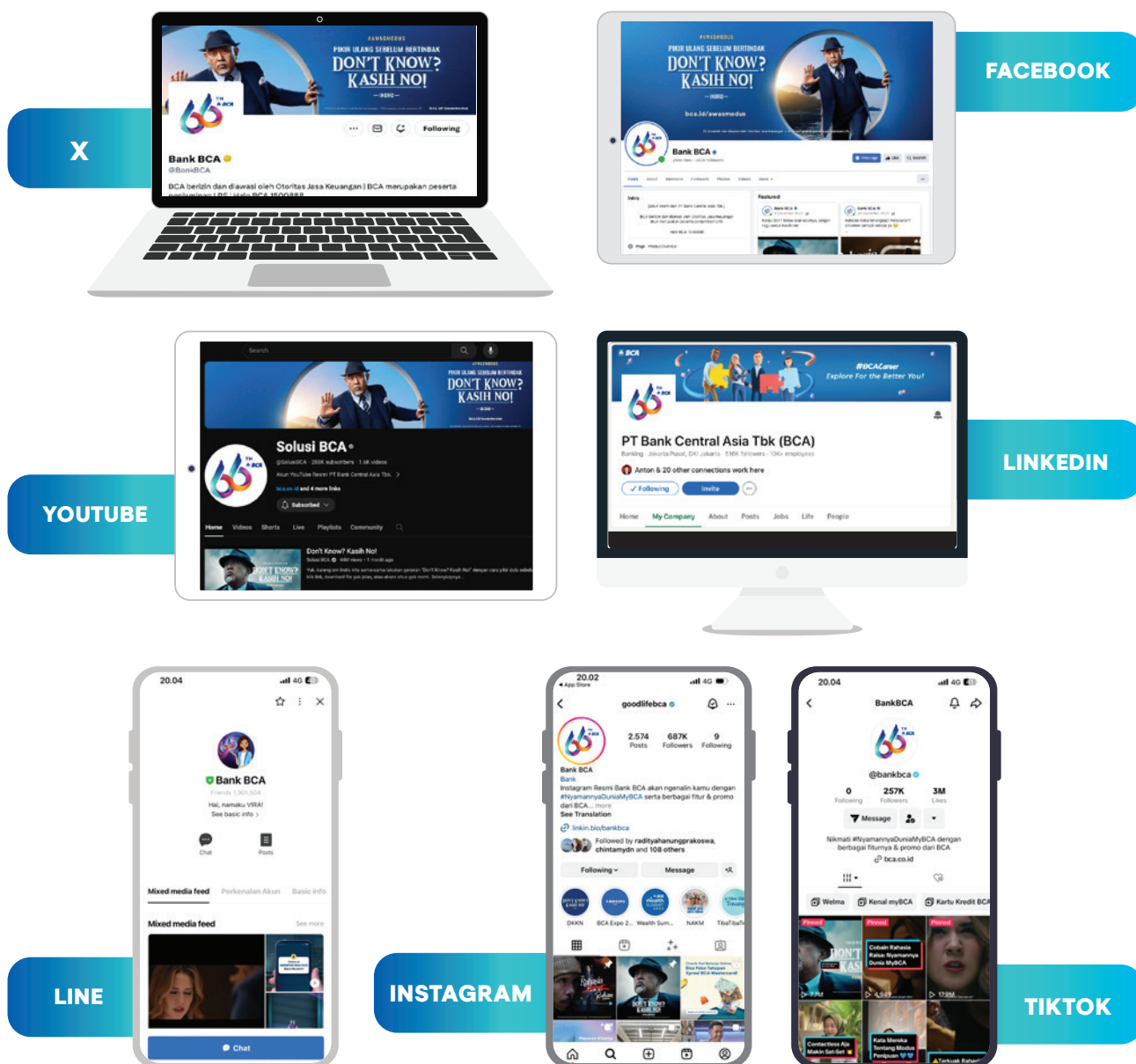
- X Account (@XpresiBCA, @GoodLifeBCA, @HaloBCA, @BankBCA, @KartuKreditBCA)
- Facebook (XpresiBCA, GoodLifeBCA, BankBCA, KartukreditBCA)
- YouTube (Solusi BCA)
- LinkedIn PT Bank Central Asia Tbk.
- Instagram (@GoodLifeBCA) and (@LifeAtBCA)
- Line (Bank BCA)
- Tiktok (@BankBCA)

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 2023, 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; and
8. BCA Campaign "Bangga Lokal".



4. List of 2023 Press Releases

BCA's press release is part of the implementation of the Good Corporate Governance principles, particularly the principle of transparency. In 2023, there were 165 (one hundred sixty five) press releases made by BCA, as follows:

No.	Month	Date	Release Title
1	January	10	BCA Presents Payment Solutions Through Synergy with Perumda Air Minum Tirta Bukit Sulap Lubuklinggau City
2		18	BCA Forms Sinergy with Perumdam Tirta Pinang and Perumdam Tirta Sejian Setason to Make PDAM Bill Payments Easier for the people
3		26	Optimism for Sustainable Business Momentum
4		27	BCA express Economic Optimism for 2023
5	February	02	BCA is increasingly trusted as a bank with the best service quality through obtaining ISO 20000-1:2018 and TVRA Certification
6		09	BCA Supports Jakarta Sneakers Day 2023
7		20	BCA Holds Blood Donation Event Following Pandemic Break as part of 66 th Anniversary Social Activities



No.	Month	Date	Release Title
8	March	20	Supported by Blibli, BCA Mobile's Lifestyle feature now includes a Gadgets & Electronics category
9		21	Celebrating its 66 th Anniversary, BCA Is once again presenting BCA Expoversary 2023
10		21	Photo - Celebrate the 66 th Anniversary: #CintaKamiBerulang Tumbuh Bersama Indonesia
11		23	BCA and HMNS Launch 'The Scent of BCA' Premium Room Perfume
12		23	BCA Expoversary 2023 Encourages Home Ownership for All Generations
13		23	It's Time to Buy! It's time to start looking for your dream home and vehicle at the 2023 BCA Expoversary
14		23	BCA is optimistic about meeting 2023 KKB requests by providing interest of up to 2.66%.
15		24	Sakuku & mTIX (XXI) Collaboration
16		24	The Inspirational Story of Mother Maria, Educating Children with Tenun Ikat Work in Natural Colors
17		24	BCA Supports ASTINDO Travel Fair
18		25	Special Offer for BCA Solitaire Priority Customers at BCA Expoversary 2023
19		25	Encourage green financing, Discount on electric car and motorcycle credit.
20		26	BCA Syariah Increases Consumer Financing
21		26	VIRA, which is VIRAL on social media, appears at the BCA Expoversary!
22		27	BCA Sekuritas Unveils Promising Stock Investment Sectors for 2023
23		27	Collaboration has become the primary focus of SYNRGY BCA in developing the country's digital economic ecosystem.
24		28	Expoversary's Eye View Report 2023: Culinary and Food Truck Stalls, as well as iPhone Sales
25		02	BCA Develops New Strategy in Response to Growing Investor Interest
26		04	Tegal Auto Vaganza 2023 was held to celebrate BCA's 66 th anniversary.
27		04	The Peak of BCA's 66 th Anniversary Celebration: Employee's 'Virtual Step' Kilometer Achievement are converted into 40 Thousand Trees
28		07	BCA Holds Wayang Dramas Performed by 118 Indonesian Students, Setting the MURI Record for Companies with the Most Wayang Preservation Activities.
29		14	BCA presents JUARA Teacher Training as part of its commitment to improving the quality of teachers and educators.
30		14	Residents of Gunung Cilik Hamlet - Bantul can now access clean water thanks to the Bakti BCA Clean Water Installation.
31		16	Results of the Annual General Meeting of Shareholders, BCA Dividend IDR205,- per Share, Increases 41.4% YoY
32		17	DOKU allows you to purchase content on Google Play using a BCA virtual account.
33		17	BCA receives the 2022 Gallup Award.
34		21	BCA Distributes KUR Worth IDR20 Billion in Support of the Laundry Industry Development
35	April	04	Availability of BCA Cash Ahead of Ramadan & Eid
36		06	AIA and BCA Celebrate World Autism Awareness Day by Embracing Neurodivergent Individuals Through Art
37		08	Sijunjung Traditional Village has won the Indonesian Tourism Village Award for 2023.
38		10	The Excitement of Live-In School Students in the Bakti BCA's Assisted Tourism Village
39		12	Consistently Preparing the Digital Generation, BCA SYNGRY Academy Batch 5 Produces 86 New Digital Talents
40		13	Public Enthusiasm is High, BCA Expoversary 2023 runs until April 30 th , 2023.
41		17	BCA Operational Schedule During the 2023 Eid Holiday Period
42		18	BCA Presents Special Interest on Kartini Business Multipurpose Credit to Welcome Kartini Day



No.	Month	Date	Release Title
43	May	02	BCA Launches the “BCA Berbagi Ilmu” Program to Assist Indonesia in Achieving a Quality Demographic Bonus.
44		04	BCA Provides Surgical Equipment to Hasyim Asy’ari Hospital Jombang in Support of Quality Health Services
45		05	BCA Holds Train the Trainer for Taro Tourism Village Administrators to Maximize Tourism Potential
46		09	Providing Consistently Excellent Customer Service, BCA Inaugurates the First KCP on Sumbawa Island
47		09	BCA Conducts QRIS TUNTAS and BI Fast Education at FEKDI 2023
48		09	As the Official Banking Partner of the Coldplay Concert “Music of The Spheres World Tour 2023,” BCA is committed to providing Ease of Ticket transactions.
49		10	1,250 USU Students enthusiastically Attend Public Lecture #BCABerbagiIlmu Themed “Aiming for Success in the Midst of Uncertainty”
50		11	Rafli’s story of obtaining his dream job through BCA SYNGRY Academy.
51		16	Around 400 UGM students enthusiastically participated in the BCA Berbagi Ilmu Program with the theme Survival Leadership.
52		16	Consistently Protecting Indonesia’s Biodiversity, BCA Participates in the Release of 5 Orangutans in Kalimantan
53		17	BCA Launches First KCP in Mamuju Regency to Support Positive Economic Growth
54		18	More than 500 UNAIR students take part in the “BCA Berbagi Ilmu” Series, with the theme “Leveraging Technology to Survive in The VUCA World.”
55		19	Big Bad Wolf Books (BBW) Jakarta Presents an All-New and Exciting Book Reading Adventure
56		22	BCA Supports the Implementation of Puteri Indonesia 2023
57		24	“Satu Dalam CITA” Collaboration presents Sudamala Performance from Calonarang’s Epilogue, Kangen Market, and Royal Heritage Dinner at Pura Mangkunegaran Solo
58		24	BCA invites 130 Bandung high school and vocational school students to witness live banking activities and receive financial literacy training.
59		24	The BCA Berbagi Ilmu Program hosts a public lecture on the theme “Resilience in the Era of Uncertainty” for 600 Hasanuddin University students.
60		26	Fostering a positive work culture, BCA supports employees to have a work-life balance
61		31	A MURI record was awarded to a collaboration between the Regional Government and BCA in Peramun Hill, Belitung.
62	June	01	Terong Village has been nominated for Best Tourist Village by the Indonesian Ministry of Tourism and Creative Economy for “converting” a former mine into a tourist attraction.
63		03	Today’s Jembrana women fishermen make use of technology to avoid being dependent on the weather.
64		09	In support of the creative economy, BCA becomes the official banking partner of the Charlie Puth concert, The “Charlie” Live Experience
65		12	15 Years of Supporting Mountain Jazz Performances, BCA Reaffirms Commitment to Promoting the Creative Industry and National Tourism
66		14	Supporting the “Satu Dalam Cita” Cultural Event, BCA is committed to encouraging the development of the creative industry, MSME, and tourism sectors
67		15	Five Years in a Row, BCA once Again Named the Strongest Brand in Indonesia in 2023 by Brand Finance
68		15	BCA invites 70 high school students to visit the BCA Learning Institute, explore the BCA Museum directly, and participate in financial literacy education.
69		19	BCA Inaugurates New KCU Bukit Barisan Building, Featuring a More Spacious Banking Hall and a Larger Parking Area
70		19	BCA Holds the “I’m Capable” Program, which includes events like a banking tour for students in special schools and a bazaar featuring the work of people with disabilities.
71		23	The extensive journey of Bakti BCA to assist in the preservation of Indonesian culture, from the largest wayang shows to the Sudamala performances



No.	Month	Date	Release Title
72	July	24	BCA offers 30% cashback for Kangen Market visitors, making it easier to let go of missing traditional culinary delights.
73		28	BCA and President Director Jahja Setiaatmadja named Bank of the Year and CEO of the Year Asia Pacific 2023.
74		01	Sharing Jokes ala Bankers, Journalists, and Artists on the Journalist Ketoprak Stage "Queen Kalinyamat: Throne, Blood, and Love"
75		01	The BI-FAST Method Ensures Free Transfers from BCA Accounts to BCA Digital
76		02	Even more thrilling! Outbound Tour Packages at Bilibante Green Tourism Village, Lombok, will be available soon.
77		06	Launches New Equity Mutual Fund, BCA Offers Sharia and ESG Investments
78		07	Hone your marketing and relationship skills for a chance to earn tens of millions of dollars in the BCA Case Competition: Be an Enthusiastic Marketer!
79		09	End the Week by Hunting for BCA Proudly Local Products at the Indonesian Festival: National Children's Festival
80		10	Maintaining Customer Trust, BCA Solitaire and Prioritas Win the Best for High Net Worth in Indonesia Award at the 2023 Asiamoney Awards
81		12	Five Years in a Row, BCA is named the Best Workplace in Asia according to the HR Asia Award version
82		14	Thanks to our beloved customers, BCA has become the most valuable brand in Southeast Asia
83		15	NAWA Cultural Dialogue 2023, Strategy to Keep Traditional Music Relevant to the Ears of the Younger Generation
84		24	Solid Performance for Sustainable Business
85		24	Combating Various Modes of Fraud Through Meaningful Stories, BCA Presents the Video Series "Nurut Apa Kata Mama"
86		28	BCA is Committed to Always Safeguarding Customer Data
87	August	29	BCA Participates in Basketball League "2023 Financial Services League" to Strengthen Relationships Among Financial Institutions
88		02	Helping Fight Vision Impairment, BCA Holds Cataract Surgery Social Service in Putuk Cahu, Central Kalimantan
89		09	Offering the Charming Beauty of North Sulawesi, Kakaskasen Dua Tourism Village is Nominated for Best Tourist Village in Indonesia
90		09	Third Annual Event, More Than 1,000 Creative Industry Players Enliven BCA MSME Fest 2023
91		10	Minister of MSME Cooperatives Teten Masduki Visits BCA UMKM Fest 2023, Says It is Suitable as an MSME Ecosystem for Development
92		11	Bakti BCA Present at the Eastern Tip of Java Island: Actions to Prevent Stunting and Promote Tourism Villages, Manifesting #Generasi PastiBisa in Banyuwangi
93		12	BCA and Ministry of Trade Design Special Curriculum to Help MSMEs 'Go Export'
94		17	Elevating Sumbanese Customs as Village Charm, Tebara Tourism Village is Nominated for Best Tourism Village in Indonesia
95		22	Health Massage & Spa Services in Bilebante Green Tourism Village Create Job Opportunities for Village Communities
96		23	BCA Wealth Summit 2023 Presents Various Investment Promos and Financial Management Education
97		26	Wisma BCA Foresta Named the Best Energy Efficient Building in Southeast Asia
98		27	Calling for the Spirit of Nationalism, Healthy Living and Caring for the Environment, the BCA Merah Putih Celebration Successfully Entertains Thousands of Car Free Day Visitors
99		30	Officially Opened, BCA Wealth Summit 2023 Invites Customers and Communities to Achieve Sustainable Financial Prosperity
100		31	Encouraging Halal Economic Growth in the Country, BCA Facilitates 1,000 Free Halal Certifications for MSMEs



No.	Month	Date	Release Title
101	September	03	High Customer Enthusiasm, BCA Wealth Summit 2023 Records More Than 2,300 Customers Attending Offline Sessions
102		04	Celebrating National Customer Day, BCA is always on the customer's side
103		10	From Hyundai to BMW, various latest electric vehicles were showcased at the BCA Expo 2023
104		10	For a Better Environment! BCA Expo 2023 Collects More Than 3,500 Plastic Bottle Waste Through Recycling Machines #BaktiBCA
105		11	To help MSMEs Go International, BCA and the Ministry of Trade host Export Trade Training for MSMEs in Yogyakarta and Semarang.
106		12	The excitement of BCA Expo 2023 is coming soon to Semarang
107		13	Pop-up Market "BCA Goodlife x Brightspot Market" Targets Contemporary Urbanites
108		14	Check out the official price of Sultan Motorbike at the BCA Expo 2023, it's still selling despite its low price.
109		15	Horas Medan, BCA Expo 2023 Comes with KPR 2.75% and KKB 2.6% Special Interest rates
110		15	Hello Arek-Arek Suroboyo, BCA eXPO 2023 Returns with the Surprise Special Interest rates of KKB 2.6% and KPR 2.75%
111		16	Sugeng Rawuh, BCA Expo Present in Semarang Offering Special Interest Rates of KPR 2.75% and KKB 2.6%
112		16	Sampurasun Wargi Bandung, BCA Expo comes with a special interest rate of KPR 2.75% fixed for 1 year and a special interest rate of 2.6% for 3 years.
113		20	Increasing the Coverage of Banking Services for the Community, BCA Inaugurates KCP Buluh Indah
114		21	High Enthusiasm, BCA SYNRGY Academy 6th Batch Ready to Produce 231 New Digital Talents
115		23	BCA Bali Autoshow 2023: Flood Bali with KKB, KSM, and KPR Promos
116		26	UI, ITB and UNPAR Students Win the BCA Case Competition and Successfully Become Enthusiastic Marketers!
117	October	1	Improving Customer's Security and Convenience, BCA Will Close Accounts with Zero Balance That Has Been Inactive for 12 Months
118		9	BCA and Otten Coffee Help to Realize Dream Coffee Shop through KUR Partnership
119		9	Introducing BCA Paylater in myBCA, Simplify Financial Management for Customers
120		10	BCA Adopts "Eco-Creation" Theme for Indonesia Knowledge Forum 2023 to Support Sustainable Economy
121		11	Supports Healthcare Facilities Improvement, BCA Donates 2 Units of Buggy Cars to Tentara Slamet Riyadi Hospital
122		12	Promoting Collaboration in the Digital Age, IKF 2023 Draws Thousands of Participants
123		15	On World Sight Day, Maria Rahanyaan Regains Her Vision After Receiving Cataract Surgery through Bakti BCA
124		19	PT Bank Central Asia Tbk Third Quarter 2023 Results BCA Recorded Strong Loan Growth across All Segments, Contributing to the National Economy
125		20	Celebrating Language & Literature Month, BCA Improves Gunungkidul's Youth Literacy through Semarak Literasi Program
126		21	Introducing Exclusive Discount Benefits for Solitaire and Prioritas Customers, BCA Extends its Partnership with Sunway Medical Center Malaysia
127		21	Consistently Supports "SMEs Go Export," BCA Showcases SMEs and Assisted Villages by BCA at Trade Expo Indonesia 2023
128		22	Bakti BCA Holds Free Cataract Surgery in Bandung: Kiman Regains His Vision on World Sight Day
129		25	BCA and the Ministry of Cooperatives and SMEs Organize Halal Certification Training, Attended by 100 MSMEs from Makassar
130		26	Continuously Contributes to Advancing Indonesia's Higher Education, BCA Supports the STIK Lemdiklat Polri Scientific Essay Competition
131		26	Commemorating Language Month, BCA Invites Lampung Students to Explore Creativity with Scripts through Semarak Literasi Programme



No.	Month	Date	Release Title
132	November	31	Facilitating Indonesian SMEs to Export, BCA Collaborates with PT Indonesia Bisa Ekspor to Disburse KUR
133		31	Supporting the Customer Investment Portfolio Diversification, BCA and Manulife Aset Manajemen Indonesia Launch the MANUFIX Kelas A Mutual Fund
134		4	Bakti BCA's Semarak Literasi Programme: Engaging Young Generation in Literacy through Enjoyable Learning Experiences
135		6	1,600 Satya Wacana Christian University Students Enthusiastically Attended the Public Lecture on 'Survival Leadership' Organized by BCA Berbagi Ilmu
136		8	In celebration of Tulungagung's 818 th Anniversary, BCA Extends a Gift by Facilitating Free Halal Certification for 100 MSMEs
137		7	Support Strengthening Healthcare Services, BCA Provides Medical Equipment Aid to Gadjah Mada University
138		13	Committed to Empowering Local Products, BCA Collaborates with Inspigo, HaiBolu, and Impactto to Held BCA Bangga Lokal Mentorship Program
139		15	Nominated as "World's Most Trustworthy Company" in the Banking Industry, BCA Expresses Gratitudes to All Loyal Customers
140		15	A Story from Manokwari: Hope for Seblon Indow to Support His Family After Participating BCA's Cataract Surgery Social Service
141		17	Consistently Supports Human Resources Development, BCA Receives Silver Award at Brandon Hall Group Awards
142		27	Optimizing Service Excellence, BCA Opens KCP Merauke
143		21	Formally Collaborates with BPPRD of Metro Lampung City, BCA Offers Convenient Resolution for Local Tax Settlement
144		23	BCA Distributes Interim Cash Dividend of IDR42.50 per Share, Increased 21.4% YoY
145		24	Demo Day BCA SYNRGY Accelerator 2023 "Synergize for Startup Success": Opportunity for Startups to Synergize and Show Their Craft
146	December	24	Planting Tens of Thousands of Trees in Bali, Bakti BCA Aims for Ecological and Economic Benefits for the Surrounding Community
147		24	Committed to Providing Service Excellence for Customers, BCA Opened Graha Pena KCP in Surabaya
148		24	Taking MSMEs global, BCA assists Wastraloka's first export to China
149		29	BCA Recorded Strong Loan Growth across All Segments
150		1	Bringing Light to 125 Patients, Bakti BCA Holds Free Cataract Surgery in Waingapu, East Nusa Tenggara
151		6	Committed to Improving Leadership and HR Potential, BCA is Recognized as Indonesia Best Company in Creating Leaders from Within 2023
152		8	Educating Data Protection, BCA Launches Educational Video "Don't Know? Kasih No!"
153		11	First in Sikka Regency! BCA KCP Maumere Open Their Door, Strengthen BCA's Commitment to Provide Excellent Service throughout Indonesia
154		12	Supporting Education Equity in Eastern Indonesia, Ksatria BCA Program Positively Impacts Education Quality in NTT
155		12	Get Ready for Vacation! Bakti BCA's Assisted Tourism Village Tickets is Now Available on BCA Mobile's "Lifestyle" Feature
156		13	Promoting Halal Industry, BCA Offers Free Halal Certification Workshop for 500 MSMEs in Padang
157		15	Actively Building the Nation Through SBN, BCA Earns 9 Awards from the Ministry of Finance
158		15	Granting Blissful Incentives for Tasikmalaya MSMEs, BCA Facilitates Free Halal Certification
159		16	Exciting News! Discount Celebration Extends Until Cash Availability, BCA is Prepared to Fulfill Customer Needs Throughout the Christmas and New Year Holidays!
160		18	Strengthening Commitment to Support Halal MSMEs, BCA Again Facilitates 60 Jabodetabek MSMEs with Free Halal Certification
161		18	Targeting Stunting Prevalence Reduction to 14% in Indonesia, BKKBN Launches PASTI Partnership Program



No.	Month	Date	Release Title
162		18	MilkLife Soccer Challenge 2023 Batch 3 Involves Male Players to Accelerate Early-Age Female Soccer Skills
163		26	Upholding Inclusivity Principle “No One Left Behind”, HaloBCA Welcomes Top Graduates from the Ministry of Social Affairs’ Special School for Persons with Disabilities
164		29	Simplify the Purchase of Ship Tickets through the Lifestyle Feature on BCA mobile, PELNI Collaborates with BCA and MKP
165		30	A Series of Domestic and Global Awards Won Throughout 2023, Proof of Halo BCA Consistent Quality

5. Correspondence to OJK and IDX

BCA’s correspondence with OJK and IDX is part of the implementation of Good Corporate Governance principles, specifically transparency and accountability. BCA’s correspondence with OJK and IDX in 2023 is as follows:

Financial Service Authority

Date	Letter No.	To	Subject
January 10, 2023	002/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
January 12, 2023	003/ESG/2023	OJK Capital Market	Affiliate Transaction Report
January 12, 2023	004/ESG/2023	OJK Capital Market	Affiliate Transaction Report
January 12, 2023	005/ESG/2023	OJK Capital Market	Affiliate Transaction Report
January 12, 2023	006/ESG/2023	OJK Capital Market	Affiliate Transaction Report
January 17, 2023	007/ESG/2023	OJK Capital Market	BO Data Reporting and Updating Obligations
January 19, 2023	009/ESG/2023	OJK Capital Market	Confirmation of Late Submission of PT Bank Central Asia Tbk Affiliate Transaction Reports
January 24, 2023	010/ESG/2023	OJK Capital Market	Affiliate Transaction Report
January 30, 2023	013/ESG/2023	OJK Capital Market	Submission of Q4 2022 Financial Statements (audited) of PT Bank Central Asia Tbk
January 30, 2023	014/ESG/2023	OJK Supervision Department	Submission of Q4 2022 Financial Statements (audited) of PT Bank Central Asia Tbk
January 30, 2023	015/ESG/2023	OJK Capital Market	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk and Subsidiaries as of 31 December 2022
January 30, 2023	016/ESG/2023	OJK Supervision Department	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk and Subsidiaries as of December 31, 2022
January 31, 2023	027/ESG/2023	OJK Capital Market	Affiliate Transaction Report
February 1, 2023	028/ESG/2023	OJK Capital Market	AGMS Announcement
February 1, 2023	030/ESG/2023	OJK Capital Market	Submission of Proof of PT BCA Tbk AGMS Announcement
February 1, 2023	031/ESG/2023	OJK Supervision Department	Submission of Proof of PT BCA Tbk AGMS Announcement
February 13, 2023	033/ESG/2023	OJK Capital Market	Affiliate Transaction Report
February 13, 2023	034/ESG/2023	OJK Capital Market	Affiliate Transaction Report
February 16, 2023	035/ESG/2023	OJK Capital Market	Submission of Annual Report & Sustainability Report of BCA for Financial Year 2022
February 16, 2023	036/ESG/2023	OJK Supervision Department	Submission of Annual Report & Sustainability Report of BCA for Financial Year 2022
February 16, 2023	038/ESG/2023	OJK Supervision Department	Submission of BCA Internal Control Report for 2022
February 16, 2023	039/ESG/2023	OJK Capital Market	Summon for the 2022 AGMS
February 16, 2023	040/ESG/2023	OJK Capital Market	Submission of Proof of BCA AGMS Summon
February 16, 2023	041/ESG/2023	OJK Supervision Department	Submission of Proof of BCA AGMS Summon



Date	Letter No.	To	Subject
February 21, 2023	042/ESG/2023	OJK Capital Market	Affiliate Transaction Report
February 21, 2023	043/ESG/2023	OJK Capital Market	Affiliate Transaction Report
March 3, 2023	059/ESG/2023	OJK Capital Market	Submission of Information on Affiliate Transaction/ Conflict of Interest Transactions Plans
March 3, 2023	060/ESG/2023	OJK Capital Market	Submission of Proof of Information Disclosure and Affiliate Transaction Documents
March 10, 2023	062/ESG/2023	OJK Capital Market	Affiliate Transaction Report
March 16, 2023	063/ESG/2023	OJK Capital Market	Report on the Annual Rating Result
March 20, 2023	064/ESG/2023	OJK Capital Market	Submission of the Copy of Deed Certificate of PT BCA Tbk AGMS Minutes
March 20, 2023	065/ESG/2023	OJK Supervision Department	Submission of the Copy of Deed Certificate of PT BCA Tbk AGMS Minutes
March 20, 2023	066/ESG/2023	OJK Capital Market	Submission of Proof of PT BCA Tbk AGMS Summary of Minutes Announcement
March 20, 2023	067/ESG/2023	OJK Supervision Department	Submission of Proof of PT BCA Tbk AGMS Summary of Minutes Announcement
March 20, 2023	070/ESG/2023	OJK Capital Market	Disclosure of Information regarding Corporate Actions - 2023 Cash Dividends
March 20, 2023	071/ESG/2023	OJK Capital Market	Submission of Proof of Cash Dividend Distribution Advertisement
March 21, 2023	072/ESG/2023	OJK Capital Market	Submission of Proof of Information Disclosure and Affiliate Transaction Documents
March 27, 2023	075/ESG/2023	OJK Capital Market	Affiliate Transaction Report
March 27, 2023	076/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	077/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	078/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	079/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	080/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	081/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	082/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	083/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	084/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	085/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	086/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	087/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	088/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2023	089/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
April 3, 2023	090/ESG/2023	OJK Supervision Department	Response to OJK Letter No. S-291/PM.21½023
April 3, 2023	091/ESG/2023	OJK Capital Market	Other Material Information or Facts - Additional Information on Information Disclosure in Connection with Affiliate Transactions
April 11, 2023	094/ESG/2023	OJK Capital Market	Affiliate Transaction Report



Date	Letter No.	To	Subject
April 12, 2023	095/ESG/2023	OJK Capital Market	Submission of the Copy of Deed of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk
April 12, 2023	096/ESG/2023	OJK Supervision Department	Submission of the Copy of Deed of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk
April 12, 2023	097/ESG/2023	OJK Capital Market	Affiliate Transaction Report
April 27, 2023	100/ESG/2023	OJK Capital Market	Confirmation of Late Submission of PT Bank Central Asia Tbk Annual Rating Report
April 28, 2023	102/ESG/2023	OJK Supervision Department	Submission of Q1 2023 Financial Statements
May 24, 2023	107/ESG/2023	OJK Capital Market	Affiliate Transaction Report
May 25, 2023	108/ESG/2023	OJK Capital Market	Affiliate Transaction Report
May 26, 2023	109/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 29, 2023	110/ESG/2023	OJK Capital Market	Affiliate Transaction Report
May 31, 2023	111/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
June 8, 2023	113/ESG/2023	OJK Capital Market	Affiliate Transaction Report
June 15, 2023	114/ESG/2023	OJK Capital Market	Affiliate Transaction Report
July 25, 2023	130/ESG/2023	OJK Capital Market	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk and Subsidiaries as of June 30, 2023
July 25, 2023	131/ESG/2023	OJK Supervision Department	Submission of Q2 2023 Financial Statements (unaudited) of PT Bank Central Asia Tbk
July 25, 2023	132/ESG/2023	OJK Supervision Department	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk and Subsidiaries as of June 30, 2023
July 25, 2023	0810/DIR/2023	OJK Supervision Department	Self-Assessment Report and Working Paper for the Implementation of Good Governance at PT Bank Central Asia Tbk for Semester I 2023 Period
July 26, 2023	133/ESG/2023	OJK Capital Market	Affiliate Transaction Report
August 8, 2023	0887/DIR/2023	OJK Supervision Department	Self-Assessment Report and Working Paper for the Implementation of Integrated Governance at PT Bank Central Asia Tbk for Semester I 2023 Period
August 18, 2023	139/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
August 18, 2023	140/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
August 23, 2023	141/ESG/2023	OJK Capital Market	Affiliate Transaction Report
August 23, 2023	142/ESG/2023	OJK Capital Market	Affiliate Transaction Report
September 5, 2023	143/ESG/2023	OJK Capital Market	Affiliate Transaction Report
October 12, 2023	149/ESG/2023	OJK Capital Market	Affiliate Transaction Report
October 20, 2023	154/ESG/2023	OJK Supervision Department	Submission of Q3 2023 Financial Statements (unaudited) of PT Bank Central Asia Tbk
November 9, 2023	0160/ESG/2023	OJK Capital Market	Affiliate Transaction Report
November 9, 2023	0161/ESG/2023	OJK Capital Market	Affiliate Transaction Report
November 23, 2023	0164/ESG/2023	OJK Capital Market	Interim Cash Dividend Schedule
November 23, 2023	0165/ESG/2023	OJK Capital Market	Submission of Proof of Interim Cash Dividend Distribution Advertisement
December 1, 2023	0167/ESG/2023	OJK Capital Market	Affiliate Transaction Report
December 18, 2023	0173/ESG/2023	OJK Capital Market	Affiliate Transaction Report
December 18, 2023	0174/ESG/2023	OJK Capital Market	Affiliate Transaction Report
December 18, 2023	0175/ESG/2023	OJK Capital Market	Affiliate Transaction Report



Date	Letter No.	To	Subject
December 20, 2023	0176/ESG/2023	OJK Capital Market	Affiliate Transaction Report
December 22, 2023	0177/ESG/2023	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
December 27, 2023	0178/ESG/2023	OJK Capital Market	Affiliate Transaction Report

Indonesia Stock Exchange

Date	Letter No.	To	Subject
January 4, 2023	001/ESG/2023	IDX	Monthly Report of Securities Holder Registration
January 26, 2023	012/ESG/2023	IDX	Submission of Press Release regarding Summary Information on Financial Performance for Financial Year 2022 (audited) PT Bank Central Asia Tbk
February 3, 2023	032/ESG/2023	IDX	Monthly Report of Securities Holder Registration
March 7, 2023	061/ESG/2023	IDX	Monthly Report of Securities Holder Registration
April 6, 2023	092/ESG/2023	IDX	Monthly Report of Securities Holder Registration
April 27, 2023	101/ESG/2023	IDX	Submission of Press Release regarding Summary Information on Q1 2023 Financial Performance (unaudited) of PT Bank Central Asia Tbk
May 4, 2023	103/ESG/2023	IDX	Monthly Report of Securities Holder Registration
June 7, 2023	112/ESG/2023	IDX	Monthly Report of Securities Holder Registration
July 5, 2023	117/ESG/2023	IDX	Monthly Report of Securities Holder Registration
July 24, 2023	129/ESG/2023	IDX	Submission of Press Release regarding Summary Information on Q2 2023 Financial Performance (unaudited) of PT Bank Central Asia Tbk
July 26, 2023	134/ESG/2023	IDX	Response to Letter No. S-06089/BEI.PP2/07-2023
August 3, 2023	135/ESG/2023	IDX	Monthly Report of Securities Holder Registration
September 5, 2023	144/ESG/2023	IDX	Monthly Report of Securities Holder Registration
October 6, 2023	147/ESG/2023	IDX	Monthly Report of Securities Holder Registration
October 18, 2023	152/ESG/2023	IDX	Response to Letter No. S-08955/BEI.PP2/10-2023
October 18, 2023	153/ESG/2023	IDX	Submission of Press Release regarding Summary Information on Q3 2023 Financial Performance (unaudited) of PT Bank Central Asia Tbk
November 3, 2023	0158/ESG/2023	IDX	Monthly Report of Securities Holder Registration
November 7, 2023	0159/ESG/2023	IDX	Sharia Securities List Information
November 15, 2023	0162/ESG/2023	IDX	PUBEX Implementation Plan
November 24, 2023	0166/ESG/2023	IDX	Public Expose Material Submission
December 4, 2023	0168/ESG/2023	IDX	Monthly Report of Securities Holder Registration
December 4, 2023	0169/ESG/2023	IDX	PUBEX 2023 Result Submission

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.

Given the relatively large number of BCA employees spread across Indonesia, BCA recognizes the importance of an effective and targeted internal communication strategy in order to foster harmonious relationships with all employees and achieve BCA's vision and mission.



Internal communication media at BCA include:

a. InfoBCA Digital Magazine

This e-magazine presents various information about BCA, banking products and services, as well as information about networks, internal programs, awards, technology, management, and other information that is useful for BCA people, with the hope that it can become a medium for education and outreach, entertainment, and a means for all employees to share knowledge, experience, and BCA activities. This magazine can be accessed via the MyBCA internal portal as well as the Instagram highlight feature @BCASemuaBeres).

b. MyBCA Portal

BCA also has an internet-based internal communication portal, MyBCAPortal, that is only accessible to BCA internal circles. The Service Operations Strategy & Development Group, Information Technology Group, Corporate Communication & Social Responsibility Group, and other work units at head office collaborate to manage this internal portal. MyBCA has been developed for online employment information and administration services, such as health costs, leave applications, overtime, official travel, worker data, compensation, appraisal, and so on, in addition to being a means of delivering BCA information, work unit programs, socialization of banking products, services, learning, and other important information.

c. LED Displays

LED Display or 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

Internal communication media is also being developed using social media platforms Instagram and TikTok under the account name @BCASemuaBeres. Internal groups that have registered as followers are linked to one another and can share information and experiences.

i. Halo SDM

A call center facility for employees which serves as a communication bridge for all information concerning 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 anticorruption 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. Every year, all BCA employees, including members of the Board of Commissioners and members of the Board of Directors, make a statement to comply with BCA Code of Ethics digitally through internal portal MyBCA.
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 2023

There were 307 (three hundred and seven) cases of violations of the BCA Code of Ethics in 2023, with the following recapitulation:

Number of BCA Code of Conduct Violation Case Settlements in 2023

Year	Type of Sanctions	Number	Settlement Status
2023	SP I	277	All cases settled in 2023
	SP II	11	
	SP III	19	

Description: SP = Warning Letter



CORPORATE CULTURE

BCA believes that corporate culture plays an important role in determining BCA's success in conducting business. BCA has established a culture that includes the following:

1. BCA Vision and Mission

BCA's Vision and Mission provide the foundation, direction and guidance for all BCA Personnel in carrying out BCA's business activities. The Vision and Mission have been approved by the Board of Directors and the Board of Commissioners of BCA through Decree No. 022/SK/DIR/2006 dated 23 February 2006, concerning Vision and Mission of PT Bank Central Asia Tbk. BCA's vision and mission were evaluated by management in 2014 and in 2019 BCA issued a vision and mission for the implementation of sustainable finance. Currently, the vision and mission are still in line with BCA's strategic direction. A description of BCA's Vision and Mission is provided in the Company Profile section.

2. BCA Values

a. Customer Focus

Attention/care followed by efforts to provide services to 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.

3. Socialization of Vision, Mission and Values

In 2023, the socialization program for the Vision, Mission, and Values is implemented as follows:

- a. Conduct socialization by involving all work units and all BCA employees in activities/events such as:
 - 1) Communities of Practice (COP), team sharing sessions
 - 2) BCA Leader+ Sharing Session
- b. Utilizing 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.
- 6) Blims (BCA Internal Digital Library)

- 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.

4. 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. An induction class with a fun learning concept is provided, especially for new workers from generations Y and Z, and is an effective way to introduce BCA's vision, mission, and values.

5. Corporate Culture Introduction for New Members of The Board of Commissioner and/ or the Board of Directors

Introduction to corporate culture 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 the shares or bonds, with payment procedures carried out in accordance with applicable regulations. In 2023, BCA does not buy back BCA shares or bonds.

OTHER CORPORATE ACTIONS

Throughout 2023, BCA does not engage in corporate actions such as capital investments, stock splits, reverse stock, stock dividends, bonus shares, and changes in the nominal value of shares BCA also does not issue new bonds or sukuk.



PROVISION OF FUND TO RELATED PARTY AND LARGE EXPOSURE

Pursuant to OJK Regulation concerning Implementation of Governance for Commercial Banks, Bank must implement prudential principle in 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. In providing funds to related parties and the provision of large funds, BCA always applies the precautionary principle and is carried out in accordance with applicable regulations.

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 Legal Lending Limit (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 2023

In 2023, 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 independently.
- 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.

Routine reporting of LLL (Legal Lending Limit) to OJK/Bank Indonesia is done in a timely manner. Throughout 2023, there were no violations or defaults on LLL. Provision of Funds to Related Parties and to Main Individual and Group Debtors (Large Exposure) at BCA in 2023:

Fund Provision	Total	
	Debtor/Group	Nominal
To Related Parties	659	Rp 10,994,514,151,988.30
To Main Debtors:		
• Individual	50	Rp 217,404,952,550,794.00
• Group	30	Rp 310,603,945,426,699.00

Detailed information containing details of transactions related to Provision of Funds to Related Parties can be found in the Annual Financial Report Section Note 47 on Page 726 of this Annual Report.



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 2023, 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 280 under Economic and Banking Sector Prospects for 2024 Chapter of this Annual Report.

TRANSPARENCY OF FINANCIAL AND NON-FINANCIAL CONDITIONS UNDISCLOSED IN OTHER REPORTS

BCA has policies and procedures in place for implementing financial and non-financial transparency, including referring to:

- a. OJK Regulation No. 37/POJK.03/2019 concerning Transparency and Bank Report Publication.
- b. OJK Regulation No. 29/POJK.04/2016 concerning Issuers' or Public Companies' Annual Reports.
- c. OJK Regulation No. 14/POJK.04/2022 concerning Periodic Financial Report Submission for Issuers or Public Companies.
- d. OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Issuers' or Public Companies' Annual Reports.

Information on BCA's financial and non-financial conditions has been stated clearly and transparently in several reports, both in print and on the BCA website, including the following:

Financial Condition Transparency

BCA has prepared and presented reports on financial condition transparency in accordance with the procedures, types, and scope specified in the applicable OJK Regulation provisions, and has submitted them on a monthly, quarterly, and annual basis, depending on the type of report.

1. Annual Report

- a. Every year, BCA prepares and submits an Annual Report to the OJK, shareholders, and other institutions as required or deemed necessary. The Annual Report contains the following information:
 - 1) An overview of key financial data, such as a share overview, Board of Commissioners reports, Board of Directors reports, company profiles, management analysis, and discussions regarding business and financial performance, corporate governance, corporate social responsibility, and sustainable finance.
 - 2) Annual Financial Statement audited by PA and PAF registered with the OJK, prepared for 1 (one) financial year, and presented with a comparison of the previous 1 (one) financial year as well as the start of the previous comparative year.
 - 3) Statement of the Board of Commissioners and the Board of Directors' responsibility for the accuracy of the Annual Report's contents. This is stated on a statement



sheet signed by all members of the Board of Commissioners and the Board of Directors.

- b. The Annual Report is now available on the BCA website at www.bca.co.id.
- c. The audited Annual Financial Statement has been published on the BCA website, www.bca.co.id, as well as in Indonesian-language newspapers with widespread circulation in Indonesia.

2. Quarterly Publication Report

- a. The Quarterly Published Reports have been announced in print media (Quarter II and Quarter IV) and on the BCA website, www.bca.co.id, including reporting the Quarterly Published Financial Reports to the OJK or stakeholders in accordance with the applicable OJK Regulation.
- b. Announcement of Quarterly Published Reports on the BCA website in the form of Quarterly Published Financial Statements and other reports maintained for at least the last 5 (five) financial years.
- c. Although not required, the announcement of the Quarterly Published Financial Statement in the form of the Consolidated Financial Statement of BCA and Subsidiaries in newspapers (Quarter II and Quarter IV) and the Financial Statement of the BCA Parent Entity in 1 (one) newspaper in the form of financial performance infographics is carried out. The newspaper used is an Indonesian-language printed daily newspaper with a wide circulation in the area where BCA's headquarters are located. The President Director and 1 (one) member of the BCA Board of Directors sign the Quarterly Published Financial Statement.

3. Monthly Publication Report

- a. BCA has announced the Monthly Published Reports on the BCA website, www.bca.co.id, including reporting the Monthly Published Financial Statements to the OJK in accordance with the applicable OJK Regulation.
- b. Announcement of Monthly Published Reports on the BCA website in the form of Monthly Published Financial Statement maintained for at least the last 5 (five) financial years.

Non-Financial Condition Transparency

BCA has prepared and presented reports on the transparency of non-financial conditions in accordance with the procedures, types, and scope specified in the applicable OJK Regulation provisions, as well as providing and publishing other non-financial condition information, such as the following:

1. Transparently publish non-financial conditions to stakeholders, including Routine LLL Reporting to OJK, corporate governance information through the BCA Governance Implementation Report, which is published on the BCA website, and information on other non-financial conditions that are also made transparent in Analyst Meetings, Press Conference, Public Expose and Non-Deal Road Show, and BCA website in accordance with applicable regulations.
2. Disclose ownership structure transparency in the Annual Report and on the BCA website.
3. Disclose important and relevant information or facts regarding events, happenings, or facts that may have an impact on stock exchange prices and/or the decisions of investors, potential investors, or other parties with an interest in such information or facts. BCA always submits information reports or material facts to the Indonesian Stock Exchange and the BCA website.
4. In accordance with OJK provisions regarding Transparency of Bank Product Information and Use of Customer Personal Data, BCA has published information regarding BCA products and/or services in a clear, accurate, and up-to-date manner. Customers can easily obtain this information, which is available in the form of leaflets, brochures, or other written forms at each BCA branch office in easily accessible locations, and/or electronic information provided via the service hotline/call center, the BCA website, and the company's official social accounts.
5. In accordance with OJK provisions governing Customer Complaints and Banking Mediation, BCA provides and informs customers about procedures for customer complaints and dispute resolution, including through the BCA website, www.bca.co.id. In addition, BCA customer complaints are resolved through complaint facilities such as the BCA Branch Office or Halo BCA at 1500888, the Halo BCA application, or e-mail halobca@bca.co.id.
6. Prepare internal reporting that is complete, accurate, and on time, backed up by an adequate management information system. BCA has a dependable BCA management information system that is backed up by competent human resources and an adequate IT security system capable of providing complete, accurate, and timely information to the Board of Directors to aid in BCA's business decision-making process.
7. Other information aimed at assisting with information disclosure, financial education, and community service.



FUNDING SOCIAL ACTIVITIES

As a form of corporate social responsibility, BCA actively contributes to improving community welfare and environmental conditions through the “Bakti BCA” activity program.

The Bakti BCA activity program is built around 3 (three) major pillars:

- BCA Smart Solutions,
- BCA Synergy Solutions, and
- BCA Superior Business Solutions.

Aside from these programs, BCA also contributes to social institutions through donations. The 2023 BCA Sustainability Report, a separate book from this Annual Report, contains complete information regarding BCA’s social activities and total funding for social activities carried out by BCA throughout 2023, and can be seen on the BCA website at www.bca.co.id/id/tentang-bca/keberlanjutan/laporankeberlanjutan.

FUNDING POLITICAL ACTIVITIES

BCA has the commitment to not provide funds for political activities in 2023 or previous years. Here are the following details of BCA's contributions and others spending:

Item	2023	2022	2021
Lobbying, interest representation or similar	0	0	0
Local, regional or national political campaigns/organizations/candidates	0	0	0
Other (e.g. spending related to ballot measures or referendums)	0	0	0
Total contributions and other spending	0	0	0

Note:
Expressed in Rupiah units



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, concerning the Implementation of Integrated Governance for Financial Conglomerates, BCA (as the Main Entity) has:

- Establish an Integrated Governance Committee;
- Has an Integrated Committee Charter; and
- Add an integrated compliance, integrated internal audit, and integrated risk management functions within BCA's governance organs.

Apart from that, BCA has:

- Integrated Governance Committee Charter based on Board of Commissioners Decree No. 121/SK/KOM/2023.
- Corporate Charter based on OJK Regulation No. 45/POJK.03/2020 dated October 14, 2020, concerning Financial Conglomerates.

In 2023, BCA, as the Main Entity, implemented Integrated Governance referring to OJK Circular Letter No. 15/SEOJK.03/2015 concerning the Implementation of Integrated Governance, which also contains the scope of the report on the implementation of Good Corporate Governance (GCG) as regulated in the provisions applicable to commercial banks.

Self-Assessment Report on Integrated Governance Implementation

Integrated Governance Implementation Self-Assessment Report for 1 (one) Fiscal Year

According to the provisions in OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates Articles 44 and 45 in Chapter VIII concerning Reporting and OJK Circular Letter No. 15/SEOJK.03/2015 concerning the Implementation of Integrated Governance for Financial Conglomerates, BCA as the Main Entity is required to prepare and submit regular integrated governance implementation assessment reports to the OJK.

Integrated Governance implementation is assessed every semester (twice a year). BCA, as the Main Entity, carried out an integrated governance implementation self-assessment for Semester I and Semester II in 2023. The assessment covers 3 (three) aspects of Integrated Governance, namely 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.

The results of Integrated Governance implementation self-assessment in Semester I and Semester II 2023 are categorized as **"Rank 1" ("Very Good")**.

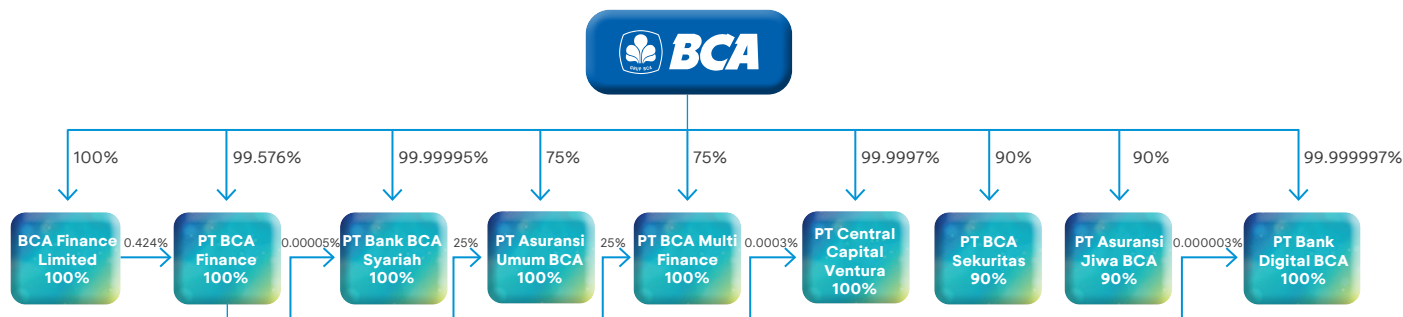
Results of Self-Assessment of Integrated Governance Implementation

	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 flaws in the implementation of Integrated Governance are discovered, they 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 flaws in the implementation of Integrated Governance are discovered, they are not significant in general and can be immediately corrected by the Main Entity and/or FSI.



BCA Financial Conglomerate Structure

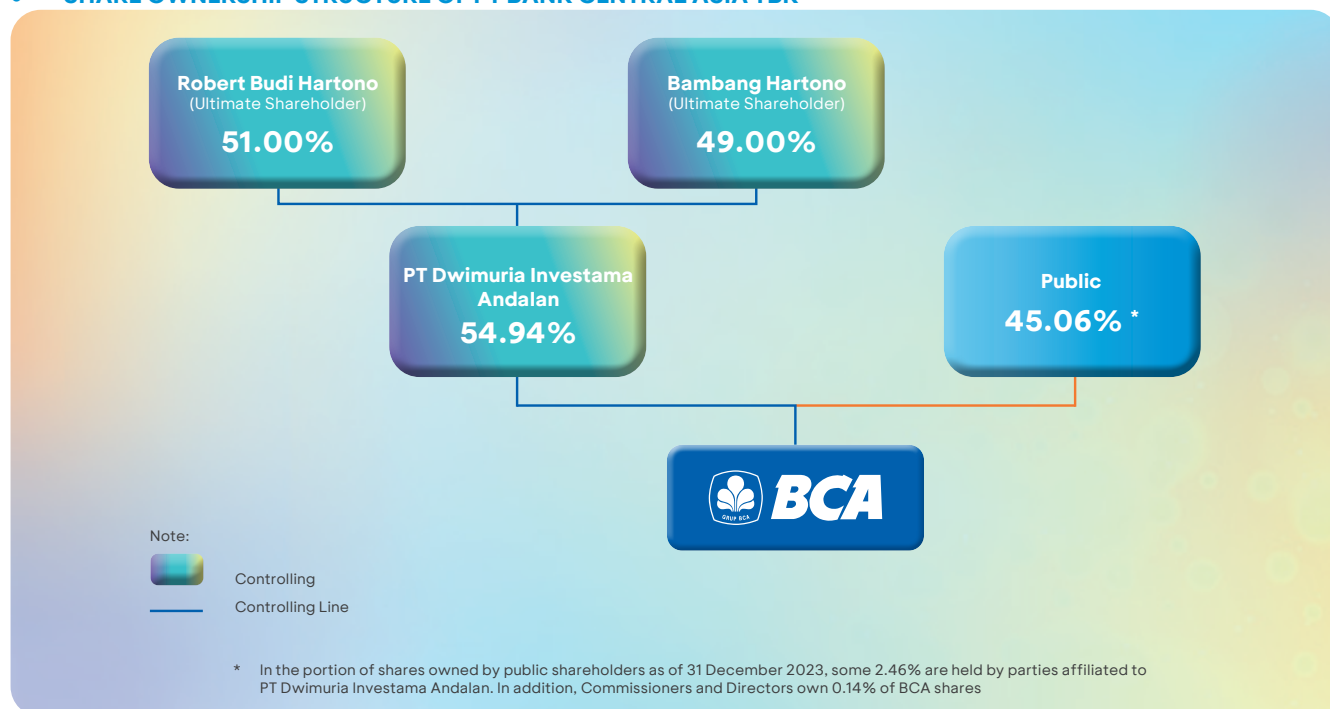
The structure of the BCA's Financial Conglomerate as of 31 December 2023 is as follows:



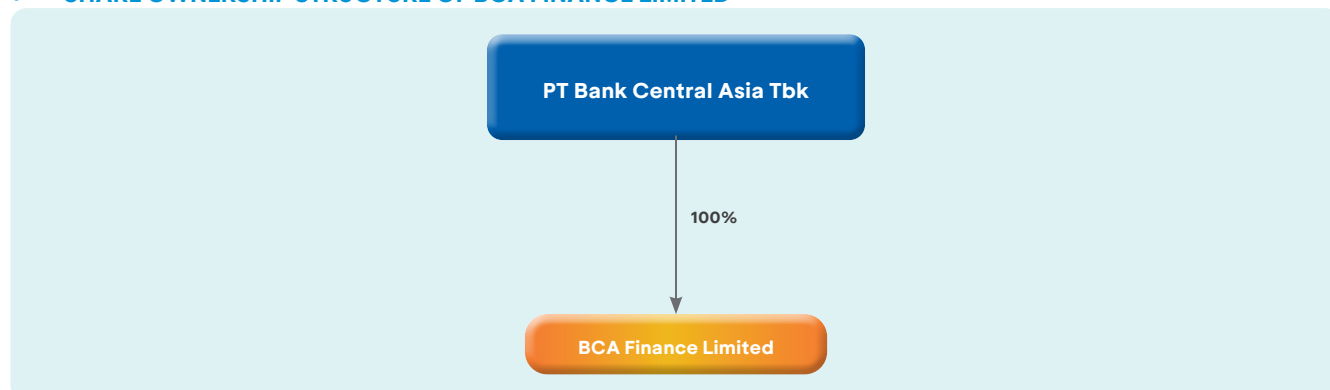
Share Ownership Structure in Financial Conglomerate of BCA

As of December 31, 2023, the share ownership structure in BCA's Financial Conglomerate is as follows:

SHARE OWNERSHIP STRUCTURE OF PT BANK CENTRAL ASIA TBK

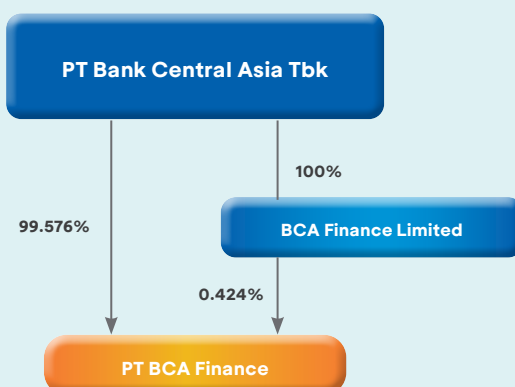


SHARE OWNERSHIP STRUCTURE OF BCA FINANCE LIMITED

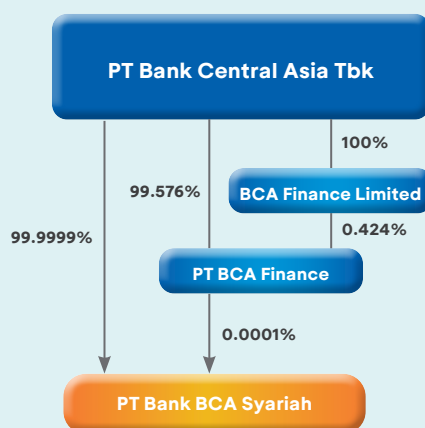




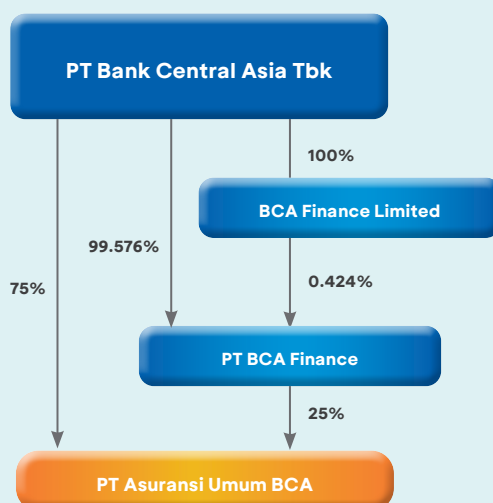
- **SHARE OWNERSHIP STRUCTURE OF PT BCA FINANCE**



- **SHARE OWNERSHIP STRUCTURE OF PT BANK BCA SYARIAH**

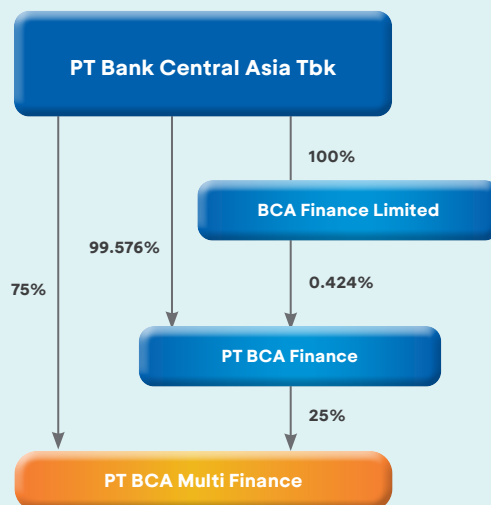


- **SHARE OWNERSHIP STRUCTURE OF PT ASURANSI UMUM BCA**

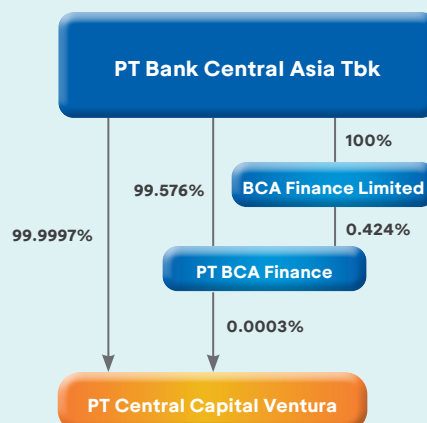




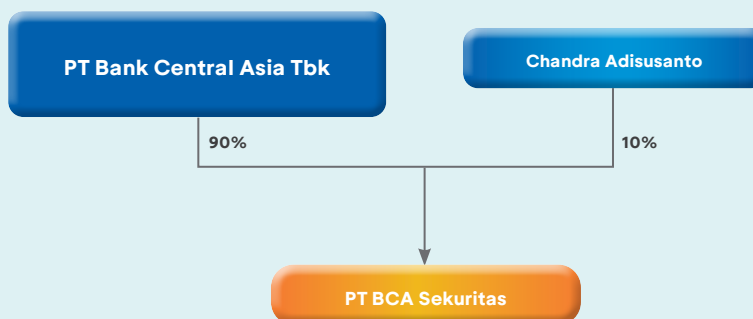
• SHARE OWNERSHIP STRUCTURE OF PT BCA MULTI FINANCE



• SHARE OWNERSHIP STRUCTURE OF PT CENTRAL CAPITAL VENTURA

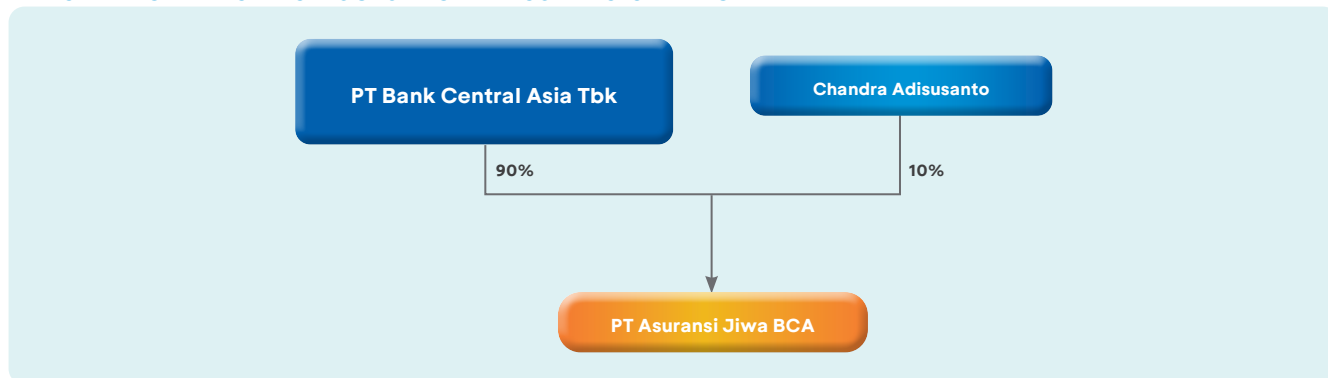


• SHARE OWNERSHIP STRUCTURE OF PT BCA SEKURITAS

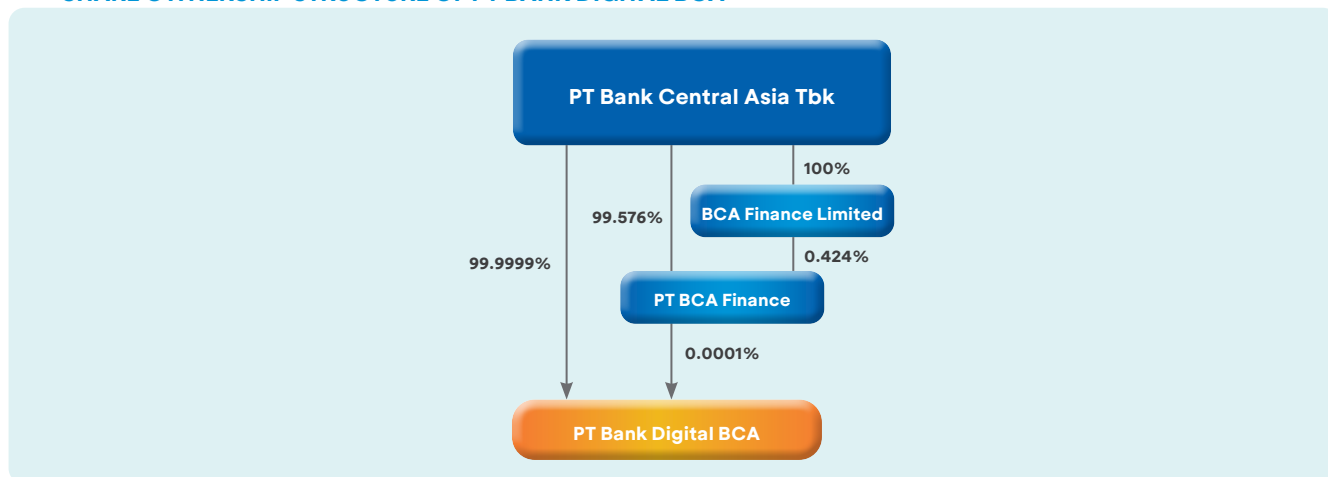




• SHARE OWNERSHIP STRUCTURE OF PT ASURANSI JIWA BCA



• SHARE OWNERSHIP STRUCTURE OF PT BANK DIGITAL BCA



Management Structure in Financial Conglomerate of BCA

MANAGEMENT STRUCTURE IN THE MAIN ENTITY

MANAGEMENT STRUCTURE OF PT BANK CENTRAL ASIA Tbk (Main Entity)

BOARD OF COMMISSIONERS

Position	Name
President Commissioner	Djohan Emir Setijoso
Commissioner	Tonny Kusnadi
Independent Commissioner	Cyrillus Harinowo
Independent Commissioner	Raden Pardede
Independent Commissioner	Sumantri Slamet

**BOARD OF DIRECTORS**

Position	Name
President Director	Jahja Setiaatmadja
Deputy President Director 1	Gregory Hendra Lembong
Deputy President Director 2	Armand Wahyudi Hartono
Director	Tan Ho Hien/Subur atau 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

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 once 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 dissent.
 - 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	Suwignyo Budiman
Commissioner	David Hamdan
Independent Commissioner	Sulistiyowati

BOARD OF DIRECTORS

Position	Name
President Director	Roni Haslim
Director	Petrus Santoso Karim
Director	Lim Handoyo
Director	Sugito Lie
Director	Liston Nainggolan ^{*)}

Note:

* serving since July 3, 2023

MANAGEMENT STRUCTURE OF PT BANK BCA SYARIAH**BOARD OF COMMISSIONERS**

Position	Name
President Independent Commissioner	Tantri Indrawati [*]
President Independent Commissioner	Ratna Yanti ^{**}
Commissioner	Ina Widjaja [*]
Commissioner	Rickyadi Widjaja ^{***}
Independent Commissioner	Inge Setiawati ^{***}

Note:

* serving until February 22, 2023

** serving as Independent Commissioner until February 22, 2023 and since February 22, 2023 become the President of Independent Commissioner

*** serving since February 22, 2023

BOARD OF DIRECTORS

Position	Name
President Director	Yuli Melati Suryaningrum
Director in Charge of Compliance Function	Houda Muljanti
Director	Rickyadi Widjaja [*]
Director	Pranata
Director	Lukman Hadiwijaya
Director	Ina Widjaja ^{**}

Note:

* serving until February 22, 2023

** serving since February 22, 2023

**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

BOARD OF DIRECTORS

Position	Name
President Director	Hendro Hadinoto Wenan
Director	Antonius
Director	Sri Angraini
Compliance Director	Arif Singgih Halim Wijaya

MANAGEMENT STRUCTURE OF PT BCA MULTI FINANCE**BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Roni Haslim
Commissioner	Hermanto
Independent Commissioner	Mendari Handaya*
Independent Commissioner	Mathilda Simon**

Note:

* serving until 9 August 2023

** serving since August 9, 2023

BOARD OF DIRECTORS

Position	Name
President Director	Herwandi Kuswanto
Director	Adhi Purnama
Director	Suiman Agung
Director	Rudy Setiawan

**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*
Director	Adi Prasetyo**

Note:

* serving until April 2, 2023

** serving since April 3, 2023.

MANAGEMENT STRUCTURE OF PT BCA SEKURITAS**BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Dharwin Yuwono
Independent Commissioner	Ir. 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 DIRECTORS**

Position	Name
President Commissioner	Hariyanto
Commissioner	Ugahary Yovvy Chandra
Independent Commissioner	Pudjianto
Independent Commissioner	Hardjono

BOARD OF DIRECTORS

Position	Name
President Director	Christina Wahjuni Setyabudhi
Director	Yannes Chandra
Compliance Director	Ir. Sukawati Lubis
Director	Eva Agrayani Tjong

**MANAGEMENT STRUCTURE OF PT BANK DIGITAL BCA****BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Theresia Endang Ratnawati
Independent Commissioner	Ignatius Djulianto Sukardi*
Independent Commissioner	Ina Suwandi**
Independent Commissioner	Sri Indrajanti Dewi***
Independent Commissioner	Daniel Gunawan****

Note:

* serving until June 30, 2023

** serving since July 1, 2023

*** serving until July 31, 2023.

**** serving since August 1, 2023.

BOARD OF DIRECTORS

Position	Name
President Director	Lanny Budiati
Director	Iman Sentosa
Compliance Director	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
 - Set out 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)
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	-	✓	✓	✓

* 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 IGC 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 IGC 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 2023, adjustments have been made to the IGC members due to changes in the composition of the Subsidiary's Board of Commissioners.

More information regarding the IGC can be seen on page 405 of the Integrated Governance Committee section of this Annual Report.

• Integrated Compliance Work Unit

BCA, as the Main Entity in the BCA Financial Conglomeration, has added an integrated compliance function (Integrated Compliance and Gratification Control Aspect) within the Compliance Division (DCP) organization to monitor and evaluate the implementation of the compliance function at each FSI in the BCA Financial Conglomeration through coordination with the compliance function in each Subsidiary Company.

The Integrated Compliance and Gratification Control aspect has the following duties and responsibilities:

- Monitor and evaluate compliance function implementation in each Subsidiary Company.
- Develop the methods and processes required to put integrated compliance risk management into action.
- In the context of implementing integrated risk management, assess and develop an integrated compliance risk profile.
- Prepare and submit reports to the Main Entity Compliance Director on the implementation of integrated compliance duties and responsibilities. Afterwards, the Main Entity's Compliance Director prepares and submits a report to the Main Entity's Board of Directors and Board of Commissioners on the implementation of integrated compliance duties and responsibilities.

In 2023, BCA carried out the following activities related to the implementation of the integrated compliance function, as referenced on page 453 in the 2023 Compliance Function Work Implementation, 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.
- 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 2023, BCA carried out the following activities related to the implementation of the integrated internal audit function, as referred to on page 445 and 449 of the Position and Structure of the Internal Audit Division and the Implementation of Activities of the Internal Audit Division in 2023 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 Division.

- 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. More information regarding the IRMC can be seen on page 421 of the Integrated Risk Management Committee section of this Annual Report.
- In carrying out its functions, IRMC is also supported by an integrated risk management function within the Risk Management Division organization to ensure that the risks faced by the Main Entity and Subsidiaries can be identified, measured, monitored, controlled, and reported in an integrated manner in accordance with the risk management framework, as well as dealing with emergency situations that threaten the bank's business continuity.

In 2023, BCA carried out the following activities in relation to the implementation of integrated risk management, as referred to on page 424 of the 2023 Work Program Realization Section of the IRMC Sub-Chapter of the Committee under the Board of Directors chapter of this Annual Report.

More information regarding the implementation of integrated risk management can be found on page 459 of the Risk Management System section of this Annual Report.

Intra-Group Transaction Policy

As the Main Entity of the Financial Conglomerate, BCA is required to manage intra-group transaction risk and monitor intra-group transactions in an integrated manner.

Definition of Intra-Group Transaction Risk

Intra-group transaction risk is the risk resulting from the dependence of an entity, either directly or indirectly, toward 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 intra-group transaction risk management are:

- a. Regulate and supervise intra-group transactions based on the principle of prudence.
- b. Ensure that the risk management process can minimize the possibility of negative impacts resulting from the dependence of an FSI, either directly or indirectly, toward other FSIs in a Financial Conglomerate.

Intra-Group Transaction Risk

Intra-group transaction risks may arise, among other from:

- a. Cross-ownership among FSI in the Financial Conglomerate.
- b. Centralized short-term liquidity management.
- c. Collateral, 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 collateral 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:

A. 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 intragroup transaction risk management.
- 4) Ensure that each entity in the Financial Conglomerate implements intragroup transaction risk management.
- 5) Monitor the risk of intra-group transactions on a regular basis.
- 6) Develop a risk culture as part of the implementation of 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.

B. 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 conglomerates must ensure compliance with the arm's length principle (transaction fairness) pertaining to 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 level of delegation of authority in intragroup 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.

C. 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, 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.

D. 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.

BCA is required to implement an effective internal control system for intra-group transaction risk with the following provisions:

- a. Refers to the established policies and procedures.
- b. The internal control system is developed 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 early identification of flaws and deviations and continuously reassessing the fairness of existing policies and procedures in the Financial Conglomerate.

- c. Review of the measurement of intergroup transaction risk, which 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 Conglomeration, 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 the 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 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 GUARANTEEING 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 votes, both openly and privately, that promotes independence and shareholder interests.	<p>Implementation: Comply</p> <p>To prioritize shareholder independence and interests, vote collection techniques in the BCA GMS 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 16, 2023, 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> <ol style="list-style-type: none"> Voting by the shareholders or their proxies that physically attend the Meeting shall be done under the following procedure: <ol style="list-style-type: none"> 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 helper. 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; Voting for shareholders or their proxies who are present electronically through the eASY.KSEI application is carried out in the following manner: <ol style="list-style-type: none"> The voting process takes place through the eASY.KSEI application on the E-Meeting Hall menu, Live Broadcasting submenu; 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 BCA through the E-Meeting Hall screen in the eASY.KSEI application; During the electronic voting process, the status "Voting for agenda item no [] has started" will appear in the 'General Meeting Flow Text' column; The time allocated for direct e-voting through the eASY.KSEI application is maximum 2 (two) minutes; 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; 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.

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.

More information can be found on pages 310-318



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.	<p>Implementation: Comply</p> <p>The attendance of all members of the Board of Directors and Board of Commissioners at the AGMS on March 16, 2023 was as follows:</p> <ul style="list-style-type: none"> Board of Commissioners 100% Board of Directors 100% <p>More information can be found on page 309</p>
1.3	A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year	<p>Implementation: Comply</p> <p>On March 16, 2023, 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 2023 Annual GMS, as well as the summary of the minutes of the previous 5 (five) years, can be downloaded from the BCA website at https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi under the General Meeting of Shareholders section.</p> <p>More information can be found on page 311</p>
Principle 2 Improving Public Company Communication Quality with Shareholders or Investors		
2.1	Public companies have a communication policy with shareholders or investors	<p>Implementation: Comply</p> <p>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.</p> <p>This information can also be accessed by the wider community through the BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor.</p> <p>More information can be found on page 443 and 498</p>
2.2	The public company discloses the communication policy of the public company with shareholders or investors on the website	<p>Implementation: Comply</p> <p>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</p> <p>More information can be found on page 443 and 498</p>
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	<p>Implementation: Comply</p> <p>BCA has complied with the provisions of OJK Regulation 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 December 31, 2023, 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.</p> <p>More information can be found on page 331</p>



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: Comply</p> <p>The RNC of 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 377</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: Comply</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 379</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: Comply</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 379</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: Comply</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: Comply</p> <p>The RNC of 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 405</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 is taken into consideration when determining the number of members of the Board of Directors.	<p>Implementation: Comply</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, 2023, 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 RNC, 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 346-347</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: Comply</p> <p>The BCA's RNC 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 RNC, 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.</p> <p>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 378</p>
5.3	Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting	<p>Implementation: Comply</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 69 (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: Comply</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 380-381</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: Comply</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 380-381</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: Comply</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: Comply</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 299</p>
7.2	The Public Company has anticorruption and anti-fraud policies	<p>Implementation: Comply</p> <p>BCA has: Anti-corruption policy as stipulated in: a. Code of Ethics b. Decree No.269/SK/DIR/2021 concerning Anti-Corruption Policy and Gratification Control c. Circular Letter No.336/SE/POL/2022 concerning Reporting of Gratification Control</p> <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 469 and 475</p> <p>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: Comply</p> <p>BCA has a policy regarding the procurement of goods and services related to logistics, buildings, and information technology, as outlined in the Board of Directors' Decree No. 130/SK/DIR/2017 dated October 10, 2017, and No. 089/SK/DIR/2018 dated June 6, 2018. 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 300 and 509</p>



No.	Recommendation	Description
7.4	The Public Company has a policy for the fulfillment of creditor rights	<p>Implementation: Comply</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 2023, BCA has fulfilled creditor rights in accordance with applicable regulations.</p>
7.5	The Public Company has a whistleblowing system policy	<p>Implementation: Comply</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 473</p>
7.6	The Public Company has a policy of providing long-term incentives to the Board of Directors and employees	<p>Implementation: Comply</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: Comply</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, • X account (@XpresiBCA, @GoodLifeBCA, @HaloBCA, @BankBCA, @KartuKreditBCA), • Facebook (XpresiBCA, GoodLifeBCA, BankBCA, KartukreditBCA), • Youtube (www.youtube.com/solusibca), • LinkedIn PT Bank Central Asia Tbk, • Instagram (@GoodLifeBCA and @LifeAtBCA), • Line (BankBCA). • Tiktok (@BankBCA) <p>b. Internals</p> <p>Internal Information Disclosure Media through the MyBCA Intranet Portal, Facebook group for employees (BCA Semua Beres), Instagram @bcasemuberes, BCA Info Magazine, Plasma TV and Tiktok @BankBCA</p> <p>More information can be found on page 493-498</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: Comply</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 326</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, 2023, 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 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 the Board of 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, 2023, 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.	Responsibilities of the Board of Commissioners. 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.	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/tatakelola/Struktur Organisasi).



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.	Board of 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/tatakelola/acgs/kebijakan-gcg).</p> <p>More information can be found on page 457-464</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 457-464</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 453</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 445</p>



No.	Principle	BCA Implementation
11.	Compensation. The Bank's remuneration structure must support the implementation of corporate governance and risk management.	<p>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).</p> <p>More information can be found on page 382</p>
12.	Disclosure and Transparency. The Bank's governance must be implemented in a transparent manner for Shareholders, Depositors, other relevant Stakeholders, and Market Participants.	<p>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).</p> <p>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).</p>

4. Indonesian Corporate Governance Guidelines

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**

Recommendation	Implementation
<p>1.1.1 In order to achieve long-term value creation, the Board of Directors assumes leadership and strives to achieve the following governance outcomes:</p> <ol style="list-style-type: none"> competitive and long-term performance, ethical and responsible business practices, positive contributions to society and the environment, and the ability to survive and grow (corporate resilience). <p>1.1.2 The Board of Directors must ensure that the corporation's mission, vision, goals, objectives, strategies, and annual and medium-term plans are consistent with long-term goals by effectively utilizing innovation and technology.</p> <p>1.1.3 The Board of Directors ensures that the corporation implements appropriate and effective risk management and internal control systems that are in line with the corporate vision, mission, goals, objectives, and strategies and comply with applicable laws, regulations, and standards.</p> <p>1.1.4 The Board of Directors ensures the integrity of the corporation's accounting and financial reporting systems and the timely and accurate disclosure of all material information regarding the corporation.</p> <p>1.1.5 The Board of Directors ensures that sustainability reporting has been prepared appropriately.</p> <p>1.1.6 The Board of Directors builds a framework for corporate information technology (IT) governance that is aligned with corporate business needs and priorities, encourages business opportunities and performance, strengthens risk management, and supports corporate goals and strategies.</p> <p>1.1.7 For corporations that carry out business activities based on Sharia principles, the Board of Directors needs to ensure the authority and availability of adequate supporting equipment so that the Sharia Supervisory Board can carry out its role effectively.</p> <p>1.1.8 The Board of Directors' Charter is periodically reviewed. The Charter includes, among other things, the division of roles among individual directors, which can be regulated in the Board of Directors' Charter or by a Board of Directors' Decree.</p> <p>1.1.9 The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes and are proven to have made a mistake.</p>	<p>Applied</p> <p>1.1.1 The Board of Directors carries out its leadership role and responsibility for the implementation of sustainable corporate governance, including through the implementation of BCA's code of ethics and values.</p> <p>1.1.2 The Board of Directors ensures the vision, mission, goals, targets, strategies, and annual and long-term plans by utilizing innovation and technology effectively.</p> <p>1.1.3 The Board of Directors ensures that BCA has implemented appropriate and effective risk management and internal control systems that are tailored to BCA's objectives, business policies, size, and complexity of business activities.</p> <p>1.1.4 BCA financial reports are submitted in a timely manner in accordance with the mechanisms and procedures stipulated in commercial bank and capital market regulations.</p> <p>1.1.5 BCA's Sustainability Report has been prepared in accordance with regulatory provisions regarding the implementation of sustainable finance for financial service institutions, issuers, and public companies.</p> <p>1.1.6 BCA utilizes technology to encourage innovation, increase competitiveness and productivity, strengthen IT infrastructure capabilities, and improve digital services and applications. To minimize the possibility of operational risks arising from the use of information technology, BCA has a Basic Risk Management Policy for the Use of Information Technology and an Information Security Policy.</p> <p>1.1.7 BCA does not have a Sharia business unit.</p> <p>1.1.8 The Board of Directors' Charter is reviewed periodically, as last updated on June 30, 2021 and uploaded on the website www.bca.co.id. The division of duties and responsibilities of the Board of Directors is regulated in the Decree of the Board of Commissioners, while the policy regarding the authority of the Board of Directors in deciding on transactions and expenditures is regulated in the Decree of the Board of Directors.</p> <p>1.1.9 Policies regarding the resignation of members of the Board of Directors if they are involved in financial crimes and are proven to have made mistakes are outlined in the BCA Governance Guidelines. Meanwhile, the procedures for appointing, replacing, dismissing, changing, or resigning members of the Board of Directors refer to BCA's Articles of Association.</p>



1.2 Performance Assessment – Board of Directors and Members

Recommendation

- 1.2.1 The Board of Commissioners conducts annual formal evaluations objectively and independently to determine the effectiveness of the Board of Directors and each individual Director.
- 1.2.2 The Board of Commissioners, with the consideration of the Nomination and Remuneration Committee, is responsible for determining performance evaluation criteria and assessing the performance of the President Director and other members of the Board of Directors.

Implementation

Applied

BCA has a self-assessment policy for the Board of Directors, as stated in Chapter 4 of the BCA Governance Guidelines. The self-assessment of the Board of Directors, including the President Director, is carried out once a year. The self-assessment results 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 RNC.

1.3 Roles and Responsibilities of the Board of Commissioners

Recommendation

- 1.3.1 The Board of Commissioners reviews the corporate strategy at least annually and approves the mission, vision, and corporate strategy formulated by the Board of Directors. The Board of Commissioners also reviews, provides advice, and approves business plans, long-term financial plans, and short-term financial plans of the corporation. The Board of Commissioners provides advice and monitors the Board of Directors regarding implementation management. The Board of Directors and Board of Commissioners are involved in very important decisions for the corporation, as regulated in the company's Articles of Association.
- 1.3.2 The types of decisions that require approval from the Board of Commissioners must be disclosed in the annual report.
- 1.3.3 The Board of Commissioners proposes to, and is decided by, the GMS, the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners by taking the recommendations of the Nomination and Remuneration Committee into account. In proposing the above, the Board of Commissioners pays attention to diversity and non-discriminatory elements and provides equal opportunities without distinction between ethnicity, religion, race, group, or gender. The Board of Commissioners ensures that the nomination and election process for members of the Board of Directors and members of the Board of Commissioners is formal and transparent.
- 1.3.4 The Board of Commissioners, or the Committee that carries out the nomination function, prepares a succession policy in the nomination process for members of the Board of Directors. Every year, the Board of Commissioners reviews reports on the implementation of development and succession plans submitted by the President Director.
- 1.3.5 Board of Commissioners a). submit to the GMS, which may be preceded by a proposal from the Committee carrying out the remuneration function, the amount of remuneration for members of the Board of Directors and members of the Board of Commissioners that is in line with sustainable corporate development and the long-term interests of the corporation and shareholders; b). periodically review the remuneration system for the Board of Directors and Board of Commissioners.
- 1.3.6 The Board of Commissioners monitors the effectiveness of corporate governance policies and their implementation and proposes changes if necessary.

Implementation

Applied

- 1.3.1 The Board of Commissioners is responsible for guiding, monitoring and evaluating the implementation of BCA's strategic policies and providing advice to the Board of Directors in accordance with the goals and objectives of BCA's Articles of Association. The Bank's business plan and long-term financial plan are approved by the Board of Commissioners.

The Board of Commissioners and Board of Directors have reviewed, monitored and supervised the implementation of the company's strategy through a Joint Meeting of the Board of Directors and Board of Commissioners with an agenda regarding the Strategic Plan involving related work units.

- 1.3.2 Decisions that require approval from the Board of Commissioners have been explained in the Board of Commissioners Chapter, the Authorities of the Board of Commissioners section of this Annual Report.
- 1.3.3 Based on the RNC's recommendation, the Board of Commissioners decided to nominate candidates for the Board of Commissioners and/or Board of Directors through a Decree of the Board of Commissioners to the Chairman of the GMS to seek shareholder approval at the GMS. The flow of the nomination mechanism for members of the Board of Directors and/or the Board of Commissioners has been explained in the Board of Commissioners Chapter, the Nomination for Members of the Board of Commissioners section, and the Board of Directors Chapter, the Nomination for Members of the Board of Directors section in this Annual Report. The nomination and election process is carried out transparently by taking into account the diversity of the composition of the Board of Commissioners and Directors.
- 1.3.4 The Board of Commissioners proposes determination of remuneration for the GMS based on the evaluation results and remuneration policy recommendations from the RNC. BCA, through the Board of Commissioners, reviews its remuneration policy periodically by adapting it to the provisions and best practices outlined in the form of a Board of Commissioner's Decree concerning Changes to the Remuneration Policy for the Board of Directors and Board of Commissioners.
- 1.3.5
- 1.3.6 The Board of Commissioners monitors the effectiveness of corporate governance policies and implementation and provides recommendations if necessary.



1.3 Roles and Responsibilities of the Board of Commissioners

Recommendation	Implementation
1.3.7 The Board of Commissioners monitors and directs the corporation to implement appropriate and effective risk management and internal control systems that are in line with corporate goals, objectives, and strategies and comply with applicable laws and regulations, codes of conduct, and standards.	1.3.7 The Board of Commissioners regularly monitors developments in risk profiles, risk parameters, the implementation of integrated risk management, and bank capital levels. The Board of Commissioners monitors developments in the profile, parameters, and limits of strategic risks, including the potential for increased concentration risk caused by changes in the business environment.
1.3.8 The Board of Commissioners supervises and directs the achievement of the integrity of the corporate accounting and financial reporting system, as well as the independence of the internal and external audit functions.	1.3.8 The Board of Commissioners held discussions regarding the review of internal audit performance, including the possibility of needing to make several adjustments to internal control items in order to adapt to developments in the bank's business model.
1.3.9 The Board of Commissioners monitors, reviews, and approves the company's annual and sustainability reports and ensures their integrity, as well as oversees the corporate disclosure and communication process.	1.3.9 The Board of Commissioners monitors, reviews, and approves annual reports and sustainability reports and is fully responsible for the correctness of the contents of BCA's Annual report.
1.3.10 The Board of Commissioners Charter is periodically reviewed.	1.3.10 The Board of Commissioners' Charter is reviewed periodically, as last updated on June 30, 2021 Policies regarding the resignation of members of the Board of Commissioners are outlined in the BCA Governance Guidelines
1.3.11 The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes and are proven to have made a mistake.	1.3.11 Meanwhile, the procedures for appointing, replacing, dismissing, changing, or resigning members of the Board of Commissioners refer to BCA's Articles of Association.
1.3.12 Independent commissioners are highly expected to be able to contribute to honest, objective, active, and constructive discussions at Board of Commissioners meetings.	1.3.12 Independent Commissioners participate and are active in conveying views and suggestions regarding policies and strategies through Board of Commissioners meetings and memoranda.
1.3.13 The President Commissioner acts as coordinator of the Board of Commissioners and ensures its effectiveness. The President Commissioner encourage a culture of openness and constructive dialogue that allows a variety of views to be expressed, including coordinating the setting of appropriate board meeting agendas and ensuring sufficient time is available to discuss all agenda items. Apart from that, there must also be an opportunity for the Board of Commissioners to meet with the Board of Directors and senior management.	1.3.13 Details of the duties of the President Commissioner are disclosed in this Annual Report and on the website, www.bca.co.id . The duties of the President Commissioner include coordinating the distribution of supervisory roles among members of the Board of Commissioners, chairing meetings of the Board of Commissioners, and representing the Board of Commissioners in matters with parties outside the Board of Commissioners.

1.4 Formation of Committee

Recommendation	Implementation
1.4.1 The Corporation has committees under the Board of Commissioners consisting of at least: the Audit Committee, the Nomination and Remuneration Committee, and the Risk Management Monitoring Committee.	Applied BCA has committees under the Board of Commissioners consisting of the Audit Committee, Risk Monitoring Committee, Remuneration and Nomination Committee, and Integrated Governance Committee.
1.4.2 The Board of Commissioners ensures that all members of the Audit Committee are independent, that the majority of other committees formed by the Board of Commissioners are independent, and that all committee members are competent, committed, and have sufficient authority to carry out their roles effectively and independently.	Members of the Audit Committee are independent commissioners and independent parties. The Chair of the Audit Committee is held by an Independent Commissioner, namely Mr. Sumantri Slamet and not the President Commissioner. All members have sufficient competence, commitment, and authority to carry out the committee's responsibilities.
1.4.3 To ensure that monitoring of the implementation of the Audit Committee's duties is objective and independent, the President Commissioner may not be chairman of the Audit Committee, except in extraordinary circumstances, which must be explained in the annual report.	Mr. Djohan Emir Setijoso, as President Commissioner, is not a chairman or member of the Audit Committee.

**1.5 Performance Assessment – Board of Commissioners and Members****Recommendation**

- 1.5.1 The Board of Commissioners conducts an annual formal evaluation objectively to determine the effectiveness of the Board, its committees, and each individual commissioner.

Implementation**Applied**

The performance assessment of the Board of Commissioners and committees under the Board of Commissioners is carried out once per year. The performance assessment of the Board of Commissioners (including the President Commissioner) and committees under the Board of Commissioners uses several criteria and indicators as described in this Annual Report.

1.6 Conflict of Interest**Recommendation**

- 1.6.1 Members of the Board of Directors who hold concurrent positions outside the corporation must obtain approval from the Board of Commissioners. A Commissioner notifies the Board of Commissioners and the Chair of the Committee performing the nominating function before accepting a new appointment as Director or Commissioner of a listed corporation, other Directorship or other position with a significant time commitment.
- 1.6.2 The Board of Commissioners monitors and manages potential conflicts of interest among management, members of the Board of Directors, the Board of Commissioners, and shareholders, including misuse of corporate assets and misuse in related party transactions. Commissioners who have a conflict of interest do not participate in monitoring and making decisions regarding potential conflicts of interest involving the Commissioner or affiliates of the Commissioner concerned.

Implementation**Applied**

No member of the BCA Board of Directors holds concurrent positions outside of BCA, except for assignments to carry out supervisory functions by the BCA Director in subsidiary companies. > The said assignments have been approved by the Board of Commissioners.

The Board of Commissioners is committed to avoiding potential conflicts of interest. Regarding conflicts of interest, BCA has an internal policy and BCA's Articles of Association regulates, among other things:

- If the President Commissioner or member of the Board of Commissioners appointed to Chair the GMS has a conflict of interest with the agenda to be decided at the GMS, then the GMS is chaired by another member of the Board of Commissioners who does not have a conflict of interest appointed by the Board of Commissioners. The same thing also applies to the Board of Directors.
- A transaction containing a Conflict of Interest can only be carried out by BCA if the transaction has received prior approval from the GMS held in accordance with the provisions of the Articles of Association and related regulations.



1.7 Competency Improvement of Members of the Board of Directors and Board of Commissioners

Recommendation

- 1.7.1 The Board of Commissioners ensures that members of the Board of Directors and the Board of Commissioners understand their roles and responsibilities, the characteristics and operations of the corporation, relevant laws, regulations, and standards, as well as other applicable obligations. The Board of Directors, through the corporate secretary, supports all members of the Board of Directors and Board of Commissioners in updating and refreshing their skills and knowledge necessary to carry out their roles on the Board.

Implementation

Applied

The newly appointed Board of Directors and Board of Commissioners receive an orientation/introduction program as well as all information relevant to their roles and responsibilities. The orientation program for the Board of Commissioners and the Board of Directors is regulated in the BCA Governance Guidelines and the Board of Directors' Decree No. 189/SK/DIR/2020 dated December 4, 2020 regarding Orientation Guidelines for New Members of the Board of Directors and Board of Commissioners of PT Bank Central Asia Tbk.

BCA has a training program policy for the Board of Commissioners and Board of Directors, which is regulated in the Charter of the Board of Commissioners and the Board of Directors. BCA requires members of the Board of Commissioners and the Board of Directors to take part in a training program at least once a year to support the implementation of their duties and obligations. Members of the Board of Commissioners and Board of Directors regularly receive relevant, adequate, and sustainable training and knowledge development programs.

Details about the orientation and training program for 2023 can be seen in the Board of Commissioners and the Board of Directors chapters of this annual report.

Principle 2: Composition and Remuneration of the Board of Directors and Board of Commissioners

2.1 Composition of the Board of Directors and the Board of Commissioner

Recommendation

- 2.1.1 In determining prospective Director candidates, the Board of Commissioners, through the Nomination and Remuneration Committee, does not only rely on recommendations from the Board of Commissioners, management, or majority shareholders. The Board of Commissioners, through the Nomination and Remuneration Committee, can use independent sources to determine candidates who meet the requirements.
- 2.1.2 The Board of Commissioners ensures that the criteria for selecting members of the Board of Directors include at least the knowledge, abilities, and skills required to appropriately fulfill the role of the Board of Directors and pay attention to the fulfillment of the diversity of the Board of Directors.
- 2.1.3 Corporate policies regarding diversity among the Board of Directors and Board of Commissioners are disclosed in the Annual Report.
- 2.1.4 The Board of Commissioners ensures that the policies and procedures for the selection and nomination of Commissioners are clear and transparent so as to produce the desired Board composition. The Board of Commissioners uses independent sources to determine qualified candidates.
- 2.1.5 The Board of Commissioners/Committee which carries out the nomination function, determines nomination procedures and criteria that are consistent with the Board of Commissioners' skills matrix, which has been approved by the Board of Commissioners and ensures that the candidate profile meets the requirements set out in the skills matrix and nomination criteria.

Implementation

Applied

- 2.1.1 The Board of Commissioners asks the RNC to discuss proposals regarding nominations for the Board of Directors from shareholders/Board of Commissioners/President Director. BCA can also use third-party services to search for candidates for the Board of Directors. The RNC provides recommendations to the Board of Commissioners. The recommendation is stated in the form of an RNC decree to be submitted to the GMS Chairman. The description of the Board of Directors nomination mechanism is as explained in the Board of Directors Chapter, Sub-Chapter Nomination of the Board of Directors Members of this Annual Report.
- 2.1.2 When discussing prospective Directors, consider, among other things:
- Reasons and/or considerations for the proposal (based, among other things, on interview results, financial reputation studies, track record experience, and public opinion circulating in various media);
 - Candidate criteria and qualifications that are in line with the Bank's strategy;
 - Internal and external conditions of the company;
 - Communication with controlling shareholders (if the proposal is not from the controlling shareholder).



2.1 Composition of the Board of Directors and the Board of Commissioner

Recommendation

- 2.1.6 The composition of the Board of Commissioners must be formed in such a way that its members as a group reflect the diversity in terms of abilities, skills, knowledge, experience, age, cultural background, and gender required to appropriately fulfill the role of the Board of Commissioners.
- 2.1.7 To enable the Board of Commissioners to provide independent advice and supervision to the Board of Directors and for roles where there is a potential conflict of interest, the Board of Commissioners consists of a sufficient number of Independent Commissioners, with limited terms of office and disclosure of the term of membership of the Board of Commissioners and their independence. from a corporate perspective.
- 2.1.8 To facilitate the effective functioning of the Board of Directors and Board of Commissioners and to increase investor and stakeholder confidence, the Nomination and Remuneration Committee ensures that there is a formal, strict, and transparent process for the appointment of members of the Board of Directors and Board of Commissioners.

Implementation

- 2.1.3 The diversity policy in the composition of the Board of Directors and Board of Commissioners is outlined in the Charter of the Board of Directors and the Charter of the Board of Commissioners and explained in the Chapter on Diversity in the Composition of the Members of the Board of Commissioners and the Board of Directors of this Annual Report.
- 2.1.4 Policies and procedures for the selection and nomination of Commissioners are carried out clearly and transparently. Information about Commissioner candidates is disclosed in the election/re-election process, is available from the date the GMS summons is issued until the GMS is held, and can be downloaded via the BCA website and/or e-GMS.
- 2.1.5 The RNC carries out the nomination function based on procedures and criteria that are carried out correctly, consistently, and transparently, including by ensuring that the candidate profile meets the expertise requirements of the Board of Commissioners.
- 2.1.6 The composition of the Board of Commissioners reflects diversity in terms of abilities, skills, knowledge, experience, age, cultural background, etc. as required to fulfill the role of the Board of Commissioners.
- 2.1.7 As of December 31, 2023, BCA's Independent Commissioners constituted 3 (three) of the total members of the Board of Commissioners of 5 (five) people, or 60% (sixty percent) of the total members of the Board of Commissioners. The term of office of an Independent Commissioner follows the term of office of the Board of Commissioners in general. Independent Commissioners who have served for 2 (two) consecutive terms of office can be reappointed in the following period. Independent Commissioners' disclosures and statements can be seen in the Independent Commissioners Chapter of this Annual Report.
- 2.1.8 The duties and responsibilities of the Remuneration and Nomination Committee (KRN) are outlined in the Remuneration and Nomination Committee Charter. To carry out a transparent and responsible process, KRN prepares a report to the Board of Commissioners regarding the implementation of the duties, responsibilities and procedures of the Remuneration Nomination carried out and makes a report on the implementation of activities disclosed in the Annual Report.



2.2 Remuneration of Directors and Board of Commissioners

Recommendation

- 2.2.1 The remuneration policy for members of the Board of Directors consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long-term goals. The Board of Directors' remuneration must be proposed by the Board of Commissioners, possibly through the Nomination and Remuneration Committee, and to be decided by the GMS. The amount of remuneration proposed to the GMS is determined by considering the role of each member of the Board of Directors, the economic situation, and corporate performance.
- 2.2.2 The remuneration policy for members of the Board of Commissioners consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long-term goals. The amount of remuneration proposed by the Board of Commissioners to the GMS is determined by considering the role of each member of the Board of Commissioners, the economic situation, and corporate performance. Apart from that, consideration must also be given to his or her position as President Commissioner and chairman, as well as his or her membership in committees.
- 2.2.3 To ensure that remuneration packages are determined based on the achievements, qualifications, and competencies of Directors and Commissioners by taking into account corporate operational performance, individual performance, and market conditions, the Nomination and Remuneration Committee ensures that there are fair and transparent procedures for determining remuneration policies for members of the Board of Directors and Board of Commissioners.

Implementation

Applied

- 2.2.1 Indicators for implementing remuneration can be seen in the Remuneration Policy Chapter of this Annual Report. RNC conveys to the Board of Commissioners the results of the evaluation and recommendations for the remuneration policy of the Board of Commissioners and the Board of Directors to be submitted to the GMS, after which the recommendations for determining remuneration will be proposed by the Board to the GMS for shareholder approval. A description of the scheme for proposing and determining remuneration can be seen in the Remuneration Policy Chapter of this Annual Report.
- 2.2.2 Considerations for determining remuneration are linked to Risk and Performance (including based on performance measurement indicators) and are reviewed once every year.
- 2.2.3 RNC is obliged to act independently and ensure that the remuneration policy is in accordance with provisions based on risk, performance, peer group fairness, targets, BCA's long-term strategy, etc. In order to carry out fair and transparent procedures, RNC assists the Board of Commissioners in conducting performance assessments in accordance with the remuneration received by members of the Board of Directors and Board of Commissioners. Submit evaluation results and recommendations to the Board of Commissioners regarding remuneration policies for the Board of Commissioners and Board of Directors, the structure and amount of remuneration, as well as remuneration policies for executive officers and employees to be submitted to the Board of Directors.

Principle 3: Employment Relationship between the Board of Directors and the Board of Commissioners

3.1 Nature of Employment Relationships

Recommendation

- 3.1.1 There is an open discussion between the Board of Directors and the Board of Commissioners as well as between members of the Board of Directors and members of the Board of Commissioners. However, it is still important to maintain the confidentiality of information to prevent leaks of confidential information.
- 3.1.2 In accordance with their respective duties and requests, the Board of Directors collaborates with the Board of Commissioners in formulating the corporate mission, vision and strategy and regularly discusses their implementation.
- 3.1.3 The Corporate Secretary has an important role in supporting the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners, encouraging the implementation of good corporate governance practices, including effective communication with shareholders and other stakeholders.

Recommendation

Applied

- 3.1.1 Discussions between the Board of Directors and the Board of Commissioners are carried out through meetings between the Board of Commissioners and the Board of Directors. The meeting discussed, among other things, financial performance reports and reports of committees under the Board of Commissioners.
- 3.1.2 The Board of Directors coordinates and collaborates with the Board of Commissioners in formulating the corporate vision, mission and strategy and their implementation.
- 3.1.3 The duties and responsibilities of the Corporate Secretary are outlined in the Corporate Secretary chapter of this Annual Report, including encouraging corporate governance practices, building effective communication with stakeholders, but also playing a role in ensuring a good flow of information between the Board of Commissioners and its committees. and between the Board of Commissioners and the Board of Directors.

**3.2 Access of information of the Board of Commissioners****Recommendation**

- 3.2.1 The Board of Directors is responsible for ensuring that the Board of Commissioners has access to accurate, relevant, and timely information. The Board of Commissioners itself ensures that it obtains adequate information. The Board of Directors provides information to the Board of Commissioners regularly, without delay, and comprehensively on all issues relevant to the corporation. The Board of Commissioners may, at any time, ask the Board of Directors to provide additional information

Implementation**Applied**

Apart from joint meetings between the Board of Commissioners and the Board of Directors, the Board of Directors also submits the Board of Directors' reports to the Board of Commissioners on a quarterly basis. In addition, the Board of Commissioners has access to ask the Board of Directors or relevant senior management at any time to provide additional information related to the corporation.

3.3 Responsibility of the Board of Directors and Board of Commissioners for the Impact of Ownership Structure on the Corporation**Recommendation**

- 3.3.1 Impact of ownership structure on the corporation. The Board of Directors and Board of Commissioners consider their responsibilities in the context of the share ownership structure and relationships between corporate shareholders that may have an impact on the management and operations of the corporation

Implementation**Applied**

The Board of Directors and Board of Commissioners ensure that the shareholder ownership structure and relationships between shareholders do not affect the implementation of the roles and responsibilities of the Board of Directors and Board of Commissioners (including in relation to the Directors' succession plan). The Board of Commissioners also monitors, and the Board of Directors ensures that information is disclosed correctly when conditions arise that impact control over the corporation.

**Principle 4: Ethical and responsible behavior****4.1 Code of Ethics and Conduct**

Recommendation	Implementation
<p>4.1.1 This statement is outlined in the Code of Business Conduct and Ethics, which must clearly express the corporation's expectations that each member of the Board of Directors and Board of Commissioners, as well as employees, will:</p> <ol style="list-style-type: none"> Acting in the best interests of the corporation; Act honestly and with high standards of integrity; Be independent and act on complete information in good faith, with due diligence and care. Comply with the laws and regulations that apply to the corporation and its operations; Avoid actions that violate laws and regulations or unethical actions based on corporate ethical guidelines; Not be involved in or participate in any activity that will create a conflict of interest with the best interests of the corporation or that will have a negative impact on the corporation's reputation; Do not take advantage of property or information owned by the corporation, ownership of other assets, or its customers for personal gain or which causes losses to the corporation and its customers. Not taking advantage of his or her position or the opportunities generated by his or her position for personal gain. Avoid acts of requesting or receiving from third parties payments, gratuities, or other benefits for oneself or for other people that create a conflict of interest/ providing benefits to third parties in violation of statutory regulations. Respect differences of opinion and the rights of every member of the Board of Directors, Board of Commissioners and employees. Ensure complete, fair, accurate, timely, and understandable disclosure in reports and documents submitted by the corporation to regulators and in other public communications. <p>4.1.2 The Board of Directors establishes policies and practices for anti-money laundering and counter-terrorism financing, anti-bribery, anti-corruption, anti-fraud, and involvement in politics by referring to national or international standards regarding anti-money laundering, anti-bribery, anti-corruption, anti-fraud, or other related standards</p>	<p>Applied</p> <ul style="list-style-type: none"> BCA has a Code of Ethics, Anti-Corruption and Gratification Control Policies, as well as Guidelines for Implementing Anti-Money Laundering and Counter-Terrorism Financing Programs, which are outlined in the form of the Board of Directors' Decree and must be adhered to by all BCA Personnel, including the Board of Directors and Board of Commissioners. Work ethics, authority, duties and responsibilities, restrictions, etc. for the Board of Directors and Board of Commissioners have been regulated in the Charter of the Board of Directors and Board of Commissioners. The Board of Directors and Board of Commissioners are also required to make an Annual Disclosure Statement, Integrity Pact and Code of Ethics every year to support the implementation of GCG.

4.2 Organizational Values and Culture**Recommendation**

4.2.1 The corporation articulates, cultivates and expresses corporate culture and values

4.3 Communication and Enforcement of Ethics, Values and Culture Guidelines**Recommendation**

4.3.1 The corporate code of conduct and ethics are communicated effectively to the Board of Directors, Board of Commissioners, and all employees, integrated into corporate strategy and operations, including the risk management system and remuneration structure, and enforced.

Implementation**Applied**

BCA has a Code of Ethics that applies to all BCA Personnel and is communicated effectively through means that are easily accessible to employees, such as playing videos that can be accessed by all BCA employees on the BCA internal portal (myVideo), filling out code of ethics statements and integrity pacts electronically via the BCA internal portal, and blasting email reminders to all employees. New employees will be accompanied by a buddy who will introduce them in more depth to corporate culture, including the code of ethics and the obligation to complete the banker's Code of Ethics e-learning.



5. Risk Management, Internal Control and Compliance

5.1 Internal Control and Compliance

Recommendation

- 5.1.1 The Board of Directors periodically reviews the accuracy of the design and operational effectiveness of the governance system, risk management, internal control, and corporate compliance and reports the implementation and results of the review to shareholders through the corporation's annual report.

Implementation

Applied

The Internal Audit Division, which acts as the third line, provides risk-based, independent, and objective assurance and advice regarding the adequacy and effectiveness of governance processes, risk management, and internal control. The Internal Audit Division (DAI) communicates audit results to the Board of Directors, Audit Committee, and Board of Commissioners.

In implementing the operational effectiveness of the governance system, risk management and risk control. The responsibilities of the Board of Directors include first and second line roles that are responsible for providing products and services to customers, including risk management, and play a role in providing support related to risk management, including responsibility for enterprise risk management, which includes, among others, the Compliance Director, Risk Management Director, Risk Management Division, and Compliance Division.

5.2 Risk Management

Recommendation

- 5.2.1 Strategy and risk are one unit, disclosed transparently, included in the implementation of the duties and responsibilities of the Board of Directors and Board of Commissioners, as well as in discussions at meetings of the Board of Commissioners and Board of Directors.
- 5.2.2 The Risk Management Monitoring Committee assists in the implementation of the duties of the Board of Commissioners by creating a transparent, focused, and independent mechanism for supervising corporate risk management.

Implementation

Applied

- 5.2.1 The Board of Commissioners and the Board of Directors are involved in active supervision of the implementation of risk management at BCA. The Board of Directors also actively holds discussions, provides input, and monitors internal conditions and developments in external factors that directly or indirectly influence BCA's business strategy. A description of the active supervision of the Board of Commissioners and Directors in implementing risk management can be seen in the Risk Management Disclosure and Risk Management System Chapter of this Annual Report.
- 5.2.2 BCA has a Risk Oversight Committee that assists in the implementation of the duties of the Board of Commissioners. The roles, responsibilities, and composition of the members of the BCA Risk Monitoring Committee can be seen in the Chapter on Committees of the Board of Commissioners.



5.3 Integration of Governance, Risk Management and Compliance

Recommendation

- 5.3.1 The Board of Directors builds an integrated governance, risk management, and compliance (GRC) system by handling various uncertainties in an integrated manner and with high integrity to ensure that the corporation can achieve its goals.
- 5.3.2 The Board of Directors ensures that the department in charge of the compliance function does not concurrently carry out functions that have the potential to cause a conflict of interest.

Implementation

Applied

BCA applies the three-line model framework to support the creation of reliable risk management and governance.

The first line is responsible for providing products and services to customers, including managing related risks.

The second line's role is to provide support related to risk management, including responsibility for enterprise risk management. The second-line role is carried out by the Compliance Director, Risk Management Director, Risk Management Division, and Compliance Division.

The third line's role is to provide risk-based, independent, and objective assurance and advice regarding the adequacy and effectiveness of governance processes, risk management, and internal control. 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.

5.4 Internal Audit

Recommendation

- 5.4.1 The Board of Commissioners through the Audit Committee monitors and ensures that the internal audit function helps the corporation to achieve its goals by bringing an objective and disciplined approach to evaluating and improving the effectiveness of risk management, internal control and corporate governance.

Implementation

Applied

The Board of Commissioners, through the Audit Committee, monitors and reviews the effectiveness of BCA's internal audit implementation, including ensuring that DAI, as the third line, whose role is to provide risk-based, independent, and objective assurance and advice regarding the adequacy and effectiveness of governance, risk management, and internal control processes, works independently. The roles, responsibilities, and composition of BCA Audit Committee members can be seen in the Board of Commissioners Committees Chapter.

Principle 6: Disclosure and Transparency

6.1 Disclosure Policy

Recommendation

- 6.1.1 The corporation has disclosure and transparency policies and procedures that ensure disclosure of material information and safeguard sensitive information and corporate secrets. 6.1.2 Shareholders' rights to obtain regularly and in a timely manner relevant material information about the corporation must be fulfilled.
- 6.1.2 The right of shareholders to obtain regularly and timely relevant material information about the corporation must be fulfilled.

Implementation

Implemented

BCA has a policy regarding information disclosure as outlined in the Governance Guidelines and ensures that all shareholders have the same rights to obtain material information correctly, on time, and periodically in accordance with applicable regulations.



6.2 Financial and Sustainability Report

Recommendation

- 6.2.1 The Corporation discloses systems and procedures to ensure that interim financial reports that have not been audited or reviewed by an external auditor are materially accurate, complete, and provide investors with appropriate information to make informed investment decisions.
- 6.2.2 The Audit Committee ensures the quality of the financial report audit carried out by the external auditor. These activities include recommending the appointment, reappointment, and, if necessary, dismissal and remuneration of external auditors.
- 6.2.3 Sustainability reports must be prepared and disclosed accurately and in accordance with national or international sustainability reporting frameworks.
- 6.2.4 The corporation publishes an integrated annual report that puts historical performance into context and describes the corporation's risks, opportunities, and future prospects, thereby helping shareholders and stakeholders understand the corporation's strategic objectives and its progress in creating sustainable value.

Implementation

Applied

- 6.2.1 Financial Reports are presented and disclosed in accordance with Regulation Number VIII.G.7 ("Regulation VIII.G.7") concerning Presentation and Disclosure of Issuer Financial Reports and Financial Accounting Standards in Indonesia issued by DSAK-IAI as well as other relevant regulations and have been presented to management and the audit committee for approval.
- 6.2.2 Regarding financial reports and information, the Audit Committee has the following duties and responsibilities:
- Review financial information that BCA will release to the public and/or authorities and other reports related to BCA's financial information.
 - Review and report to the Board of Commissioners complaints relating to BCA's accounting and financial reporting processes. The appointment of PA and/or PAF, who will provide audit services for annual historical financial information, must be decided by the GMS by considering the proposal of the Board of Commissioners. The proposal in question must take into account the recommendations of the Audit Committee.
- 6.2.3 Sustainability reporting guidelines and standards refer to:
- OJK Regulation No. 51/POJK.03/2017 concerning Sustainable Finance, which also refers to the OJK Circular Letter No. 16/SEOJK.04/2021;
 - Global Reporting Initiatives (GRI) Standards 2021, with conformity: with reference to the GRI Standards;
 - GRI-G4 Sector Disclosures: Financial Sector Supplement Disclosures (FSSS);
 - Sustainability Accounting Standards Board (SASB) Commercial Banks category
 - Sustainable Banking Assessment (SUSBA) Environmental, Social, and Governance (ESG) Integration Pillars from the World Wide Fund for Nature (WWF); and
 - Terms of reference for the Task Force on Climate-Related Financial Disclosures (TCFD).
- BCA uses external parties to check the quality of reports according to the sustainability reporting principles and standards used.
- 6.2.4 The BCA Annual Report is prepared based on provisions regarding the form and content of an issuer's or public company's annual report, which also includes performance reports, risks, strategic plans, etc., so as to help stakeholders understand the company's strategic direction.



6.3 Information Dissemination

Recommendation

- 6.3.1 Information dissemination channels should provide equal, timely, and relatively inexpensive access to relevant information for users.
- 6.3.2 The Corporation ensures that an annual statement on the implementation of the General Guidelines for Indonesian Corporate Governance, including an explanation of the implementation of each recommendation and guide, is available on the website for a minimum period of five years.
- 6.3.3 For corporations listed on the capital market in a jurisdiction other than their home jurisdiction, the applicable corporate governance laws and regulations must be clearly disclosed. In the case of cross-listing criteria and procedures, criteria and procedures for recognizing listing requirements for the main listing must be transparent and documented.

Implementation

Applied

- 6.3.1 BCA has a website (<https://www.bca.co.id/>) which is easy to access at any time for the wider community. BCA also holds analyst meetings every quarter and a public expose once a year to communicate with financial analysts, shareholders, and the wider community. Apart from that, to ensure ease of information, BCA also provides access to information on various social media, including X, facebook, YouTube, LinkedIn, Instagram, Line and Tiktok.
- 6.3.2 The annual statement regarding the implementation of the General Guidelines for Indonesian Corporate Governance, including explanations and the implementation of regulations related to the governance of commercial banks and issuers, is available in the Annual Report uploaded on the BCA website.
- 6.3.3 In addition to regulations relating to commercial banks, BCA is also subject to Indonesian capital market regulations.

Principle 7: Protection of Shareholder Rights

7.1 Shareholder Rights

Recommendation

- 7.1.1 The corporation has a communications policy that facilitates and encourages shareholder or investor participation.
- 7.1.2 The corporation, which is the parent entity, ensures that its corporate governance policies apply to subsidiaries and entities under common control in which the corporation's investment is significant.
- 7.1.3 The corporation has rules and procedures governing acquisitions, takeovers, and extraordinary transactions such as mergers and sales of substantial corporate assets to ensure transactions occur transparently and under fair conditions and protect the rights of all shareholders according to their class.

Implementation

Applied

- 7.1.1 BCA realizes the importance of communication policies that regulate communication between BCA and its stakeholders. BCA has a Communication and Information Disclosure Policy outlined in the Governance Guidelines to support transparent and effective communication with stakeholders. Communication platforms include GMS, analyst meetings, public exposes, etc.
- 7.1.2 BCA as the parent entity holds quarterly discussions and/or sharing sessions between the BCA GCG Team and the Subsidiary Company Team. Considering the complexity and diversification of different Subsidiary Companies' businesses, BCA also carries out integrated governance mapping in accordance with applicable regulations in each subsidiary company to ensure the implementation of good corporate governance in the financial conglomerate.
- 7.1.3 BCA has a policy regarding capital participation including the acquisition and takeover of shares to ensure that transactions proceed transparently and fairly and protect the rights of shareholders.



7.2 Fair Treatment of Shareholders

Recommendation

- 7.2.1 The corporation has rules and procedures that ensure:
- all shareholders of the same series in one class of shares must be treated equally; disclosure of these rules and procedures;
 - and disclosure of capital structures and arrangements that allow certain shareholders to obtain influence or control that is disproportionate to their share ownership.
- 7.2.2 The corporation has rules and procedures that ensure related-party transactions are approved and implemented in a manner that ensures that conflicts of interest are managed appropriately and protects the interests of the corporation and shareholders.
- 7.2.3 The corporation has and discloses policies to prevent insider trading. Corporations have clear rules regarding any trading in corporate shares carried out by directors, commissioners, and insiders to ensure that anyone cannot profit directly or indirectly from information that is not yet available on the market.

Implementation

Applied

- 7.2.1 BCA only has one series of shares. All shareholders have the same voting rights and receive the same treatment from BCA. BCA also has a dividend policy as part of the transparency of shareholder rights to obtain a share of profits.
- 7.2.2 BCA has a policy of transactions with related parties that are carried out in such a way as to ensure that transactions are fair and reasonable (arm's length transactions). This policy is stated in the Decree regarding affiliate transactions and conflict of interest transactions.
- 7.2.3 BCA has an insider trading policy to prevent anyone from benefiting from information that is not yet available on the market.

7.3 General Meeting of Shareholders

Recommendation

- 7.3.1 The corporation calls for a GMS with the GMS agenda and materials as complete and as early as possible (no later than 28 days before the GMS) to provide sufficient time and materials for shareholders to properly study the meeting agenda. Meeting invitations and all GMS information are disclosed via electronic means, such as through the corporate website.
- 7.3.2 The corporation has and discloses rules and procedures that facilitate shareholders in participating and voting effectively at the GMS.
- 7.3.3 Shareholders participate effectively in determining the appointment of members of the Board of Directors and Board of Commissioners.
- 7.3.4 The corporation ensures the transparency and accountability of external auditors at the GMS.
- 7.3.5 The submission of voting results and a complete summary of the GMS minutes are announced to the public on the following working day.

Implementation

Applied

- 7.3.1 BCA calls for GMS 28 (twenty-eight days) before the AGMS is held. BCA also provides explanations for each agenda item that requires shareholder approval via the BCA website so that the wider public can easily access the GMS materials.
- 7.3.2 The GMS rules and procedures are outlined in the GMS Rules and Vote Counting Mechanism, uploaded on the BCA website, and read out at the start of the GMS. Voting for each AGMS agenda item (for one decision), and BCA appoints PT Saham Raya Registra and Notary Christina Sri Utami, SH, M.Hum, Mkn, to count the votes.
- 7.3.3 Shareholders participate in voting on the agenda for appointing members of the Board of Directors and Board of Commissioners.
- 7.3.4 The appointment of a registered PAF (including registered PAs who are members of a registered PAF) to audit/examine BCA reports is carried out on a separate agenda at the GMS. PAF and PA profiles are also presented at the GMS.
- 7.3.5 The main points of the AGMS decisions are announced to the public on the same day after the completion of the GMS via the website www.bca.co.id. The voting results and summary of the AGMS minutes are announced to the public via the BCA website within 1 (one) working day after the AGM was held.

**Principle 8: Other Stakeholders****8.1 Key Stakeholder Engagement****Recommendation**

8.1.1 The Corporation, through the Corporate Secretary, carries out regular, transparent and effective communication with key stakeholders and involves them to understand their hopes and complaints as well as the impact of the corporation on them.

Implementation**Applied**

The Corporate Secretary provides a communication channel for all BCA stakeholders. BCA is also always open to receiving opinions, input, suggestions, and complaints from stakeholders. Access or means of information for stakeholders can be seen in the Information Access Chapter of this Annual Report.

8.2 Integration of Sustainability in Business Models**Recommendation**

8.2.1 The Board of Commissioners, together with the Board of Directors, are responsible, accountable, and transparent for sustainability governance, including determining corporate sustainability strategies, priorities, and targets. The Board of Directors and Board of Commissioners include sustainability considerations when carrying out their roles, including, among others, in the development and implementation of corporate strategy, business plans, main action plans, and risk management.

Implementation**Applied**

The Board of Directors ensures that corporate sustainability strategies, priorities, and targets, as well as performance against these targets, are communicated to stakeholders. BCA's Board of Directors and Board of Commissioners always follow and understand sustainability issues that are relevant to the corporation.

8.3 Protection of Stakeholders**Recommendation**

8.3.1 The Board of Directors ensures and discloses that corporate operations reflect the implementation of high standards of ethics and social and environmental responsibility throughout the corporation and ensure that appropriate policies and procedures are implemented to respect and comply with stakeholder rights.

8.3.2 The Board of Directors encourages employees to work for the long-term interests of the corporation and prioritizes sustainability.

Implementation**Applied**

8.3.1 BCA has a policy regarding corporate responsibility to clients/customers, vendors, shareholders, and other stakeholders, including in terms of social and environmental responsibility. A description of the implementation of stakeholder rights can be seen in the Access to Information Chapter of this Annual Report.

8.3.2 In order to prioritize sustainability, BCA has a policy of providing long-term incentives in the form of long-term share-based incentives to employees as a reward for maintaining and improving employee performance, which encourages sustainable value creation. BCA uses the results of performance assessments as recommendations for consideration of promotions and adjustments to remuneration, bonuses and career paths.



5. ASEAN Corporate Governance Scorecard (ACGS)

The following are the principles of corporate governance based on ACGS:

No.	Principles and Recommendations	Page
A	Rights and Equitable Treatment of Shareholders	
A.1	Basic Shareholder Rights	
A.1.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days.	325
A.2	Right to participate effectively in and vote in general shareholder meetings and should be informed of the rules, including voting procedures, that govern general shareholder meetings.	
A.2.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non-executive directors/commissioners?	308
A.2.2	Does the company provide non-controlling shareholders a right to nominate candidates for board of directors/commissioners?	308
A.2.3	Does the company allow shareholders to elect directors/commissioners individually?	308
A.2.4	Does the company disclose the voting procedures used before the start of meeting?	312-313
A.2.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?	312-313
A.2.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	314-318
A.2.7	Does the company disclose the list of board members who attended the most recent AGM?	308-310
A.2.8	Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?	308-310
A.2.9	Does the company allow voting in absentia?	312-313
A.2.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	312-313
A.2.11	Does the company disclose that it has appointed an independent party (scrutineers/ inspectors) to count and/or validate the votes at the AGM?	318
A.2.12	Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM/EGM for all resolutions?	311
A.2.13	Does the company provide at least 21 days notice for all AGMs and EGMs?	310
A.2.14	Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement?	310
A.2.15	Does the company give the opportunity for shareholders to place item/s on the agenda of general meetings and/or to request for general meetings subject to a certain percentage?	310
A.3	Markets for corporate control should be allowed to function in an efficient and transparent manner.	
A.3.1	In cases of mergers, acquisitions and/or takeovers requiring shareholders' approval, does the board of directors/commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?	N/A
A.4	The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated.	
A.4.1	Does the company disclose its practices to encourage shareholders to engage with the company beyond general meetings?	493
A.5	Shares and voting rights	
A.5.1	Where the company has more than one class of shares, does the company publicise the voting rights attached to each class of shares (e.g. through the company website / reports/ the stock exchange/ the regulator's website)?	N/A



No.	Principles and Recommendations	Page
A.6	Notice of AGM	
A.6.1	Does each of the resolutions tabled at the most recent annual general meeting deal with only one item, i.e., there is no bundling of several items into the same resolution?	314-318
A.6.2	Are the company's notice of the most recent AGM/circulars fully translated into English and published on the same date as the local-language version?	310
A.6.3	Does the notice of AGM/circulars have the following details: Are the profiles of directors/commissioners (at least age, academic qualification, date of first appointment, experience, and directorships in other listed companies) in seeking election/re-election included?	https://www.bca.co.id/en
A.6.4	Are the auditors seeking appointment/re-appointment clearly identified?	317
A.6.5	Were the proxy documents made easily available?	https://www.bca.co.id/en
A.7	Insider trading and abusive self-dealing should be prohibited.	
A.7.1	Are the directors / commissioners required to report their dealings in company shares within 3 business days?	336-337, 356-358
A.8	Related party transactions by directors and key executives.	
A.8.1	Does the company have a policy requiring a committee of independent directors/commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?	393
A.8.2	Does the company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?	488
A.8.3	Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?	512
A.9	Protecting minority shareholders from abusive actions	
A.9.1	Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?	487
A.9.2	In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?	487-488
C	Sustainability and Resilience	
C.1	Sustainability-related disclosure should be consistent, comparable and reliable, and include retrospective and forward-looking material information that a reasonable investor would consider important in making an investment or voting decision	
	Material Sustainability-related information should be specified	
C.1.1	Does the company identify/report ESG topics that are material to the organization's strategy?	Sustainability Report 131-132
C.1.2	Does the company identify climate change as an issue?	Sustainability Report 54, 132
C.1.3	Does the company adopt an internationally recognized reporting framework or standard for sustainability (i.e. GRI, Integrated Reporting, SASB, IFRS Sustainability Disclosure Standards)?	Sustainability Report 143-149
	If a company publicly sets a sustainability-related goal or target, the disclosure framework should provide that reliable metrics are regularly disclosed in an easily accessible form	
C.1.4	Does the company disclose quantitative sustainability target?	Sustainability Report 29-31
C.1.5	Does the company disclose sustainability-related performance progress in relation to its previously set targets?	Sustainability Report 29-31
C.1.6	Does the company confirm that its Sustainability Report / Reporting is reviewed and /or approved by the Board or Board Committee?	Sustainability Report 137



No.	Principles and Recommendations	Page
C.2	Corporate governance frameworks should allow for dialogue between a company, its shareholders and stakeholders to exchange views on sustainability matters	
C.2.1	Does the company engage internal stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	Sustainability Report 133-134
C.2.2	Does the company engage external stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	Sustainability Report 131, 133-134
C.3	The corporate governance framework should ensure that boards adequately consider material sustainability risks and opportunities when fulfilling their key functions in reviewing, monitoring and guiding governance practices, disclosure, strategy, risk management and internal control systems, including with respect to climate-related physical and transition risks	
	Boards should assess whether the company's capital structure is compatible with its strategic goals and its associated risk appetite to ensure it is resilient to different scenarios	
C.3.1	Does the company disclose that the board reviews on an annual basis that the company's capital and debt structure is compatible with its strategic goals and its associated risk appetite?	Sustainability Report 4, 34, 56
C.4	The corporate governance framework should recognize the rights of stakeholders established by law or through mutual agreements and encourage active cooperation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises.	
	Does the company disclose a policy and practices that address :	
C.4.1	The existence and scope of the company's efforts to address customers' welfare?	Sustainability Report 4, 57, 60, 65, 69
C.4.2	Supplier/contractor selection procedures?	Sustainability Report 74, 134
C.4.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?	Sustainability Report 74
C.4.4	The company's efforts to interact with the communities in which they operate?	Sustainability Report 104
C.4.5	The company's anti-corruption programmes and procedures?	Sustainability Report 76-78
C.4.6	How creditors' rights are safeguarded?	Sustainability Report 59-61, 64, 66
C.4.7	Does the company have a separate report/section that discusses its efforts on environment/economy and social issues?	N/A
C.5	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights.	
C.5.1	Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	Sustainability Report 25, 68, 78, 130
C.6	Mechanisms for employee participation should be permitted to develop.	
C.6.1	Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?	Sustainability Report 91
C.6.2	Does the company explicitly disclose the policies and practices on training and development programmes for its employees?	Sustainability Report 35, 88-89
C.6.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?	Sustainability Report 81, 89-90



No.	Principles and Recommendations	Page
C.7	Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this.	
C.7.1	Does the company have a whistle blowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behavior and provide contact details via the company's website or annual report	Sustainability Report 78, 93
C.7.2	Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behavior from retaliation?	Sustainability Report 78, 93
D	Disclosure and Transparency	
D.1	Transparent ownership structure	
D.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	326
D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?	326
D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	337, 357-358
D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	337, 357-358
D.1.5	Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/ vehicles (SPEs)/ (SPVs)?	517-520
D.2	Quality of Annual Report	
	Does the company's annual report disclose the following items:	
D.2.1	Corporate objectives	511
D.2.2	Financial performance indicators	16-17, 259
D.2.3	Non-financial performance indicators	6-15
D.2.4	Dividend policy	276
D.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/ commissioners	377-378
	Corporate Governance Confirmation Statement	
D.2.6	Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is noncompliance, identify and explain reasons for each such issue?	298, 492
D.3	Remuneration of Members of the Board and Key Executives	
D.3.1	Is there disclosure of the fee structure for non-executive directors/commissioners?	384
D.3.2	Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] details of remuneration of each non-executive director/commissioner?	384
D.3.3	Does the company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy/practices (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO?	385
D.3.4	Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] the details of remuneration of each of the executive directors and CEO [if he/she is not a member of the Board]?	384
D4	Disclosure of related party transactions (RPT)	
D.4.1	Does the company disclose its policy covering the review and approval of material RPTs?	478,487-488
D.4.2	Does the company disclose the name, relationship, nature and value for each material RPTs?	479-487
D.5	Directors and commissioners dealings in shares of the company	
D.5.1	Does the company disclose trading in the company's shares by insiders?	299



No.	Principles and Recommendations	Page
D.6	External auditor and Auditor Report	
	Where the same audit firm is engaged for both audit and non-audit services	
D.6.1	Are the audit and non-audit fees disclosed?	452
D.6.2	Does the non-audit fee exceed the audit fees?	452
D.7	Medium of communications	
	Does the company use the following modes of communication?	
D.7.1	Quarterly reporting	514
D.7.2	Company website	113, 513
D.7.3	Analyst briefing	443
D.7.4	Media briefings/press conferences	498-504
D.8	Timely filing/release of annual/financial reports	
D.8.1	Are the audited annual financial report / statement released within 120 days from the financial year end?	567
D.8.2	Is the annual report released within 120 days from the financial year end?	566
D.8.3	Is the true and fairness/fair representation of the annual financial statement/reports affirmed by the board of directors/commissioners and/or the relevant officers of the company?	566
D.9	Company website	
	Does the company have a website disclosing up-to-date information on the following:	
D.9.1	Financial statements/reports (latest quarterly)	113, 513
D.9.2	Materials provided in briefings to analysts and media	113, 513
D.9.3	Downloadable annual report	113, 513
D.9.4	Notice of AGM and/or EGM	113, 513
D.9.5	Minutes of AGM and/or EGM	113, 513
D.9.6	Company's constitution (company's by-laws, memorandum and articles of association)	113, 513
D.10	Investor relations	
D.10.1	Does the company disclose the contact details (e.g. telephone, fax, and email) of the officer / office responsible for investor relations?	444
E	Responsibilities of the Board	
E.1	Board Duties and Responsibilities	
	Clearly defined board responsibilities and corporate governance policy	
E.1.1	Does the company disclose its corporate governance policy / board charter?	327, 342
E.1.2	Are the types of decisions requiring board of directors/commissioners' approval disclosed ?	329, 344
E.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated ?	327, 342
	Corporate Vision/Mission	
E.1.4	Does the company have an updated vision and mission statement?	511
E.1.5	Does the board of directors play a leading role in the process of developing and reviewing the company's strategy at least annually?	513
E.1.6	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?	513
E.2	Board structure	
	Code of Ethics or Conduct	
E.2.1	Are the details of the code of ethics or conduct disclosed?	509
E.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?	509
E.2.3	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?	510



No.	Principles and Recommendations	Page
Board Structure & Composition		
E.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/ commissioners?	333
E.2.5	Does the company have a term limit of nine years or less or 2 terms of five years 1 each for its independent directors/ commissioners?	333-334, 340, 349
E.2.6	Has the company set a limit of five board seats that an individual independent/non-executive director/commissioner may hold simultaneously?	337-338, 358
E.2.7	Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?	358
Nominating Committee		
E.2.8	Does the company have a Nominating Committee?	401-405
E.2.9	Is the Nominating Committee comprised of a majority of independent directors/ commissioners?	402
E.2.10	Is the chairman of the Nominating Committee an independent director/commissioner?	402
E.2.11	Does the company disclose the terms of reference/ governance structure/charter of the Nominating Committee?	401
E.2.12	Is the meeting attendance of the Nominating Committee disclosed and if so, did the Nominating Committee meet at least twice during the year?	404-405
Remuneration Committee / Compensation Committee		
E.2.13	Does the company have a Remuneration Committee?	401-405
E.2.14	Is the Remuneration Committee comprised entirely of non-executive directors/ commissioners with a majority of independent directors/commissioners ?	402
E.2.15	Is the chairman of the Remuneration Committee an independent director/commissioner?	402
E.2.16	Does the company disclose the terms of reference/ governance structure/ charter of the Remuneration Committee?	401
E.2.17	Is the meeting attendance of the Remuneration Committee disclosed and, if so, did the Remuneration Committee meet at least twice during the year?	404-405
Audit Committee		
E.2.18	Does the company have an Audit Committee?	389-395
E.2.19	Is the Audit Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	389, 79-80
E.2.20	Is the chairman of the Audit Committee an independent director/commissioner?	389, 79-80
E.2.21	Does the company disclose the terms of reference/governance structure/charter of the Audit Committee?	389
E.2.22	Does at least one of the independent directors/commissioners of the committee have accounting expertise (accounting qualification or experience)?	390,79-80
E.2.23	Is the meeting attendance of the Audit Committee disclosed and, if so, did the Audit Committee meet at least four times during the year?	393-394
E.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	392-393
E.3	Board Processes	
Board meetings and attendance		
E.3.1	Are the board of directors meeting scheduled before the start of financial year?	372
E.3.2	Does the board of directors/commissioners meet at least six times during the year?	364-366, 369-371
E.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?	363,368,373
E.3.4	Does the company require a minimum quorum of at least 2/3 for board decisions?	362, 367
E.3.5	Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present?	362-367



No.	Principles and Recommendations	Page
	Access to information	
E.3.6	Are board papers for board of directors/commissioners meetings provided to the board at least five business days in advance of the board meeting?	362, 367
E.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	440
E.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices and has kept abreast on relevant developments?	440
	Board Appointments and Re-Election	
E.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?	345-346
E.3.10	Did the company describe the process followed in appointing new directors/commissioners?	346-347
E.3.11	Are all directors/commissioners subject to re-election every 3 years; or 5 years for listed companies in countries whose legislation prescribes a term of 5 years ² each?	333-334, 340, 349
	Remuneration Matters	
E.3.12	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	316
E.3.13	Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as claw back provision and deferred bonuses?	383
	Internal Audit	
E.3.14	Does the company have a separate internal audit function?	445-449
E.3.15	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	446
E.3.16	Does the appointment and removal of the internal auditor require the approval of the Audit Committee?	392
	Risk Oversight	
E.3.17	Does the company establish a sound internal control procedures/risk management framework and periodically review the effectiveness of that framework?	457-464
E.3.18	Does the Annual Report/Annual CG Report disclose that the board of directors/commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?	464
E.3.19	Does the company disclose the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic)?	459-464
E.3.20	Does the Annual Report/Annual CG Report contain a statement from the board of directors/commissioners or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems?	468
E.4	People on the Board	
	Board Chairman	
E.4.1	Do different persons assume the roles of chairman and CEO?	62, 74
E.4.2	Is the chairman an independent director/commissioner?	333
E.4.3	Is any of the directors a former CEO of the company in the past 2 years?	348
E.4.4	Are the roles and responsibilities of the chairman disclosed?	329
	Lead Independent Director	
E.4.5	If the Chairman is not independent, has the Board appointed a Lead/Senior Independent Director and has his/her role been defined?	333, 340



No.	Principles and Recommendations	Page
	Skills and Competencies	
E.4.6	Does at least one non-executive director/commissioner have prior working experience in the major sector that the company is operating in?	74-78
E.5	Board Performance	
	Directors Development	
E.5.1	Does the company have orientation programmes for new directors/commissioners?	334, 351
E.5.2	Does the company have a policy and actual practice and programs that encourages directors/commissioners to attend on-going or continuous professional education programmes?	334-336, 351-356
	CEO/Executive Management Appointments and Performance	
E.5.3	Does the company disclose the process on how the board of directors/commissioners plans for the succession of the CEO/Managing Director/President and key management?	347, 405
E.5.4	Does the board of directors/commissioners conduct an annual performance assessment of the CEO/Managing Director/President?	381
	Board Appraisal	
E.5.5	Did the company conduct an annual performance assessment of the board of directors/commissioners and disclose the criteria and process followed for the assessment?	379-381
	Director Appraisal	
E.5.6	Did the company conduct an annual performance assessment of the individual directors/commissioners and disclose the criteria and process followed for the assessment?	379-381
	Committee Appraisal	
E.5.7	Did the company conduct an annual performance assessment of the board committees and disclose the criteria and process followed for the assessment?	339, 360-361

Level 2 BONUS ITEMS

No.	Principles and Recommendations	Page
(B)A.	Rights of shareholders	
(B)A.1	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.	
(B)A.1.1	Does the company practice real time secure electronic voting in absentia at general meetings of shareholders?	312-313
(B)B.	Equitable treatment of shareholders	
(B)B.1	Notice of AGM	
(B)B.1.1	Does the company release its notice of AGM (with detailed agendas and explanatory circulars), as announced to the Exchange, at least 28 days before the date of the meeting?	310-311
(B)C.	Sustainability and Resilience	
(B)C.1		
(B).C.1.1	Does the company disclose how it manages climate-related risks and opportunities?	Sustainability Report 54-56
(B).C.1.2	Does the company disclose that its Sustainability Report / Sustainability Reporting is externally assured?	Sustainability Report 138
(B).C.1.3	Does the company disclose the engagement channel with stakeholder groups and how the company responds to stakeholders' ESG concerns?	Sustainability Report 60, 67, 68, 78, 93
(B).C.1.4	Does the company have a unit / division / committee who is specifically responsible to manage the sustainability matters?	Sustainability Report 33-34
(B).C.1.5	Does the company disclose board of directors/commissioners' oversight of sustainability-related risks and opportunities?	Sustainability Report 32-33
(B).C.1.6	Does the company disclose the linkage between executive directors and senior management remuneration and sustainability performance for the previous year?	Sustainability Report 32
(B).C.1.7	Is the company's Whistle Blowing System managed by independent parties / institutions?	N/A



No.	Principles and Recommendations	Page
(B)D.	Disclosure and transparency	
(B)D.1	Quality of Annual Report	
(B)D.1.1	Are the audited annual financial report /statement released within 60 days from the financial year end?	567
(B)E.	Responsibilities of the Board	
(B)E.1	Board Competencies and Diversity	
(B)E.1.1	Does the company have at least one female independent director/commissioner?	74-78
(B)E.1.2	Does the company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?	377-378
(B)E.2	Board Structure	
(B)E.2.1	Is the Nominating Committee comprise entirely of independent directors/commissioners?	402
(B)E.2.2	Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the company's strategic directions?	403-404
(B)E.3	Board Appointments and Re-Election	
(B)E.3.1	Does the company use professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors/commissioners?	332, 347
(B)E.4	Board Structure & Composition	
(B)E.4.1	Do independent non-executive directors/commissioners make up more than 50% of the board of directors/commissioners for a company with independent chairman?	333
(B)E.5	Risk Oversight	
(B)E.5.1	Does the company disclose that its Board identified key risk in relation to information technology including disruption, cyber security, and disaster recovery, to ensure that such risks are managed and integrated into the overall risk management framework?	464
(B)E.6	Board Performance	
(B)E.6.1	Does the company have a separate board level Risk Committee?	457, 419-424

6. Bad Corporate Governance Statement

BCA continues to strive to implement regulations or provisions related to corporate governance. Throughout 2023, BCA did not carry out bad corporate governance practices that could disrupt the implementation of Good Corporate Governance as shown in the table below:

No.	Description	Practice
1	There is a report as a company that pollutes the environment	Nil
2	Important cases being faced by the company, subsidiaries, members of the Board of Directors and/or members of the Board of Commissioners who are currently serving which are not disclosed in the Annual Report	Nil
3	There is no 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	Inconsistency in the presentation of the Annual Report and Financial Reports with applicable regulations and SAK.	Nil