

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	LPS
23.	Indonesia Stock Exchange	IDX

No.	Keyword/Term	Initials
24.	Information Technology Steering Committee	ITSC
25.	Integrated Corporate Governance	ICG
26.	Integrated Governance Committee	IGC
27.	Integrated Risk Management Committee	IRMC
28.	Number (for Regulation)	No.
29.	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
30.	Personnel Case Advisory Committee	PCAC
31.	PT Bank Central Asia Tbk	BCA
32.	Public Accountant	PA
33.	Public Accounting Firm	PAF
34.	Remuneration and Nomination Committee	RNC
35.	Risk Based Bank Rating	RBBR
36.	Risk Management Committee	RMC
37.	Risk Oversight Committee	ROC
38.	Small Medium Enterprises	UMKM
39.	Subsidiary Company of PT Bank Central Asia Tbk	Subsidiary
40.	Value Added Tax	VAT

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# Good Corporate Governance



“

Good Corporate Governance (GCG) is an aspect of sustainability which is an important foundation for BCA in the conduct of its business activities and operations. Strengthening implementation of GCG principles in an integrated manner have gained the support and trust of shareholders and stakeholders, which has positively contributed to BCA's performance, including its solid performance amidst the many challenges of the national economy.

”

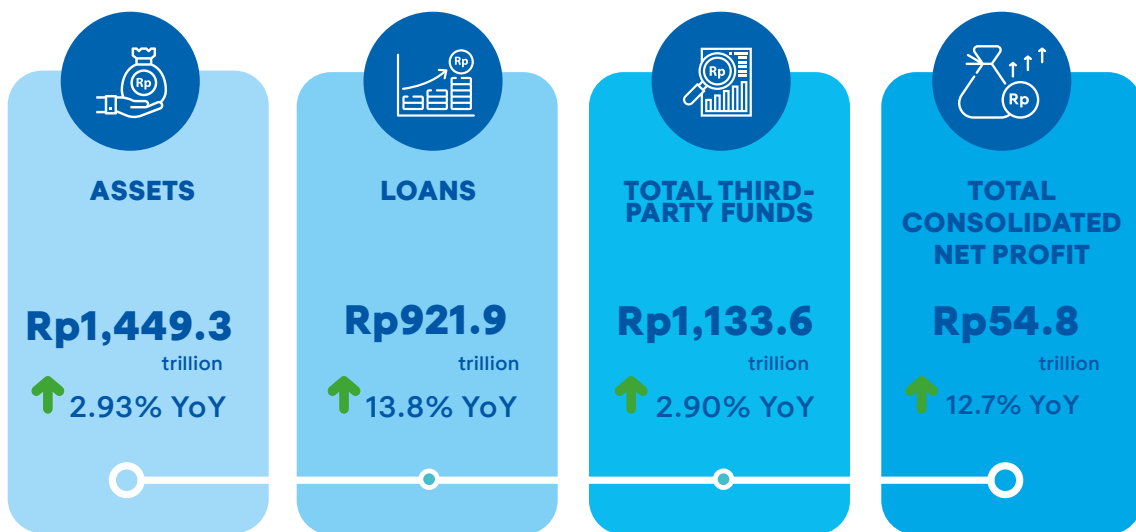


## COMMITMENT TO THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

Based on the provisions of laws and regulations and business ethics, GCG principles are an important basis for corporate management. This is reflected in BCA's excellent health, which has strengthened trust, and provided added value to investors and stakeholders over the long term.

The implementation of GCG in an integrated manner is not just to fulfill regulatory requirements, but is driven by the realization that the implementation and continuous improvement of GCG is an important key to improving performance and sustainable competitive advantage. BCA continuously makes improvements, adjusts operational policies and procedures to comply with applicable regulations, develops systems and increases awareness of all BCA personnel and adopts best practices.

Good Corporate Governance (GCG) implementation supported a number of BCA's achievements in 2024 as follows.



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





BCA won the Grand Champion of Annual Report Award 2023

### Purpose of Implementing Good Corporate Governance

The implementation of GCG principles at BCA aims, among others, to:

- a. Support BCA's vision, "To be the bank of choice for the community 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 business and individual customers.
  - 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 sustainable healthy and competitive 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 on the Implementation of Integrated Risk Management for Financial Conglomerates Finance which has been partially revoked by OJK Regulation No. 45/OJK

Regulation No. 30/2020 and has been revoked by OJK Regulation No.30 of 2024 concerning Financial Conglomerates and Financial Conglomerates Holding Company ("OJK Regulation on the Implementation of Integrated Risk Management").

- OJK Regulation No. 18/POJK.03/2014 on the Implementation of Integrated Governance for Financial Conglomerates Integrated Governance for Financial Conglomerates as partially revoked by OJK Regulation No.45/POJK.03/2020 regarding Financial Conglomerates and has been revoked by OJK Regulation No.30 of 2024 concerning Financial Conglomerates and Financial Conglomerates Holding Company ("OJK Regulation on the Implementation of Integrated Governance").
- 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 as revoked by OJK Regulation No. 12 of 2024 concerning the Implementation of Anti-Fraud Strategy for Financial Services Institutions.

- OJK Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports.
- OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions.
- OJK Regulation No. 12B/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 as revoked by OJK Regulation No. 31 of 2024 concerning Written Orders.
- OJK Regulation No. 22 of 2022 concerning Equity Participation Activities by Commercial Banks which has been partially revoked by OJK Regulation No. 26 of 2024 concerning the Expansion of Banking Business Activities.
- OJK Regulation No. 17 of 2023 concerning the Implementation of Governance for Commercial Banks ("OJK Regulation concerning the Implementation of Governance for Commercial Banks").
- OJK Regulation No. 11/POJK.04/2017 concerning Reports on Ownership of, or Any Changes of Ownership of, Shares in Public Companies as revoked OJK Regulation No. 4 of 2024 concerning Reports on Ownership of, or Any Changes of Ownership of, Shares in Public Companies and Reports on the Activities of Encumbering Public Company Shares ("OJK Regulation on Changes of Ownership Shares Reports").
- OJK Regulation No. 15 of 2024 concerning the Integrity of Bank Financial Reporting.
- 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.13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks.
- OJK Circular Letter No.9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.
- OJK Circular Letter No.12/SEOJK.03/2021 concerning Business Plans 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 refers to several best practices 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"> <li>• 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.</li> <li>• BCA discloses material information or facts in accordance with the procedures stipulated in the capital market regulations and/or related laws.</li> <li>• BCA provides explanations to the public regarding news coverage in the mass media.</li> <li>• In implementing the principle of transparency, BCA always fulfils the provisions of bank secrecy and confidentiality of office.</li> <li>• All stakeholders have access to information in accordance with the principle of transparency.</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>• Members of the Board of Directors and the Board of Commissioners have clear duties and responsibilities.</li> <li>• The Board of Directors and Board of Commissioners are held accountable for their performance through the Annual General Meeting of Shareholders.</li> <li>• 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.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• BCA always adheres to the prudential banking principle in carrying out its business activities.</li> <li>• BCA also acts as a good corporate citizen.</li> <li>• BCA complies with the applicable laws and regulations.</li> </ul>

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

### BCA's Corporate Governance Implementation Roadmap

2021

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

- **Development or Improvement:**
  - 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
  - GCG implementation in accordance with the ACGS criteria in the form of:
    1. Issuance of Code of Ethics Statement
    2. The implementation of the orientation programme for new members of the Board of Directors in connection with the appointment of Mr. Gregory Hendra Lembong and Mr Antonius Widodo Mulyono
    3. Regular updating of the BCA Corporate Governance section of the website
    4. Audit Committee Charter
    5. Risk Monitoring Committee Charter
- **Socialization:**
  - Create socialization videos for BCA employees which are broadcast on social media and internal digital publication media regarding:
    1. GMS
    2. Dividend Distribution
    3. Annual report
    4. Corporate Secretary
  - Organizing a forum Group Discussion with Subsidiary Companies, with the topic:
    1. Equity capital
    2. Affiliated Transactions
    3. Self Assessment of Integrated Governance Mapping indicators
    4. Website management
  - GCG Series, which BCA Personnel can access via the MyBCA Portal (Internal Portal)
- **System 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:
    1. Digitalization of GMS Quorum Recap, BCA Dividends, TKB
    2. Digitalization of BCA TKB & TKT Self-Assessment Rankings
    3. Digitalization of BCA Share Composition
    4. Digitalization of Stock History
    5. Digitalization of PAF/PA Recap
    6. Digitalization of Corporate Secretary Data
  - Enhancement of Robotic Process Automation (RPA) 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



2023

- **Development 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
- **Socialization**
  - Create socialization videos for BCA employees which are broadcast on social media and internal digital publication media regarding:
    1. Corporate Action: Stock Split
    2. Capital Market Supporting Institutions and Professions
    3. Securities Administration Bureau
    4. Board of Commissioners Committee
  - Organizing a Group Discussion Forum with Subsidiary Companies, with the topic:
    1. Transaction Cooperation Policy with Related Parties or Affiliated Parties
    2. Special List
    3. Arm's Length Transaction
    4. General Guidelines for Corporate Governance
  - GCG Series, which BCA Personnel can access via the MyBCA Portal (Internal Portal)
- **System 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, affiliated transactions, etc
  - Automation of reminders for management meeting attendance levels
  - Digitalization of the GMS and Dividend Calendar

2024

- **Development or Improvement**
  - Board of Commissioners Charter
  - Board of Directors Charter
  - Audit Committee Charter
  - Information Technology Steering Committee Charter
  - Ownership Reports or Any Changes in Share Ownership Policy
  - Personal Data Protection Policy
  - Implementation of Affiliated Transactions and Conflict of Interest Transactions Policy
- **Socialization**
  - Create socialization videos for BCA personnel that are broadcast on social media and internal digital publication media regarding capital market supporting institutions
  - Organizing a Group Discussion Forum with Subsidiary Companies regarding:
    1. Calculation of Carbon Emissions for BCA Subsidiary Companies
    2. Affiliated Transactions and Conflicts of Interest
    3. Implementation of Anti-Fraud
  - Instructions for Implementing Affiliated Transactions for all Regional Offices and Head Office Work Units
  - GCG Series, which can be accessed by BCA personnel on the MyBCA Portal (Internal Portal)
- **System Improvement**
  - Affiliate Transaction Reporting System
  - Tax tracking system notifications related to affiliated parties
  - Implementation of GCG, referring to ACGS criteria, namely updating the BCA Corporate Governance section of the website regularly
  - Enhanced digitization of recaps of the Board of Directors' meetings, Board of Commissioners meetings, Committee meetings under the Board of Commissioners and the Board of Directors
  - ESG Ratings Dashboard
  - Creation of an ESG Chatbot, as a solution to facilitate communication with work units.
  - Enhancement i-sign Board Minute of Meetings

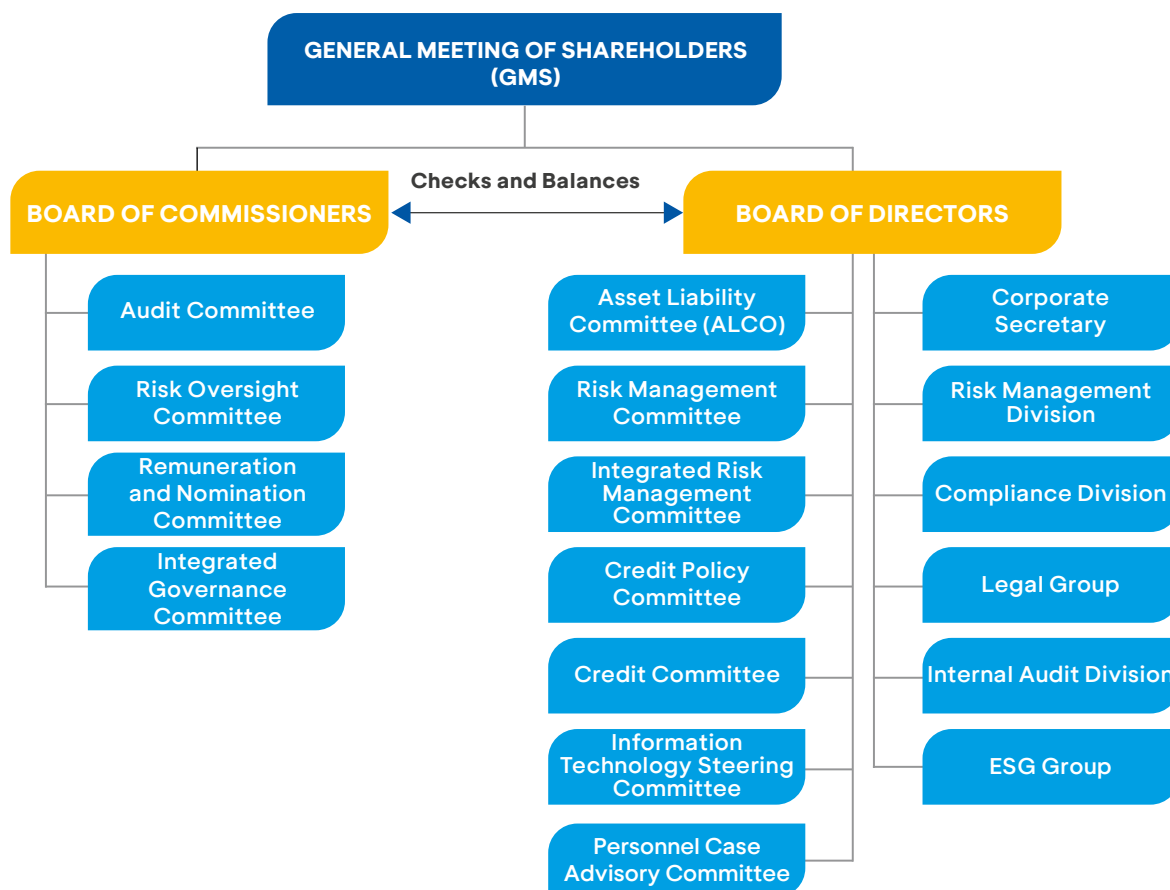
### Corporate Governance Structure and Mechanism

GCG at BCA is implemented through a series of core activities (governance structure, governance process, and governance outcome) that are based on GCG principles and in accordance with BCA's commitment.

Implementation of GCG Principles at BCA			
<b>GCG Principles in General</b>	<ol style="list-style-type: none"> <li>1. Transparency</li> <li>2. Accountability</li> <li>3. Responsibility</li> <li>4. Independency</li> <li>5. Fairness</li> </ol>	<b>GCG Principles based on PUGKI</b>	<ol style="list-style-type: none"> <li>1. Ethical Conduct</li> <li>2. Transparency</li> <li>3. Accountability</li> <li>4. Sustainability</li> </ol>
<b>BCA Commitment</b>	<ol style="list-style-type: none"> <li>1. Vision</li> <li>2. Mission</li> <li>3. Values</li> <li>4. Guidelines/Charter</li> <li>5. Code of Ethics</li> </ol>		
<b>Governance Structure</b>	<ol style="list-style-type: none"> <li>1. Main organs (GMS, Board of Commissioners, Board of Directors)</li> <li>2. 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)</li> </ol>		
<b>Governance Process</b>	<ol style="list-style-type: none"> <li>1. Communication with stakeholders</li> <li>2. Policy formulation &amp; decision making</li> <li>3. Assessment &amp; evaluation</li> </ol>		
<b>Governance Outcome</b>	<ol style="list-style-type: none"> <li>1. Positive growth of BCA's performance</li> <li>2. Bank Soundness Level</li> <li>3. Assessment of credible rating agencies for corporate performance and/or BCA's GCG practices</li> <li>4. Awards from various reputable organizations</li> </ol>		

### 1. Corporate Governance Structure

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



- Disclosure related to the GMS can be seen in the GMS Chapter in this Annual Report.
- Disclosure related to the Board of Commissioners can be seen in the Board of Commissioners Chapter in this Annual Report.
- Disclosure related to the Board of Directors can be seen in the Board of Directors Chapter in this Annual Report.
- Disclosure related to the Audit Committee, Risk Monitoring Committee, Remuneration and Nomination Committee, Integrated Governance Committee can be seen in the Board of Commissioners Committees Chapter in this Annual Report.
- Disclosure related to ALCO, Risk Management Committee, Integrated Risk Management Committee, Credit Policy Committee, Credit Committee, Information Technology Steering Committee, and Personnel Case Advisory Committee can be seen in the Chapter of Executive Committees of the Board of Directors in this Annual Report.
- Disclosure related to the Corporate Secretary can be seen in the Corporate Secretary Chapter in this Annual Report.
- Disclosure related to the Risk Management Division can be seen in the Risk Management Implementation Chapter in this Annual Report.
- Disclosure related to Compliance Division can be seen in the Compliance Function Chapter in this Annual Report.
- Disclosure related to Internal Audit Division can be seen in the Internal Audit Division Chapter in this Annual Report.

## 2. Corporate Governance Process

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

### a. 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	<ol style="list-style-type: none"> <li>1. Articles of Association.</li> <li>2. The Code of Ethics.</li> </ol>
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	<ol style="list-style-type: none"> <li>1. 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.</li> <li>2. Refinement of the Board of Directors Meeting and Board of Commissioners Meeting policies contained in Decree No. 165/SK/DIR/2024, regarding Changes to the Conditions for Attendance Quorum at Meetings of the Board of Commissioners and the Board of Directors</li> </ol>
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"> <li>1. Board of Commissioners Decree No. 168/SK/KOM/2024 dated October 16, 2024 concerning the Audit Committee Charter of PT Bank Central Asia Tbk.</li> <li>2. Board of Commissioners Decree No. 212/SK/KOM/2024 dated December 10, 2024 concerning the Risk Oversight Committee Charter.</li> <li>3. Board of Commissioners Decree No. 003/SK/KOM/2023 dated January 4, 2023, concerning the Structure of the Remuneration and Nomination Committee.</li> <li>4. Board of Commissioners Decree No. 121/SK/KOM/2023 dated July 17, 2023 concerning the Charter of the Integrated Governance Committee - BCA.</li> <li>5. Chapter 3 of the BCA Governance Guidelines concerning the Guidelines and Rules of Committees Supporting the Board of Commissioners.</li> </ol>
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"> <li>1. Board of Directors Decree No. 217/SK/DIR/2020 dated December 30, 2020 concerning the Guidelines for Integrated Governance of PT Bank Central Asia Tbk (BCA) and Subsidiaries.</li> <li>2. Board of Directors Decree No. 037/SK/DIR/2017 dated March 27, 2017 concerning Integrated Compliance Risk Management Policy.</li> <li>3. Corporate Charter – BCA Financial Conglomerate.</li> </ol>

Subject	Type of Internal Policies
Affiliate and Conflict of Interest Transactions	<ol style="list-style-type: none"> <li>Board of Directors' Decree No. 219/SK/DIR/2003 dated November 10, 2003, concerning Provisions Regarding Conflicts of Interest</li> <li>Board of Directors' Decree No. 151/SK/DIR/2023 dated September 12, 2023, concerning Affiliated Transactions and Conflict of Interest Transactions.</li> <li>Circular Letter No. 155/SE/POL/2024 dated May 15, 2024, concerning the Implementation of Affiliated Transactions and Conflict of Interest Transactions.</li> </ol>
Anti-fraud	<ol style="list-style-type: none"> <li>Board of Directors Decree No. 114/SK/DIR/2021 dated June 17, 2021 concerning Adjustments to the Anti-Fraud Strategy Policy.<sup>*)</sup></li> <li>Board of Directors Decree No. 139/SK/DIR/2020 dated July 30, 2020 concerning the Anti-Fraud Declaration and Integrity Pact.<sup>**)</sup></li> <li>Circular Letter No. 377/SE/POL/2021 dated December 13, 2021, concerning Submission of Reports on the Implementation of Anti-Fraud Strategies.</li> </ol> <p>Note:  <sup>*)</sup> BCA has improved the Anti-fraud Strategy Policy in the Board of Directors Decree No. 009/SK/DIR/2025 dated January 20, 2025 concerning Adjustment to the Anti-fraud Strategy Policy.  <sup>**)</sup> BCA has improved the Anti-fraud Declaration and integrity pact in the Board of Directors Decree Anti-Fraud Declaration has been updated in accordance with OJK Regulation No. 12 of 2024 with Decree No. 004/SK/DIR/2025 dated January 10, 2025 concerning Anti-Fraud Declaration and Integrity Pact.</p>
Audit and Internal Control	<ol style="list-style-type: none"> <li>Board of Directors Decree No. 0192/SK/DIR/2024 dated November 19, 2024 concerning Internal Audit Charter.</li> <li>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.</li> </ol>
Risk Management	<ol style="list-style-type: none"> <li>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.</li> <li>Circular Letter No. 200/SE/POL/2023 dated July 4, 2023, concerning Instructions for Implementing Integrated Compliance Risk Management.</li> <li>Board of Directors Decree No. 123/SK/DIR/2023 dated July 4, 2023, concerning Integrated Compliance Risk Management Policy.</li> <li>Board of Directors Decree No. 244/SK/DIR/2021 dated December 6, 2021, concerning Integrated Compliance Risk Management Policy Risk Management Policy of BCA Financial Conglomerate</li> </ol>
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"> <li>Board of Directors Decree No. 075/SK/DIR/2022 dated May 31, 2022 concerning Procurement Guidelines of Goods or Services.</li> <li>Board of Directors Decree 038/SK/DIR/2022 dated March 4, 2022 concerning Procurement Guidelines of Goods or Services.</li> <li>Circular Letter No. 085/SE/POL/2022 dated March 4, 2022 concerning adjustment of Process Procurement of Goods or Services.</li> </ol>
Insider Trading	Chapter 11 of BCA Governance Guidelines concerning Insider Trading.
Gratification Control	<ol style="list-style-type: none"> <li>Board of Directors Decree No. 269/SK/DIR/2021 dated December 31, 2021, concerning Anti-Corruption Policy and Gratification Control.</li> <li>Circular Letter No. 336/SE/POL/2022 dated September 15, 2022, concerning Reporting of Gratification Control.</li> </ol>
Disclosure of Information	<ol style="list-style-type: none"> <li>Chapter 9 of BCA Corporate Governance Guidelines concerning Information Disclosure.</li> <li>Circular Letter No. 480/SE/POL/2022 dated December 15, 2022 concerning BCA website information management.</li> </ol>
Dividend Policy	The dividend policy, as regulated in the BCA Governance Guidelines.
	<p>Remarks:  <sup>*)</sup> As also stipulated in the Board of Directors Decree No. 003/SK/DIR/2025 dated January 3, 2025 concerning the Dividend Policy.</p>
Others Related Policy	<ol style="list-style-type: none"> <li>Emergency handling policies, as regulated in the BCA Financial Conglomerate's Integrated Business Continuity Policy.</li> <li>Information Technology Governance Policy.</li> <li>Loan Policy for the Board of Directors and the Board of Commissioners.</li> <li>Personal Data Protection Policy.</li> <li>Reports on Ownership of, or Any Changes of Ownership of, Shares in Public Companies Policy.</li> </ol>

BCA's Corporate Governance Guidelines, which have been updated/refined and approved through the Board of Directors' Decree Number 165/SK/DIR/2024 concerning Changes to the Conditions for Attendance Quorum at Meetings of the Board of Commissioners and Directors, include discussion of:



- 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>).

In addition to these governance guideline, as a part of its efforts to implement good corporate governance, BCA has several policies that meet the ACGS standard principles and recommendations, which include among others:

#### 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 in general is regulated in the BCA Governance Guidelines, which include rules regarding the legal basis for policies, considerations for dividend distribution, and GMS decisions regarding dividends. The Dividend Policy is regulated in more detail in the Board of Directors' Decree, which regulates the dividend distribution method, dividend distribution principles, the amount of dividends given, the means of announcement (publication), distribution flow, and dividend tax provisions, which refer to the provisions and/or applicable laws and regulations, including regulations from BI, OJK, BEI, taxation, as well as BCA's Articles of Association. 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 2024, the realization of dividend payments has been carried out in accordance with applicable regulations.

The implementation of dividend payments is described on page 271 of this annual report.

#### 3) Conflict of Interest Policy

BCA has a Conflict of Interest Policy based on the Board of Directors Decree No. 219/SK/DIR/2003 dated November 10, 2003, concerning Provisions of Conflicts of Interest. This policy is a guideline for BCA personnel 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 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 487 under the Code of Ethics Section of this Annual Report. Throughout 2024, 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) Affiliated Transactions and Conflict of Interest Transactions

Affiliated Transactions and Conflict of Interest Transaction policies can be found on page 457 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 491 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 intends that newly appointed members of the Board of Directors and Board of Commissioners should take part in an orientation program to gain an understanding of BCA in a short time.

**11) Personal Data Protection Policy**

As a fulfillment of Law No. 27 Year 2022 on Personal Data Protection, BCA has a Personal Data Protection Policy based on Board of Directors Decree No. 083/SK/DIR/2024. Decree of the Board of Directors No. 083/SK/DIR/2024 dated May 30, 2024 regarding Personal Data Protection.

**12) Reports on Ownership of, or Any Changes of Ownership of, Shares in Public Companies Policy**

In order to comply with OJK Regulation on Changes of Ownership Shares Reports, BCA has a policy of reporting BCCA's share ownership to OJK as stated in in Memorandum No. 0075/MO/ESG/2024 dated August 6, 2024 regarding Update of Power of Attorney related to Changes in BCCA Share Ownership Reporting Mechanism to OJK.

**b. Fulfillment of GCG Principles**

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

- 1) Recommendation of OJK Regulation No.17 of 2023 dated September 14, 2023, concerning the Implementation of Governance for Commercial Banks;
- 2) Recommendation of OJK Circular Letter No.32/SEOJK.04/2015 dated November 17, 2015, concerning Guidelines for Public Company Governance;
- 3) Governance Principles from the Organization for Economic Cooperation and Development (OECD);
- 4) Guidelines of Corporate Governance Principles for Banks issued by the Basel Committee on Banking Supervision;

- 5) Indonesian General Guidelines for Corporate Governance (PUGKI); and
- 6) ASEAN CG Scorecard (ACGS) Indicators

A detailed description of the fulfillment of the principles of Good Governance can be found on page 496 under the Information Related to the Implementation of Corporate Governance section.

**c. Internalization**

An effective effort in encouraging the realization of the implementation of GCG at BCA is internalization at people of BCA. Internalization activities supporting the implementation of Good Corporate Governance by BCA include:

**1) BCA Personnel Statement**

As a concrete manifestation of BCA's commitment to continue to improve the implementation of the principles of Good Corporate Governance in accordance with applicable regulations, each year BCA requires employees to make statements regarding, among others:

- Integrity Pact  
In line with OJK Regulation No. 39/POJK.03/2019 concerning Implementation of Anti-Fraud Strategies for Commercial Banks, which has been revoked by OJK Regulation No. 12 of 2024 concerning Implementation of Anti-Fraud Strategies for Financial Services Institutions, as well as for more effective implementation of Anti-Fraud Strategies, increased efforts are needed to risk awareness culture so that fraud prevention becomes the focus of attention and concern for all levels of the organization. Therefore, BCA carries out awareness of the digital signing of the integrity pact statement by all BCA personnel.
- Code of Ethics  
The BCA code of ethics statement was prepared to demonstrate the commitment of BCA personnel to comply with the applicable code of ethics. The code of ethics statement is carried out digitally via the MyBCA Portal, every year.
- Annual disclosure (minimum echelon 5 and above).  
In order to avoid potential conflicts of interest and to create a situation that can recognize, prevent, and resolve conflict

of interest situations, BCA personnel prepare an Annual Disclosure statement every year. This statement illustrates BCA's commitment to implementing good corporate governance in a transparent and efficient manner.

The written statement in the Annual Disclosure is as follows:

- a) 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;
- b) A statement of whether the individual concerned is a Commissioner/Director/worker/partner/ally/management at the company mentioned in point a) above and/or other companies;
- c) A statement of whether, during the reporting period, the company referred to in points a) or b) above received credit from or became a partner to BCA;
- d) A statement of whether or not there are transactions involvement in the process of granting credit/transactions as partners;
- e) A statement of whether or not there is a familial relationship with the owner, Commissioners/Directors and/or BCA partners;
- f) A statement of whether the individual concerned is an administrator/member of any other organization that may result in a conflict of interest;
- g) A statement of whether or not the individual has received gifts/rewards from parties related to BCA that may negatively impact and/or influence BCA's decisions and/or are of a value that exceeds reasonable limits; as well as
- h) Other statements relating to the Conflict of Interest other than those covered in the points above.

In order to facilitate access for BCA personnel, BCA people statements can be accessed online on the MyBCA Portal.

## 2) Socialization of BCA Values.

The following are the BCA corporate values that are instilled in each individual employee:

- **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.
- **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*).
- **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.
- **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 division, 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.

## 3) Socialization of Good Corporate Governance.

Socialization of Good Corporate Governance, among others, is carried out through:



- Socialization of the Principles and Implementation of GCG  
Socialization is carried out through the Corporate Governance article (GCG Series article) 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, affiliated transactions and conflicts of interest, filling mechanisms annual disclosure, etc.
- Socialization of the Code of Ethics  
In order to make it easier for BCA employees to understand the Code of Ethics, socialization in 2024 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.
- Socialization of Supporting Institutions  
In 2024, BCA conducted socialization of capital market supporting institutions, among others:
  - Public Accounting Firm and Public Accountant
  - Legal Consultant
  - Notary
  - Independent Capital Market Appraisers

This socialization was carried out through plasma TV facilities at the Head Office, which were spread 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.

- Socialization of the Anti-Fraud Awareness (AFA)  
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, Anti-fraud Awareness (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 of AFA program currently being promoted is the Anti-Fraud Declaration and the completion of the Integrity Pact, which are mandatory for every BCA personnel.



- Socialization of Affiliated Transactions and Conflict of Interest Transactions  
BCA plays an active role in implementing information disclosure, or reports on affiliated transactions and conflict of interest transactions, as a form of implementing the principles of Good Corporate Governance. Policies related to affiliated 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. 155/SE/POL/2024 dated May 15, 2024, concerning 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-administrasi/acgs/kebijakan-gcg>).

#### a. 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.

##### 1) 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:

- 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.

- 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.
- 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.

##### 2) 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:

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

##### 3) 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.

**4) Self-Assessment Results**

The self-assessment results for the implementation of Good Corporate Governance in semesters I and II of 2024 were ranked 1 (one), with the following details:

**Results of Self-Assessment on the Implementation of Good Corporate Governance year 2024 Individually:**

	Rating	Rating Definition
Semester I	1	BCA management has generally implemented <b>very good</b> 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 <b>very good</b> 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**

**1) ASEAN Corporate Governance Scorecard**

In addition to self-assessments, the corporate governance implementation at BCA is also evaluated by an independent external 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 6 (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.

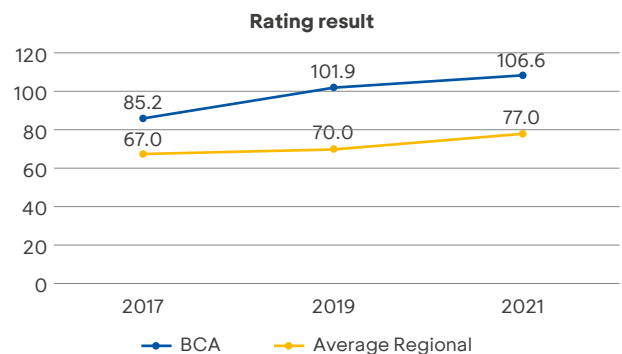
- **The party conducting the assessment**  
The party conducting the assessment is RSM Indonesia, which was appointed by the OJK and the Indonesia Stock Exchange (IDX) as Indonesia’s Domestic Ranking Body (DRB).
- **Assessment aspects**  
ASEAN CG Scorecard scoring is based on publicly accessible information. In general, aspects of the ACGS assessment are based on the governance principles issued by the Organization for OECD.

ACGS assessment aspects include:

- Level 1
  1. Right of Shareholder,
  2. Sustainability and resilience,
  3. Disclosure and transparency,
  4. Responsibility of the Board
- Level 2  
Bonus

• **Rating result**

ACGS assessment results was 106.64. BCA, along with 9 other issuers, succeeded in achieving the ASEAN Asset Class PLCs category, and BCA’s score exceeded the average regional assessment with the following details:



Implementation of indicators is the benchmark for the assessment. BCA has implemented these indicators and was 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) summons.
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 date of the GMS implementation.
  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>.
- **Recommendations and follow-up:**  
Regarding indicator D.3.4 in the ACGS, BCA was to develop a policy regarding quorum that:  
A Board of Directors meeting or Board of Commissioners meeting is valid and has the right to make binding decisions if at least  $\frac{2}{3}$  (two thirds) of the total number of members of the Board of Directors or Board of Commissioners who are currently serving are present or represented at the meeting.  
  
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.
2. **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.

The 2024 assessment results saw BCA successfully win the "Best Overall" award at the 15 IICD Corporate Governance Conference & Award and Top 50 Big Cap & Mid Cap Issuers, which was held in Jakarta on November 25, 2024.

### c. Assessment of BCA Subsidiaries

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

#### 1) 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.

#### 2) Assessment Criteria

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

#### 3) The party conducting the assessment

The self-assessment is carried out by the Corporate Secretary and Integrated GCG Unit.

#### 3) 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 2024 were "Very Compliant."

## GENERAL MEETING OF SHAREHOLDERS

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

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

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. OJK Regulation No. 15/POJK.04/2020 concerning Planning and Holding General Meeting of Shareholders of Public Limited Companies.
3. OJK Regulation No. 16/POJK.04/2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Limited Companies.
4. BCA's Articles of Association (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:

- 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](http://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 2023

In 2024, BCA held Annual GMS (AGMS) for Financial Year 2023. The agenda (along with the explanation of each agenda) discussed at the AGMS 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, 14 March 2024	
Time	9.49-12.15 WIB	
Venue	Menara BCA Grand Indonesia, Jl. M.H. Thamrin No. 1, Jakarta 10310	
Quorum	The number of share present or represented in the AGMS was 109,394,556,800 shares or equal to 88.740% of the total outstanding shares of BCA, 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	<b>Ir. Djohan Emir Setijoso</b>	<b>President Commissioner</b>
	Tonny Kusnadi	Commissioner
	Cyrellus Harinowo	Independent Commissioner
	Raden Pardede	Independent Commissioner
	Sumantri Slamet	Independent Commissioner

All members of Board of Commissioners attend the AGMS (100%)



Attendance of: The Board of Directors	<b>Jahja Setiaatmadja</b>	<b>President Director</b>
	Gregory Hendra Lembong	Deputy President Director
	Armand Wahyudi Hartono	Deputy President Director
	Tan Ho Hien/Subur as known as Subur Tan	Director
	Rudy Susanto	Director
	Lianawaty Suwono	Director (concurrently serving as Director of Compliance)
	Santoso	Director
	Vera Eve Lim	Director
	Haryanto Tiara Budiman	Director
	Frengky Chandra Kusuma	Director
	John Kosasih	Director
	Antonius Widodo Mulyono	Director
All members of Board of Directors attend the AGMS (100%)		
Attendance of: Audit Committee	<b>Sumantri Slamet</b>	<b>Chairman</b>
	Fanny Sagitadewi <sup>*)</sup>	Member
	Rallyati A. Wibowo <sup>*)</sup>	Member
All members of Audit Committee attend the AGMS (100%)		
Attendance of: Risk Oversight Committee	<b>Cyrellus Harinowo</b>	<b>Chairman</b>
	Endang Swasthika Wibowo <sup>*)</sup>	Member
	Reinhard Harianja <sup>*)</sup>	Member
	Joanes Justira Gunawan <sup>*)</sup>	Member
All members of Risk Oversight Committee attend the AGMS (100%)		
Attendance of: Remuneration and Nomination Committee	<b>Raden Pardede</b>	<b>Chairman</b>
	Ir. Djohan Emir Setijoso	Member
	Rudi Lim <sup>*)</sup>	Member
All members of Remuneration and Nomination Committee attend the AGMS (100%)		
Attendance of: Integrated Governance Committee	<b>Cyrellus Harinowo</b>	<b>Chairman</b>
	Gustiono Kustianto <sup>*)</sup>	Member
	Ratna Yanti <sup>*)</sup>	Member
	Pudjianto <sup>*)</sup>	Member
	Prabowo <sup>*)</sup>	Member
	Sutedjo Prihatono <sup>*)</sup>	Member
	Fanny Surjadi <sup>*)</sup>	Member
	Hendra Iskandar Lubis <sup>*)</sup>	Member
7 members of Integrated Governance Committee attend the AGMS (63.64%)		

\*) Attend the AGMS via video conference that allows the person concerned to see and hear the proceedings of the AGMS.

### 3. Procedures for Organizing AGMS

The AGMS at BCA are organized with the following procedures:

#### a. Notification

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

#### b. Announcement

- Announcements of the AGMS are made no later than 14 (fourteen) days prior the notice of AGMS.
- Announcement of the AGMS are submitted to BCA's shareholders through at least at eASY.KSEI, the Indonesia Stock Exchange (IDX) website, and the BCA website. Moreover, it is also published in Bisnis Indonesia and The Jakarta Post.
- Individual or more shareholders who jointly represent  $\frac{1}{200}$  (one twentieth) or more of the total number of shares and have valid voting rights issued by BCA can propose agendas for the GMS. Proposals from shareholder must be received no later than 7 (seven) days prior the notice of GMS and will be included in the agenda of the GMS if they meet the provisions of Article 21 Paragraph 4 of the BCA Articles of Association and Article 16 of the OJK Regulation No. 15/POJK.04/2020 dated April 21, 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 (twenty-eight) 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 where shareholders can authorise electronically (e-Proxy), the Indonesia Stock Exchange (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 2<sup>nd</sup> 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 13, 2024 at 16.00 WIB.
- In accordance with Article 23 Paragraph 1 of BCA's Articles of Association, the AGMS is valid and may adopt binding resolutions if the BCA's shareholders or their representatives, who representing more than  $\frac{1}{2}$  (one half) of the total number of BCA shares with valid voting rights issued by BCA are present and/or represented at the AGMS 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 the AGMS are announced through eASY.KSEI.
- The proof of announcements of the summary minutes of the AGMS are submitted to the OJK no later than 2 (two) working days after the announcement is made.
- The minutes of the AGMS are submitted to OJK and IDX no later than 30 (thirty) days after the AGMS are held. A copy of the minutes can be accessed and/or downloaded by the public on the BCA website in the Corporate Governance section, <https://www.bca.co.id/en/tentang-bca/tata-kelola/Akta-Perusahaan>.

**AGMS Procedures**

Activity	AGMS
Notification	Notified to OJK by sending letter No. 0106/DIR/2024 dated 24 January 2024.
Announcement	<ul style="list-style-type: none"> <li>Published the AGMS Announcement through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on January 31, 2024.</li> <li>Proof of the AGMS Announcement was submitted by sending hardcopy and e-reporting to OJK and IDX on January 31, 2024.</li> </ul>
Notice of GMS	<ul style="list-style-type: none"> <li>Published the Notice of AGMS through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on February 15, 2024.</li> <li>Proof of the Notice of AGMS was submitted by sending hardcopy and e-reporting to OJK and IDX on February 15, 2024.</li> <li>At the time of the Notice of AGMS, BCA also submitted the hardcopy and softcopy 2023 BCA Annual Report to the OJK. In addition, the 2023 BCA Annual Report is also available on the BCA website that can be accessed by stakeholders (<a href="https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporanpresentasi/laporan-tahunan">https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporanpresentasi/laporan-tahunan</a>).</li> </ul>
Implementation	Thursday, March 14, 2024
Summary of Minutes of Meeting	<ul style="list-style-type: none"> <li>Published through BCA website, KSEI website and daily newspapers, Bisnis Indonesia and The Jakarta Post on March 15, 2024.</li> <li>Proof of publication was submitted by sending hardcopy and e-reporting to OJK and IDX on March 18, 2024.</li> </ul>
Minutes of Meeting	<ul style="list-style-type: none"> <li>Published through BCA website on April 5, 2024.</li> <li>Minutes of meeting was submitted by sending hardcopy and e-reporting to OJK and IDX on April 5, 2024.</li> </ul>

**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 299-300 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 abide to observe the following rules:

- 1) Procedure for bringing up matters relating to the Meeting agenda:
  - a) The shareholders or their proxies that physically attend the Meeting may ask questions and/or express opinions, subject to the following provisions:
    - i. The shareholders or their proxies submit 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 form must be

completed with the shareholder's name, the number of shares owned/represented, the email address, as well as the questions and/or opinions to be asked or expressed; and

- ii. The shareholders or their proxies can submit the questions and/or opinions by raising their hands and submitting the form to the Meeting helpers when the Chairperson of the Meeting gives all the shareholders or their proxies the opportunity to do so before voting on the relevant agenda item takes place.
- b) The shareholders or their proxies that electronically attend 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.
    - ii. When asking a question, a shareholder or their 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 do its best to answer the questions in the order in which they are received.
  - i) To ensure the Meeting runs more effectively and efficiently, the Chairperson of the Meeting has the right to decide whether the questions will be answered immediately (orally) or in writing.
  - j) To ensure the Meeting runs more effectively and efficiently, the duration of the question-and-answer session for each agenda item is limited to a maximum of 10 (ten) minutes.
  - k) The questions that have not been answered directly (orally) will be answered in writing within 3 (three) business days after the date of the Meeting. BCA will send the response to the email address provided by the shareholder or their 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 their 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 on the Planning and holding General Meetings of Shareholders of Public Limited Companies ("OJK Regulation on GMS"), Regulation of the Financial Services Authority No. 16/POJK.04/2020 on the Conduct of Electronic General Meetings 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 shareholder or the shareholder's proxy 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 ½ (one-half) of the total votes present and/or represented at the Meeting;
    - d) Under the provisions of Article 47 of the OJK Regulation 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 a shareholder grants power to a proxy but casts votes through eASY.KSEI, the votes that will be counted are those cast by the shareholder through eASY.KSEI, and therefore the shareholder's proxy need not raise their 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 DISAGREE or ABSTAIN 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 DISAGREE and ABSTAIN, which have been submitted to the Meeting helpers;
    - 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:
- 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 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 a maximum of 2 (two) minutes;
- e) The shareholders that have cast their votes before the Meeting starts and the shareholders or their proxies that have registered through the eASY.KSEI application on the date of the Meeting will be deemed to have validly attended the Meeting even though they do not follow the Meeting until the end for any reason;
- f) If the shareholder or their 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 their 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 report the outcome of the vote count for each agenda item of the Meeting.

## 7. 2024 AGMS Decision and its Realizations

The decision of the 2024 AGMS and its realizations are as follows:

No.	Agenda	2024 AGMS Decision	Realization	
1.	<b>First Agenda</b> 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 2023 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 2023.	<ol style="list-style-type: none"> <li>Approving the Annual Report, including: <ol style="list-style-type: none"> <li>the Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2023, audited by the KAP Rintis, Jumadi, Rianto &amp; Rekan (previously known as KAP Tanudiredja, Wibisana, Rintis &amp; Rekan) - a member firm of the PwC global network (hereinafter referred to as "PwC Indonesia"), as evident from its report 00017/2.1025/AU.1/07/0229-1/1/1/2024 dated 24 January 2024 with unmodified opinion, as contained in the 2023 Annual Report; and</li> <li>the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2023, as contained in the 2023 Annual Report.</li> </ol> </li> <li>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 2023, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended 31 December 2023 and the relevant supporting documents thereof.</li> </ol>	Realized.	
<b>Voting Results:</b>				
	<b>Agree</b>	<b>Disagree</b>	<b>Abstain</b>	<b>Questions</b>
	108,702,268,987 (99.367%)	256,511,645 (0.235%)	435,776,168 (0.398%)	5



No.	Agenda	2024 AGMS Decision	Realization	
2.	<b>Second Agenda</b> Appropriation of the Company's Net Profit for the financial year ended 31 December 2023.	<p>I. According to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2023, audited by PwC Indonesia, the Company's net profits for the financial year ended 31 December 2023 amounted to Rp48,639,121,868,737 (forty-eight trillion six hundred thirty-nine billion one hundred twenty-one million eight hundred sixty-eight thousand seven hundred thirty-seven rupiah) ("Net Profits for 2023").</p> <p>II. Appropriating the Company's Net Profits for 2023 as follows:</p> <ol style="list-style-type: none"> <li>1. An amount of Rp486,391,218,687 (four hundred eighty-six billion three hundred ninety-one million two hundred eighteen thousand six hundred eightyseven rupiah) will be appropriated for reserve fund.</li> <li>2. An amount of Rp33,284,263,500,000 (thirty three trillion two hundred eighty four billion two hundred sixty three million five hundred thousand rupiah) or Rp270 (two hundred seventy rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2023 to the shareholders entitled to receive cash dividends; such amount includes the interim dividends of Rp5,239,189,625,000 (five trillion two hundred thirty-nine billion one hundred eighty-nine million six hundred twenty-five thousand rupiah) or equal to Rp42.50 (fourty-two rupiah fifty cents) per share already paid out by the Company on 20 December 2023; accordingly, the remaining amount of dividends is Rp28,045,073,875,000 (twenty-eight trillion fourty-five billion seventy-three million eight hundred seventy-five thousand rupiah) or equal to Rp227.50 (two hundred twenty seven rupiah fifty cents) per share. As regards such dividend payments, the following terms and conditions shall apply: <ol style="list-style-type: none"> <li>(i) the remaining amount of dividends for the financial year 2023 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;</li> <li>(ii) as regards the payments on the remaining dividends for the financial year 2023, the Board of Directors shall withhold tax on such dividends in accordance with the tax regulations in force;</li> <li>(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 2023, including (but not limited to): <ol style="list-style-type: none"> <li>(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 2023; and</li> <li>(bb) stipulating the date of payment of the remaining dividends for the financial year 2023 and any other technical matters with due observance of the regulations of the Indonesia Stock Exchange where the Company's shares are listed.</li> </ol> </li> </ol> </li> <li>3. The remaining of the Net Profits for 2023 that has not been appropriated for any particular use will be determined as retained earnings.</li> </ol> <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.	
<b>Voting Results:</b>				
	<b>Agree</b>	<b>Disagree</b>	<b>Abstain</b>	<b>Questions</b>
	106,980,104,967 (97.793%)	2,143,757,446 (1.960%)	270,694,387 (0.247%)	0

No.	Agenda	2024 AGMS Decision	Realization	
3.	<b>Third Agenda</b> Determination of the amount of salary or honorarium and benefits for the financial year 2024 as well as bonus payment (tantiem) for the financial year 2023 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 2024, 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 2024, 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 2023, 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 Rp765,000,000,000 (seven hundred sixty-five billion rupiah) for the bonus payments (tantieme) payable to the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2023.</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 2023, 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 2024 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 2023 will be set out in the Annual Report for the financial year 2024.</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>	Realized.	
<b>Voting Results:</b>				
	<b>Agree</b>	<b>Disagree</b>	<b>Abstain</b>	<b>Questions</b>
	99,658,226,256 (91.100%)	9,463,827,405 (8.651%)	272,503,139 (0.249%)	1

No.	Agenda	2024 AGMS Decision	Realization								
4.	<b>Fourth Agenda</b> 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 2024.	<p>I. Appointing the PwC Indonesia 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 2024.</p> <p>II. Appointing Mrs. Lucy Luciana Suhenda, a Public Accountant registered with the Financial Services Authority and practicing through the PwC Indonesia to audit/examine the books and records of the Company for the financial year ended 31 December 2024.</p> <p>III. Granting power and authority to the Board of Commissioners to:</p> <p>a. appoint another Public Accounting Firm if the PwC Indonesia 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 2024;</p> <p>b. appoint another Public Accountant practicing through the PwC Indonesia 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 2024; 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.</p> <p>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>	Realized.								
<b>Voting Results:</b>											
<table border="1"> <thead> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> <th>Questions</th> </tr> </thead> <tbody> <tr> <td>109,055,546,936 (99.690%)</td> <td>86,798,877 (0.079%)</td> <td>252,210,987 (0.231%)</td> <td>0</td> </tr> </tbody> </table>				Agree	Disagree	Abstain	Questions	109,055,546,936 (99.690%)	86,798,877 (0.079%)	252,210,987 (0.231%)	0
Agree	Disagree	Abstain	Questions								
109,055,546,936 (99.690%)	86,798,877 (0.079%)	252,210,987 (0.231%)	0								
5.	<b>Fifth Agenda</b> Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2024.	<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 2024, 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>	Realized.								
<b>Voting Results:</b>											
<table border="1"> <thead> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> <th>Questions</th> </tr> </thead> <tbody> <tr> <td>106,980,105,067 (97.793%)</td> <td>2,143,757,446 (1.960%)</td> <td>270,694,287 (0.247%)</td> <td>0</td> </tr> </tbody> </table>				Agree	Disagree	Abstain	Questions	106,980,105,067 (97.793%)	2,143,757,446 (1.960%)	270,694,287 (0.247%)	0
Agree	Disagree	Abstain	Questions								
106,980,105,067 (97.793%)	2,143,757,446 (1.960%)	270,694,287 (0.247%)	0								
6.	<b>Sixth Agenda</b> 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 2024, 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-6/PB.3/2023 dated 21 December 2023 on the Update of the Recovery Plan of PT Bank Central Asia Tbk 2024.	Realized.								
<b>Voting Results:</b>											
<table border="1"> <thead> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> <th>Questions</th> </tr> </thead> <tbody> <tr> <td>106,925,118,367 (97.743%)</td> <td>2,217,111,146 (2.027%)</td> <td>252,327,287 (0.230%)</td> <td>2</td> </tr> </tbody> </table>				Agree	Disagree	Abstain	Questions	106,925,118,367 (97.743%)	2,217,111,146 (2.027%)	252,327,287 (0.230%)	2
Agree	Disagree	Abstain	Questions								
106,925,118,367 (97.743%)	2,217,111,146 (2.027%)	252,327,287 (0.230%)	2								

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

The parties that count and/or validate the votes at the 2024 AGMS was PT Raya Saham Registra as BCA's Securities Administration Bureau and BCA has appointed independent parties, namely Christina Dwi Utami, S.H., M.Hum., M.Kn., as the Public Notary who verified the vote count.

## 8. 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.	<b>First Agenda</b> 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;	<p>I. Approving the Annual Report, including:</p> <ol style="list-style-type: none"> <li>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 the Public Accounting Firm of Tanudiredja, Wibisana, Rintis &amp; Rekan (a member firm of PwC global network), as evident from its report 00017/2.1025/AU.1/07/1124-3/1/1/2023 dated 25 January 2023 with unmodified opinion, as contained in the 2022 Annual Report; and</li> <li>the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2022, as contained in the 2022 Annual Report.</li> </ol> <p>II. Granting a release and discharge of liability (acquit et decharge) to all members of the Board of Directors for their actions related to the management of the Company and the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 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 thereof.</p>	Realized.	
<b>Voting Results:</b>				
	<b>Agree</b>	<b>Disagree</b>	<b>Abstain</b>	<b>Questions</b>
	107,576,773,734 (99.529%)	20,991,185 (0.020%)	487,265,525 (0.451%)	1

No.	Agenda	2023 AGMS Decision	Realization
2.	<b>Second Agenda</b> 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 the Public Accounting Firm of Tanudiredja, Wibisana, Rintis &amp; Rekan (a member firm of 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"> <li>1. An amount of Rp407,357,225,265 (four hundred seven billion three hundred fiftyseven million two hundred twenty-five thousand two hundred sixty-five rupiah) will be appropriated for reserve fund.</li> <li>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 fiftyeight million five hundred thousand rupiah) or equal to Rp170 (one hundred seventy rupiah) per share.</li> </ol> <p>As regards such dividend payments, the following terms and conditions shall apply:</p> <ol style="list-style-type: none"> <li>(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;</li> <li>(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;</li> <li>(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"> <li>(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</li> <li>(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;</li> </ol> </li> </ol> <p>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> <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.

**Voting Results:**

Agree	Disagree	Abstain	Questions
107,808,270,849 (99.743%)	300 (0.001%)	276,759,295 (0.256%)	0



No.	Agenda	2023 AGMS Decision	Realization	
3.	<b>Third Agenda</b> 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. 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>	Realized.	
<b>Voting Results:</b>				
	<b>Agree</b>	<b>Disagree</b>	<b>Abstain</b>	<b>Questions</b>
	100,967,432,868 (93.415%)	6,806,857,896 (6.298%)	310,739,680 (0.287%)	0

No.	Agenda	2023 AGMS Decision	Realization								
4.	<b>Fourth Agenda</b> 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 the Public Accounting Firm of Tanudiredja, Wibisana, Rintis &amp; Rekan (a member firm of 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 the Public Accounting Firm of Tanudiredja, Wibisana, Rintis &amp; Rekan (a member firm of 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 the Public Accounting Firm of Tanudiredja, Wibisana, Rintis &amp; Rekan (a member firm of 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 the Public Accounting Firm of Tanudiredja, Wibisana, Rintis &amp; Rekan (a member firm of 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;</p> <p>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>	Realized.								
<b>Voting Results:</b>											
<table border="1"> <thead> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> <th>Questions</th> </tr> </thead> <tbody> <tr> <td>107,769,928,164 (99.708%)</td> <td>38,333,485 (0.036%)</td> <td>276,768,795 (0.256%)</td> <td>0</td> </tr> </tbody> </table>				Agree	Disagree	Abstain	Questions	107,769,928,164 (99.708%)	38,333,485 (0.036%)	276,768,795 (0.256%)	0
Agree	Disagree	Abstain	Questions								
107,769,928,164 (99.708%)	38,333,485 (0.036%)	276,768,795 (0.256%)	0								
5.	<b>Fifth Agenda</b> 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>	Realized.								
<b>Voting Results:</b>											
<table border="1"> <thead> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> <th>Questions</th> </tr> </thead> <tbody> <tr> <td>107,808,270,249 (99.743%)</td> <td>300 (0.001%)</td> <td>276,759,895 (0.256%)</td> <td>0</td> </tr> </tbody> </table>				Agree	Disagree	Abstain	Questions	107,808,270,249 (99.743%)	300 (0.001%)	276,759,895 (0.256%)	0
Agree	Disagree	Abstain	Questions								
107,808,270,249 (99.743%)	300 (0.001%)	276,759,895 (0.256%)	0								

No.	Agenda	2023 AGMS Decision	Realization		
6.	<b>Sixth Agenda</b> 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 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.	Realized.		
<b>Voting Results:</b>					
		<b>Agree</b>	<b>Disagree</b>	<b>Abstain</b>	<b>Questions</b>
		107,732,539,564 (99.674%)	68,924,685 (0.064%)	283,566,195 (0.262%)	0
7.	<b>Seventh Agenda</b> Approval of the Resolution Plan of the Company.	<p>I. 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>II. 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>III. 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>	Realized.		
<b>Voting Results:</b>					
		<b>Agree</b>	<b>Disagree</b>	<b>Abstain</b>	<b>Questions</b>
		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 parties that count and/or validate the votes at the 2023 AGMS was PT Raya Saham Registra as BCA's Securities Administration Bureau and BCA has appointed independent parties, namely Christina Dwi Utami, S.H., 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/kebijakan-gcg>) in the Corporate Governance - Corporate Action - Dividend section.
- Dividend payments (interim or final/annual) were made by BCA punctually and based on the principle of fairness. All shareholders are treated equally and dividends are paid no later than 30 (thirty) days after the announcement of an interim dividend and/or GMS approving the distribution of the final dividend.

- Payment of cash dividends for financial year 2023 was paid on April 4, 2024 and interim dividend payments for financial year 2024 were made on December 11, 2024.
- BCA published the announcement and procedure for payment of cash dividends 2023 on March 18, 2024 in daily newspaper namely Bisnis Indonesia and The Jakarta Post. The announcement and procedure for payment of the 2024 interim dividend was published on November 12, 2024 on the Indonesia Stock Exchange and BCA's website.
- The historical amount of dividend distribution can be seen on page 21 of this Annual Report.

#### 10. Statements Regarding Unrealized GMS Resolutions

BCA has implemented all recommendations from the Annual GMS decision dated March 16, 2023, and the Annual GMS decision dated March 14, 2024, therefore, there is no information pertaining to any reason with regards to decisions that has not been realized.

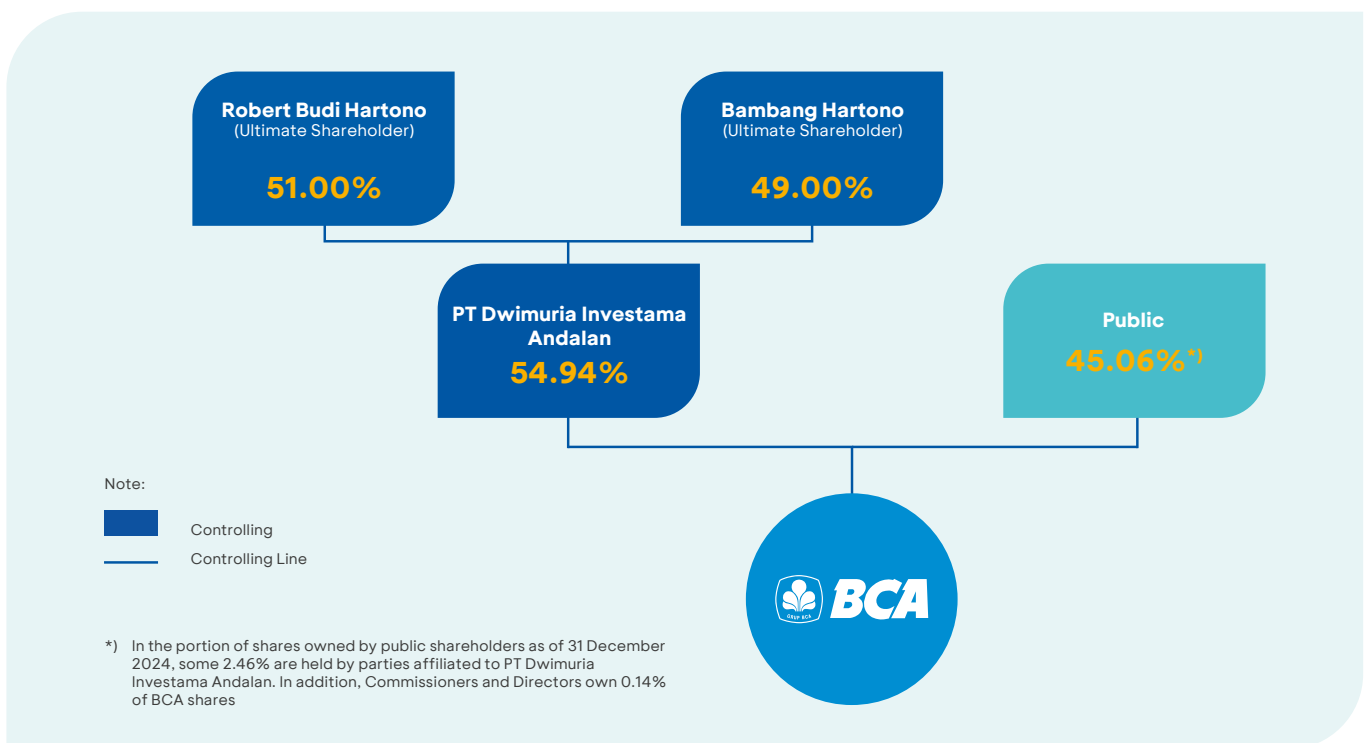
## INFORMATION ON ULTIMATE/CONTROLLING SHAREHOLDER

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 current 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](http://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 Board of Commissioners Charter was updated on 2024, as stated in the BCA Corporate 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 advice to the Board of Directors in accordance with regulations, including:
  - The Board of Commissioners reviews and gives approval to the updated Recovery Plan that has been submitted to the Regulator.
  - 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) Regularly monitor and provide input to the Board of Directors on the implementation of corporate governance;
  - 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;
  - 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 Division.
- The Board of Commissioners receives, monitors, and discusses with the Board of Directors regarding developments in new regulations from Bank Indonesia and OJK.
- The Board of Commissioners regularly discusses the implementation of Anti-Money Laundering, Countering the Financing of Terrorism and Countering the Financing of Proliferation of Weapons of Mass Destruction (AML, PPT and PPPSPM) Programmes and approves the Policies and Provisions for the Implementation of AML, PPT and PPPSPM Programmes.

#### **Internal Auditor**

- The Board of Commissioners discussed the external review report on the quality assurance and maturity assessment of the Internal Audit function.
- The Board of Commissioners receives reports regarding the implementation of the main points of internal audit results on a semesterly 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, 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 (since May 16, 2024, KAP Tanudiredja, Wibisana, Rintis & Rekan, a member firm of the PwC global network has changed its name to KAP Rintis, Jumadi, Rianto & Rekan) to carry out an audit assignment for the BCA financial statements for the 2024 financial year and has received approval at the 2024 BCA AGMS.
  - Based on the recommendation of the Audit Committee, the Board of Commissioners approved the replacement of the auditor to complete the audit/review of BCA's books and records for the fiscal year ending December 31, 2024.
- 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 periodically evaluates the Risk Management Policy, among others, by approving the determination of the level of risk appetite of the Bank.
  - 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 exposures;
  - 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 DAI, 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.
- d. Coordinate the implementation of the duties and responsibilities of the Board of Commissioners.
- e. The President Commissioner, together with the President Director, signs the documents to be submitted to the Regulator in accordance with the applicable regulations.

In accordance with its duties and responsibilities, throughout 2024 the BCA Board of Commissioners will not be involved in decision-making on BCA's operational activities except in matters mandated in BCA's Articles of Association.

### **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 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; and
    - 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 concerning the Implementation of Good Corporate Governance for Commercial Banks.

### Nomination Mechanism

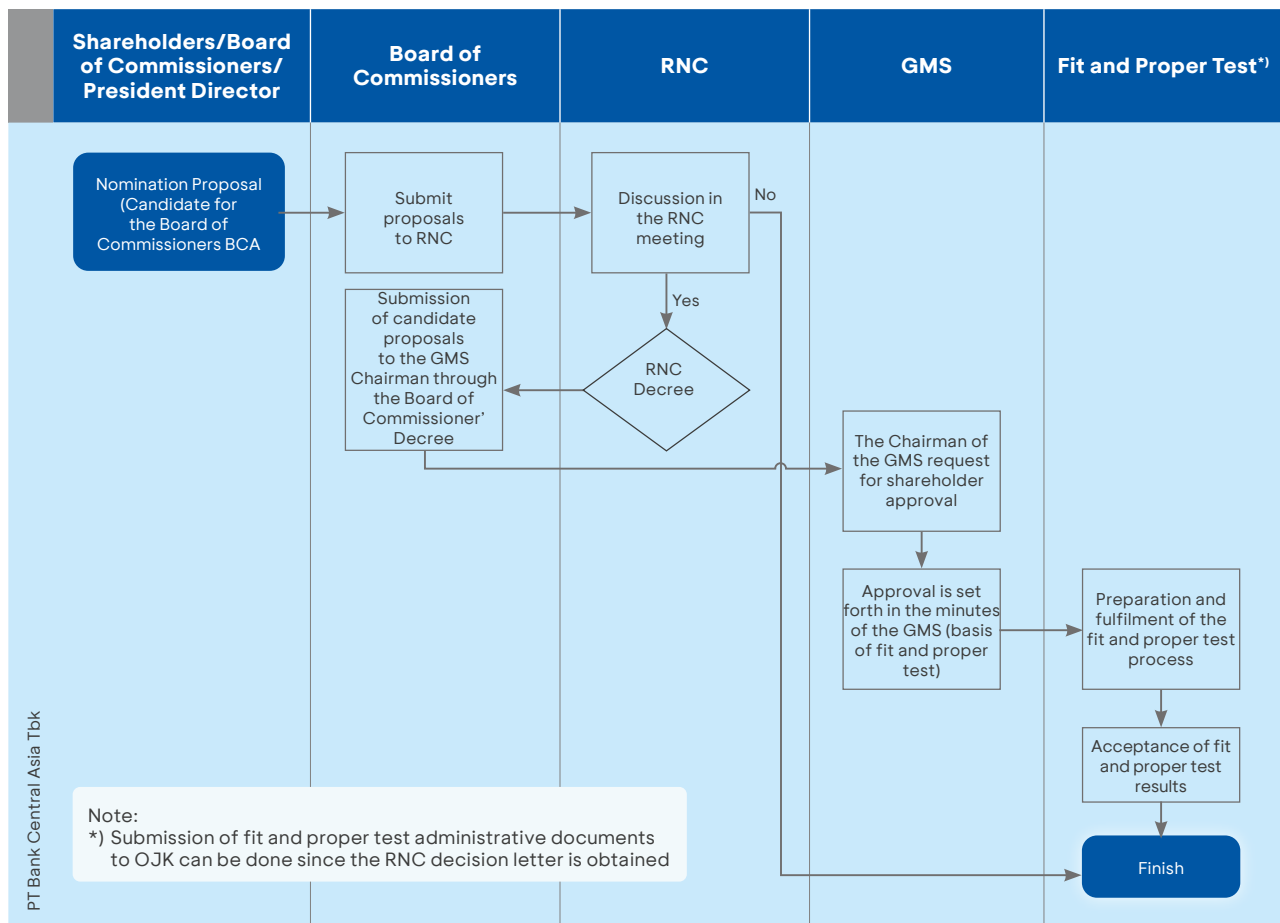
BCA has arrangements related to the nomination mechanism in the Mechanism for Nomination of Members of the Board of Commissioners and the Board of Directors documents, which can be accessed by the public through the BCA website under the Corporate Governance Section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

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. Subjects 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.

Provisions of OJK Regulation on the Implementation of Governance for Commercial Banks	Implementation at BCA
Have at least 3 (three) people and at most the same as the number of members of the Board of Directors.	Members of the Board of Commissioners consists of 5 (five) people.
Have at least 1 (one) member of the Board of Commissioners domiciled in Indonesia.	All members of the BCA Board of Commissioners are domiciled in Indonesia.
Have Independent Commissioners of at least 50% of the total number of members of the Board of Commissioners.	The number of BCA Independent Commissioners is 3 (three) people or 60% (sixty percent) of the total number of members of the BCA Board of Commissioners.

As of December 31, 2024, 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 2024, 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 West Jakarta.



### The Composition of BCA Board of Commissioners as of December 31, 2024

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

In connection with the receipt of Mr. Djohan Emir Setijoso's resignation letter from his position as President Commissioner of BCA on December 16, 2024, BCA has made an information disclosure on December 17, 2024 to comply with the provisions of Article 27 jo. Article 9 POJK No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies jis. Article 2 paragraph (1) POJK No. 31/POJK.04/2015 regarding Disclosure of Information or Material Facts by Issuers or Public Companies and Provision III.2.1.1 Attachment to the Decree of the Board of Directors of PT Bursa Efek Indonesia Number Kep-00066/BEI/09-2022 regarding Amendments to Regulation Number I-E regarding Obligation to Submit Information.

All members of the Board of Commissioners of BCA have obtained approval and 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 must 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 information that available electronically (online base).

In 2024, 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 2024 were implemented offline and online. The list of training programs attended by members of the Board of Commissioners throughout 2024 is as follows:

### Training Programs Participated in by Members of the Board of Commissioners in 2024

No.	Name	Training Program	Organizer	Date	Location	Media/Form
1	D.E. Setijoso	Refreshment BSMR: Strengthen 4 Pillars Risk Control System toward Sustainable Bank	BCA	January 15, 2024	Jakarta, Indonesia	Webinar
		Risk Management Alignment Seminar for Commissioners: Improving the Oversight Function of Risk Management Implementation to Realize a Sustainable Banking Industry	Bankers Association for Risk Management (BARa)	May 21-22, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Wealth Summit 2024	BCA	September 4-5, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum 2024	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
2	Tonny Kusrandi	Risk Management Alignment Seminar Qualification Level 6	BARa	October 16-18, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum 2024	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
3	Cyrillus Harinowo	Starting Year Forum 2024: Monetary Stability Amidst Economic Dynamics 2024	Infobank	February 1, 2024	Jakarta, Indonesia	Webinar
		Risk Management Alignment Seminar Qualification Level 6	BARa	August 23, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Wealth Summit 2024	BCA	September 4-5, 2024	Jakarta, Indonesia	Seminar/Conference
		ASEAN Global Leadership Program: Innovation and Entrepreneurship: Cutting-edge Insights from China	SRW & Co. and Cheung Kong Graduate School of Business, China	November 4-8, 2024	China	Seminar/Conference
		Indonesia Knowledge Forum 2024	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
		KPMG Board Governance Forum: Climate reporting in the financial statements event	KPMG	November 14, 2024	Jakarta, Indonesia	Seminar/Conference
4	Raden Pardede	Risk Management Alignment Seminar Qualification Level 6	BARa	October 16-18, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum 2024	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
5	Sumantri Slamet	BCA Trading Trends 2024	BCA	January 11, 2024	Jakarta, Indonesia	Webinar
		Digital Transformation Strategy	Imperial College Business School, London	June 17-21, 2024	London, UK	Seminar/Conference

No.	Name	Training Program	Organizer	Date	Location	Media/Form
		Risk Management Alignment Seminar Qualification Level 6	BARa	August 21-23, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Wealth Summit 2024	BCA	September 4-5, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum 2024	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
		KPMG Board Governance Forum: Climate reporting in the financial statements event	KPMG	November 14, 2024	Jakarta, Indonesia	Seminar/Conference

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's policy on share ownership reporting by members of the Board of Commissioners refers to Article 57 of OJK Regulation No. 17 of 2023 concerning the Implementation of Governance for Commercial Banks, OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks, Article 2 of OJK Regulation No. 11/POJK.04/2017 concerning Reports on Ownership or Any Changes in Share Ownership of Public Companies, and OJK Regulation No. 4 of 2024 concerning Reports on Ownership or Any Changes in Share Ownership of Public Companies and Reports on Activities of Pledge of Shares of Public Companies.

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

The Board of Commissioner' Charter governs the following:

- a. Disclosure obligations of the Board of Commissioners on share ownership that reaches 5% (five percent) 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 domiciled in the country and abroad. In addition, BCA has also established and maintains a special register as provided in Article 50 of the Limited Liability Company Law.

- b. The obligation of the members of the Board of Commissioners to submit to BCA information on ownership and changes in ownership of BCA shares no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of the Public Company. The policy of reporting ownership or any change in ownership of shares of the Board of Commissioners is in accordance with OJK Regulation No. 11/POJK.04/2017 on Reporting Ownership or Any Change in Ownership of Shares of Public Companies, which was repealed by OJK Regulation No. 4 of 2024 on Reporting Ownership or Any Change in Ownership of Shares of Public Companies and Reporting Activities of Pledging Shares of Public Companies, and was socialized by Memorandum No. 075/MO/ESG/2024 dated August 6, 2024 by the Corporate Secretary to all Board of Directors and the 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 2024 through the e-reporting system to OJK and IDX.

**Table of Share Ownership of Members of the Board of Commissioners Reaching 5% (five percent) or More of Paid-up Capital as of December 31, 2024**

Name	Share ownership of members of the Board of Commissioners amounting to 5% or more in:			
	BCA	Other Bank	Non-Bank Financial Institution	Other Companies
Djohan Emir Setijoso	-	-	-	√
Tonny Kusnadi	-	-	-	√
Cyrillus Harinowo	-	-	-	√
Raden Pardede	-	-	-	√
Sumantri Slamet	-	-	-	-

All members of the Board of Commissioners do not have indirect ownership of BCA shares. The BCA Board of Commissioners owns 0.093% of BCA shares cumulatively. The following is a breakdown of BCA share ownership along with the percentage at the beginning and end of the financial year by members of the Board of Commissioners directly in 2024.

**Table of Number of BCA Share Ownership by the Board of Commissioners in 2024**

Board of Directors	Number of Ownership at the Beginning of the Year (as of January 1, 2024)	Percentage	Number of Ownership at the End of the Year (as of December 31, 2024)	Percentage
Djohan Emir Setijoso	106,610,700	0.086%	106,824,845	0.087%
Tonny Kusnadi	7,087,982	0.006%	7,269,681	0.006%
Cyrillus Harinowo	N/A	N/A	N/A	N/A
Raden Pardede	N/A	N/A	N/A	N/A
Sumantri Slamet	N/A	N/A	N/A	N/A
<b>TOTAL</b>	<b>113,698,682</b>	<b>0.092%</b>	<b>114,094,526</b>	<b>0.093%</b>

## 11. Concurrent Position of the Board of Commissioners Members

The provision of concurrent positions of the BCA Board of Commissioners are based on Article 46 of OJK Regulation concerning the Implementation of Governance for Commercial Banks are as follows:

a. BCA's Board of Commissioners Members do not hold concurrent positions:

- 1) As members of the Board of Directors, the Board of Commissioners, or executive officers:
  - a) In financial institutions or financial company, both banks and non-banks;
  - b) In more than 1 (one) non-financial institution or non-financial company, both domestic and overseas;
- 2) In the field of functional duties at a bank financial institution and/or non-bank financial institution domiciled in or outside the country;
- 3) In other positions that may cause a conflict of interest in carrying out duties as a member of the Board of Commissioners; and/or
- 4) In other positions in accordance with the provisions of laws and regulations.

- b. Independent Commissioners are prohibited from holding concurrent positions as public officials, namely people who are appointed and given the task of occupying certain positions or positions in public bodies that are partly or wholly funded by the state revenue and expenditure budget and/or regional revenue and expenditure budget.
- c. Not included in the 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 carry out supervisory functions at 1 (one) non-bank subsidiary company controlled by BCA;
  - 2) Non-Independent Commissioners carry out functional duties from bank shareholders in the form of legal entities in the BCA 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 BCA Board of Commissioners.

- d. Members of the BCA Board of Commissioners shall not serve concurrently as committee members on more than 5 (five) committees in institutions/companies in which they also serve as members of the Board of Directors or Board of Commissioners.

Throughout 2024, all members of the BCA Board of Commissioners do not hold positions in BCA's Subsidiaries. The following is information regarding concurrent positions of members of the Board of Commissioners in other agencies/companies/institutions/organizations/committees throughout 2024.

**Table of Concurrent Positions of BCA Board of Commissioners in 2024**

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

\*) Serving until August 28, 2024.

**Table of Concurrent Positions of the Board of Commissioners in Committees at BCA in 2024**

Name	Positions at BCA	AGMS Period	Position in Committee
Djohan Emir Setijoso	President Commissioner	2021-2026	Remuneration and Nomination Committee Members
Tonny Kusnadi	Commissioner	2021-2026	-
Cyrellus Harinowo	Independent Commissioner	2021-2026	Chairman of the Risk Monitoring 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. Assessment of Committees under the Board of Commissioners

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

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

The Board of Commissioners carries out an assessment 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 2024.



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

Committee	Assessment
1. AC	<p>The 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, implementation of corporate governance, and compliance with applicable laws and regulations.</p> <p>Throughout 2024, the AC has carried out its duties effectively and has held 31 (thirty-one) meetings, has attended education or training, and has realized the AC work program.</p> <p>Information related to meeting attendance, education or training, and the AC work program can be seen in the Audit Committee Chapter on page 371.</p>
2. ROC	<p>ROC has ensured that BCA has a risk management system that provides protection against the risks faced by BCA.</p> <p>Throughout 2024, ROC has held 17 (seventeen) meetings, has participated in education or training, and has realized ROC work program.</p> <p>Information related to meeting attendance, education or training, and ROC work program can be seen in the Risk Oversight Committee Chapter on page 378.</p>
3. RNC	<p>RNC has carried out its duties in providing recommendations to the Board of Commissioners regarding the remuneration policy at BCA as a whole.</p> <p>Throughout 2024, RNC has held 5 (five) meetings, has participated in education or training, and has realized the RNC work program.</p> <p>Information related to meeting attendance, education, or training and the RNC work program can be seen in the Remuneration and Nomination Committee Chapter on page 384.</p>
4. IGC	<p>IGC supports the Board of Commissioners in supervising the implementation of integrated governance at BCA and its subsidiaries.</p> <p>Throughout 2024, IGC has held 6 (six) meetings, has attended education or training, and has implemented IGC work programs.</p> <p>Information related to meeting attendance, education, or training and IGC work programs can be seen in the Integrated Governance Committee Chapter on page 388.</p>

The Committees under the Board of Commissioners Chapter on pages 371 of this Annual Report contains detailed explanations of the committees under the Board of Commissioners

### 13. Report on the Implementation of the Duties of the Board of Commissioners Members

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

The policies and implementation of the Board of Commissioners' meetings, including joint meetings with the Board of Directors, and the complete attendance level of each members of the Board of Commissioners are presented on pages 346 and 355 under the Meetings of the Board of Commissioners, the Board of Directors and Joint Meetings Section of this Annual Report.

### 14. Performance Assessment of Members of the Board of Commissioners

The assessment of members of the Board of Commissioners' performance, in particular the procedure for conducting performance assessment, the criteria used and the parties conducting the assessment, can be found on page 361 of this Annual Report in the section "Assessment of the Performance of the Board of Commissioners and the Management".

## INDEPENDENT COMMISSIONERS

As of December 31, 2024, 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 the provision of OJK Regulation concerning the Implementation of Governance for Commercial Banks and 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 familial 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.

The following is the statement of independence of Independent Commissioners who have been appointed for more than 2 (two) terms, which was stated at the 2021 Annual GMS:

In connection with my nomination as Independent Commissioner of PT BCA Tbk (hereinafter referred to as the "Company") and considering that I have served as Independent Commissioner of BCA for more than 2 (two) terms of office, in order to comply with the provisions of Article 25 paragraph 1 of OJK Regulation No.33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and Article 26 paragraph 1 letter b of OJK Regulation No.55/POJK.03/2016 concerning implementation governance for commercial banks, I hereby declare,

1. Have no financial relationship, management relationship, ownership relationship, and/or familial relationship with members of the Board of Directors, other members of the Board of Commissioners, and/or current controlling shareholders of the Company or any relationship with BCA that could affect my ability to act independently as regulated in OJK provisions governing the Implementation of Governance for Commercial Banks.
2. If it is later discovered that I have the relationship as referred to in number 1, then I am willing to relinquish my position as Independent Commissioner and am willing to be replaced.

**Table of aspects of independence of Independent Commissioners**

Independence Aspects	Cyrillus Harinowo	Raden Pardede	Sumantri Slamet
Not a person who is employed or has the authority and responsibility to plan, lead, control, or oversee BCA activities within the last 6 (six) months, except for re-appointment as an Independent Commissioner of BCA in the following period.	√	√	√
Has no share in BCA, directly or indirectly	√	√	√
Has no affiliated 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 in 2024 in accordance to Board of Directors Decree No. 165/SK/DIR/2024, and is 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:

- a. 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:
  - 1) Lead and manage BCA in accordance with the purposes and objectives of BCA.

- 2) Control, maintain and manage BCA's assets for its interest.
  - 3) 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.
- b. 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.
  - c. The Board of Directors represents BCA inside and outside the court on all matters and in all events, binds BCA to other parties and other parties to the BCA, 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.
    - 1) Lend money or provide credit or other banking facilities that resemble or result in a loan of money:
      - a) to related parties, as stipulated in Bank Indonesia Regulations concerning Legal Lending Limits for Commercial Banks;
      - b) exceeding a certain amount, as determined by the Board of Commissioners from time to time.
    - 2) Provide guarantees or debt guarantees (*borgtocht*):
      - a) to guarantee payment obligations of related parties to other parties as specified in Bank Indonesia, the OJK, or other authorized agencies' provisions concerning the Legal Lending Limit for Commercial Banks;
      - b) to guarantee the obligations of other parties in the excess of a certain amount, as determined by the Board of Commissioners from time to time.
    - 3) Purchase, or in other ways obtain, immovable property, except in the context of carrying out other activities commonly carried out by BCA 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 BCA, 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;

- 4) Establish a new company, carry out or release or reduce equity participation, or increase equity participation, except:
    - a) Additional capital participation derives from the company's stock dividends; or
    - b) Equity participation in the context of credit bailout,
 with due observance of the applicable laws and regulations;
  - 5) 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;
  - 6) Transfer or relinquish BCA'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;
  - 7) Sell or transfer, release rights to, or pledge/guarantee, BCA'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  $\frac{1}{2}$  (one-half) of the total net worth of BCA listed in the BCA'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;
  - 8) Carry out strategic legal actions or transactions that may have a significant impact to BCA's business continuity; the types of legal actions or transactions will be determined from time to time by the Board of Commissioners;
  - 9) 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, without prejudice to applicable laws and regulations.
- d. To carry out one of the following actions:
- 1) Transfer, relinquish rights, and/or make into debt guarantees totaling more than  $\frac{1}{2}$  (one-half) of BCA's total net worth or constituting all of BCA's assets, either in a single transaction or several transactions that are independent or related to one another in a single financial year; or
  - 2) File a request to the competent authority regarding the bankruptcy of BCA or a request for BCA 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 BCA and/or their legal proxies representing at least  $\frac{3}{4}$  (three-quarters) of the total number of shares of BCA with valid voting rights that BCA has issued, and the proposal submitted is approved by more than  $\frac{3}{4}$  (three-quarters) of the total number of votes legally cast at the meeting in question.
- e. In terms of:
- 1) A member of the Board of Directors is not authorized to represent BCA in matters or transactions in which the member of the Board of Directors concerned has a conflicting interest with the interests of BCA, it must be represented by another member of the Board of Directors (without prejudice to the provisions of BCA Articles of Association);
  - 2) All members of the Board of Directors have conflicting interest with BCA, the Board of Commissioners of BCA has the authority to act for, on behalf of, and represent BCA in such issues or transactions;
  - 3) The clauses in points 1) and 2) above do not prejudice the BCA Articles of Association's provision on "Transactions Containing Conflicts of Interest."
- f. 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.
- g. In connection to the above-mentioned primary duties of the Board of Directors, the Board of Directors is required to:
- 1) Strive and ensure that BCA's business and activities are carried out in accordance with BCA's objectives and business field;
  - 2) Prepare and submit to the Board of Commissioners BCA's development plan, work plan, and annual budget, as well as other plans related to BCA's business implementation and convey to the Board of Commissioners;
  - 3) Organize and maintain BCA's bookkeeping and administration in accordance company's custom;



- 4) Create an accounting system based on internal control principles, particularly the separation of management, recording, storage, and supervision functions;
  - 5) Provide accountability and all information regarding the condition and operation of BCA in the form of reports on BCA'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 BCA's Articles of Association, whenever requested by the Board of Commissioners;
  - 6) Prepare the organizational structure of BCA, complete with details of the duties;
  - 7) Carry out other obligations in accordance with BCA's Articles of Association or based on the instructions of the Board of Commissioners or GMS meeting.
- h. Other Obligations:
- 1) Carry out GCG Principles in every business activity of BCA at all levels or phases of BCA's organization;
  - 2) Develop an internal control framework to identify, measure, monitor, and control all risks faced by BCA;
  - 3) Follow up on audit findings and recommendations from BCA's DAI, an external auditor, monitoring results from BI, OJK, and/or monitoring results from other authorities;
  - 4) Establish a DAI that is independent of operational work units and effectively implements the internal audit function in accordance with applicable regulations;
  - 5) Establish a risk management work unit, as well as a risk management committee and a compliance work unit;
  - 6) Submit the annual work plan, which also includes BCA'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;
  - 7) Submit BCA's financial statements for audit to a PA;
  - 8) Disclose BCA's strategic 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, BCA'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;
  - 9) Provide the Board of Commissioners with accurate, relevant, and timely data and information;
  - 10) Appoint members of the Board of Directors' supporting committees based on the decision of the Board of Directors meeting;
  - 11) Hold the annual GMS and/or other GMS/EGMS in accordance with BCA's needs and applicable regulations;
  - 12) Deliver accountability for BCA's management for 1 (one) year to the GMS no later than 6 (six) months after the BCA's financial year ends;
  - 13) 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:
- a. Establish policies for leading and managing BCA;
  - b. Determine the formulation of BCA strategic strategies and policies;
  - c. Regulate the provisions regarding BCA's employment, including the determination of salaries, pensions or old-age benefits, and other income for BCA's employees, based on applicable laws and regulations and/or GMS decisions (if any);
  - d. Appoint and dismiss BCA's employees based on BCA's employment regulations;
  - e. Regulate the delegation of powers by the Board of Directors inside and outside the court to one or more members of the Board of Directors specifically appointed for that purpose, or to one or more employees of BCA, either alone or in collaboration with other people or bodies;
  - f. 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 BCA Articles of Association, the following apply:
- a. 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 BCA;
  - b. If due to any reason the President Director is not or 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 BCA;

- c. If the President Director and Deputy President Directors, for any reason, are not or has 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 BCA.

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 that can be accessed 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 No. 17 of 2023 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 accessed by public through the BCA website under the Organizational Structure section. (<https://www.bca.co.id/en/tentang-bca/tatakelola/struktur-organisasi>).

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

- a. Good ethics, morals, and integrity.
  - b. Capable of performing legal actions.
  - c. Within 5 (five) years before appointment and during the term of office:
    - 1) Has not been convicted for committing a crime detrimental to the state finances or relating to the financial sector; and
    - 2) Has not been a member of the Board of Directors and/or Board of Commissioners in which during his/her terms of office:
      - a) Did not hold an Annual GMS;
      - b) 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
- c) 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;
  - 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 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:
      - a). Criminal acts in the financial services sector whose crimes were completed within the last 20 (twenty) years prior being nominated;
      - b). 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
      - c). 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.
- g. 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.
- h. 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 prior 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 concerning the Implementation of Good Corporate Governance for Commercial Banks.

### Nomination Mechanism

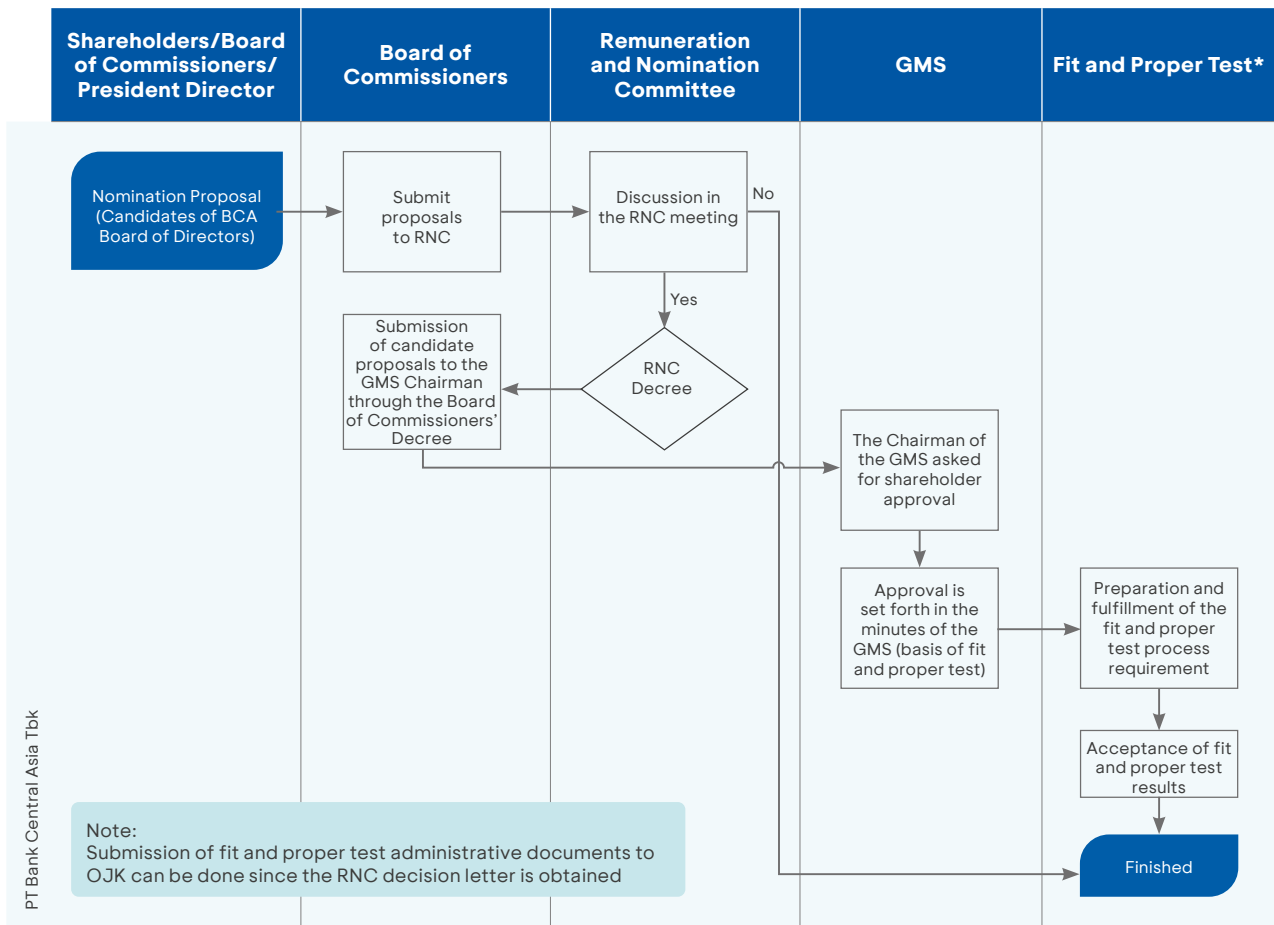
BCA has nomination mechanism regulations in the Nomination Mechanism document of the Board of Commissioners and the Board of Directors, which is accessible for the public on the BCA website under the Corporate Governance Section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

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

- a. Proposal from Shareholder/Board of Commissioners/President Director related to the nomination of the Board of Directors submitted to the Board of Commissioners.
- b. The Board of Commissioners requests the Remuneration and Nomination Committee (RNC) to discuss proposals regarding nominations or the Board of Directors.
- c. 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:
  - 1) 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);
  - 2) Candidate criteria and qualifications in accordance with the Bank's strategy;
  - 3) 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).
- d. Following the discussion, RNC makes recommendations to the Board of Commissioners. The recommendation is in the form of an RNC Decree.
- e. 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.
- f. On the GMS agenda, the GMS Chairman requests for shareholders' approval with regards to the nomination of the Board of Directors.
- g. 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.
- h. BCA may use a reputable independent third-party service (search firms) in the selection process of 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 BCA RNC. 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 No. 17 of 2023 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 provisions Implementation of Governance for Commercial Banks	Implementation at BCA
Banks are required to have at least 3 (three) people of the Board of Directors.	BCA has 12 (twelve) 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	Board of Directors of BCA is led by a President Director

As of December 31, 2024, 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 2024, there were no changes to the membership composition of the BCA Board of Directors, so that in this Annual Report BCA does not present the reasons for the change in the composition of the Board of Directors. The composition of the BCA Board of Directors membership for 2024 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)	SR-137/D.03/2016 dated July 27, 2016	2021 - 2026
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016	2021 - 2026
Vera Eve Lim	Director	SR-79/PB.12/2018 dated April 23, 2018	2021 - 2026
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

Note:

\*) Based on OJK Letter No. 8/KDK.03/2022 dated April 22, 2022, OJK approved the appointment of Ms. Lianawaty Suwono as Director in charge of Compliance Function.

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).



BCA's Organizational Structure and the supervision of the President Director and 2 (two) Vice President Directors can be found on pages 60-61 in the Profile section of this Annual Report.

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)	- Audit Internal *) (DAI)	DRM	DCH	DJW
			- Anti-fraud (BAF)	DCH	DRM	DJW
2	Gregory Hendra Lembong (HL)	Deputy President Director (IT & Digital Banking) (DPD1) **)	- Strategic Information Technology (GTI)	DPD2	DFC	DTP
			- Operation Strategy & Development (POL)	DPD2	DJW	DTP
			- Bank Digital BCA	DTP	DCB	DFC
			- Central Capital Ventura	DTP	DPD2	DFC
3	Armand W. Hartono (AH)	Deputy President Director (Business Banking & Operation) (DPD2)	- Contact Center & Digital Services (CDG)	DJW	DPD1	DTP
			- E-Channel & Settlement Services (CSV)	DJW	DPD1	DTP
			- International Banking Services (GTP)	DPD1	DBK	DJW
4	Subur Tan (ST)	Credit Risk & Legal Director (DKR)	- Credit Risk Analysis (ARK)	DJW	PD	DPD1
			- Credit Recovery (RPK)	DJW	PD	DPD1
			- Legal (GHK)	DJW	DRM	DFC
5	Santoso (SL)	Transaction Banking Director (DTP)	- Transaction Banking Business Development (DTB)	DCB	DPD1	DPD2
			- Transaction Banking Partnership Solution Development (DST)	DBK	DPD1	DPD2
			- Transaction Banking Product Development (DPD)	DCB	DPD2	DPD1
			- Wholesale Transaction Banking Product Development (WBD)	DCB	DPD2	DPD1
			- Transaction Banking Services (GLT)	DCB	DPD2	DPD1
			- 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
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
			- BCA Syariah	DJW	DKR	DCB

No.	Name	Position	Field of Duties and Responsibilities	Substitute Director I	Substitute Director II	Substitute Director III
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 (Regional & Branch)	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
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:

- 1 - 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.
- 2 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.
- 3 #) 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 BCA in a short amount of time so that the new members of the Board of Directors can properly carry out their duties and responsibilities as members of the Board of Directors.

The BCA Governance Guidelines concerning Guidelines and Work Rules for the Board of Directors and the Board of 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 (UCPC).
- 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 2024 Orientation Implementation

Throughout 2024, there was no orientation program implementation because there was no appointment of 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 Board of 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 2024:

### Training Program Participated in by the Board of Directors Members in 2024

No	Name	Program	Organizer	Date	Location	Media/Form
1	Jahja Setiaatmadja	BCA Trading Trends 2024	BCA	January 11, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Wealth Summit 2024	BCA	September 4-5, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
2	Gregory Hendra Lembong	Presidential Lecture Activity at the Peak Event "22 Years of Anti-Money Laundering and Counter-Terrorism Financing (APU PPT) Regime in Indonesia"	PPATK	April 17, 2024	Jakarta, Indonesia	Seminar/Conference
		Asia Pacific Visa Client Forum	Visa	April 23-25, 2024	Thailand	Seminar/Conference
		Collaborative Analysis Regarding the 2024 Election and Regional Elections "Optimizing Synergy & Collaboration to Realize the 2024 Simultaneous Regional Elections that Support National Integration	PPATK	May 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Risk Management Certificate Alignment Seminar	BARA	June 5-6, 2024	Jakarta, Indonesia	Seminar/Conference
		20 <sup>th</sup> CITIC CLSA ASEAN Forum	CLSA	June 11, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Wealth Summit 2024	BCA	September 4-5, 2024	Jakarta, Indonesia	Seminar/Conference

No	Name	Program	Organizer	Date	Location	Media/Form
		31 <sup>st</sup> CITIC CLSA Hong Kong Conference	CLSA	September 9-13, 2024	Hongkong	Seminar/Conference
		Sibos	Swift	October 21-24, 2024	London	Seminar/Conference
		Fortune Indonesia Brainstorm	Fortune	November 1, 2024	Jakarta, Indonesia	Seminar/Conference
		Tabletop Exercise (TTX) GSIT	BCA	November 6, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
		Macquarie International Conference Sydney	Macquarie	November 18-19, 2024	Sydney	Seminar/Conference
		Forum 8 <sup>th</sup> Belt and Road Services Business Forum	REANDA	November 28, 2024	Jakarta, Indonesia	Seminar/Conference
		52 <sup>nd</sup> ASEAN Banking Council Meeting & 9 <sup>th</sup> AGM	ASEAN Bankers Association	December 4, 2024	Malaysia	Seminar/Conference
3	Armand Wahyudi Hartono	BCA Trading Trends 2024	BCA	January 11, 2024	Jakarta, Indonesia	Seminar/Conference
		Refreshment BSMR: Strengthen 4 Pillars Risk Control System toward Sustainable Bank	BCA	January 15, 2024	Jakarta, Indonesia	Seminar/Conference
		Talkshow "Legal Consequences of Free Float Regulations for Listed Companies"	Asosiasi Emiten Indonesia	March 5, 2024	Jakarta, Indonesia	Seminar/Conference
		Risk Management Certificate Alignment Seminar	BARA	June 5-6, 2024	Jakarta, Indonesia	Seminar/Conference
		Seminar on Strengthening the Quality of Financial Reporting of Listed Companies in Order to Support the Growth of the Indonesian Economy and Capital Market	Ikatan Akuntan Indonesia	July 23, 2024	Jakarta, Indonesia	Seminar/Conference
		Investor Trust - CEO Forum	Investor Trust	August 29, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
4	Tan Ho Hien/ Subur/Subur Tan	BCA Trading Trends 2024	BCA	January 11, 2024	Jakarta, Indonesia	Seminar/Conference
		Creco Presentation	Djarum	January 31, 2024	Jakarta, Indonesia	Webinar
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
5	Rudy Susanto	Risk Management Certificate Alignment Seminar	BARA	June 5-6, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Wealth Summit 2024	BCA	September 4-5, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
6	Lianawaty Suwono	Webinar: Connecting The Dots	OJK	January 11, 2024	Jakarta, Indonesia	Webinar
		Refreshment BSMR: Strengthen 4 Pillars Risk Control System toward Sustainable Bank	BCA	January 15, 2024	Jakarta, Indonesia	Webinar
		Insurance Risk Management Workshop	AAMAI	February 2-3, 2024	Jakarta, Indonesia	Webinar

No	Name	Program	Organizer	Date	Location	Media/Form
7	Santoso	Women in Education Breakfast	Teach First Indonesia	February 15, 2024	Jakarta, Indonesia	Webinar
		Endeavor Ambassador Meetup - Two Sides of The Coin: Investor and Investee Talks	Endeavor	February 22, 2024	Jakarta, Indonesia	Seminar/Conference
		Risk Management Alignment Seminar for Board of Directors: Improving the Effectiveness of Risk Management Implementation to Realize a Sustainable Banking Industry	BARA	July 3, 2024	Jakarta, Indonesia	Seminar/Conference
		The 8 <sup>th</sup> Asia-Pacific HR Forum	Inti Pesan	September 4-5, 2024	Bali, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Trading Trends 2024	BCA	January 11, 2024	Jakarta, Indonesia	Seminar/Conference
		Launch of the Indonesian Economic Report (LPI) 2023	Bank Indonesia	January 31, 2024	Jakarta, Indonesia	Webinar
		Perbanas: Seminar Outlook	Perbanas	March 22, 2024	Jakarta, Indonesia	Webinar
		Digital Brand Forum: Beyond Banking 13 <sup>th</sup> Infobank Digital Brand Recognition 2024	Infobank	April 1, 2024	Jakarta, Indonesia	Seminar/Conference
		Kick Off and Seminar Bank Indonesia Hackathon 2024	Bank Indonesia	April 29, 2024	Jakarta, Indonesia	Seminar/Conference
		Risk Management Certificate Alignment Seminar	BARa	June 5-6, 2024	Jakarta, Indonesia	Seminar/Conference
		Digital Transformation Indonesia Conference and Expo 2024	Kominfo	July 31, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesian Digital Finance Economy Festival 2024	Bank Indonesia	August 1, 2024	Jakarta, Indonesia	Seminar/Conference
8	Vera Eve Lim	ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
		Refreshment BSMR: Strengthen 4 Pillars Risk Control System toward Sustainable Bank	BCA	January 15, 2024	Jakarta, Indonesia	Webinar
		McKinsey's CFO Breakfast Club: Building a Resilient Organization in the Age of Uncertainty	McKinsey's	February 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Women in Education Breakfast	Teach First Indonesia	February 15, 2024	Jakarta, Indonesia	Webinar
		18 <sup>th</sup> EMEAP-BCBS-FSI Asia-Pacific high-level meeting on banking supervision di Tokyo	BCBS	March 6-7, 2024	Tokyo, Jepang	Seminar/Conference
		Perbanas: Seminar Literasi Keuangan	Perbanas	March 21, 2024	Jakarta, Indonesia	Webinar
		Perbanas: Seminar Outlook	Perbanas	March 22, 2024	Jakarta, Indonesia	Webinar
		OJK Financial Conglomerate: Hearing Opinions on RPOJK KK and PIKK	OJK	April 25, 2024	Jakarta, Indonesia	Seminar/Conference
		Risk Management Certificate Alignment Seminar	BARA	June 5-6, 2024	Jakarta, Indonesia	Seminar/Conference
The Reuters NEXT APAC 2024	Reuters	July 9, 2024	Singapura	Seminar/Conference		
The Asian Banker - 2024 Finance Indonesia	Finance Indonesia	September 12, 2024	Jakarta, Indonesia	Seminar/Conference		
ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference		

No	Name	Program	Organizer	Date	Location	Media/Form
9	Haryanto T. Budiman	Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA: CFO Talk - Effective Tax Planning	BCA	December 11, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Trading Trends 2024	BCA	January 11, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Wealth Summit 2024	BCA	September 4-5, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
10	Frencky Chandra Kusuma	Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
		Refreshment BSMR: Strengthen 4 Pillars Risk Control System toward Sustainable Bank	BCA	January 15, 2024	Jakarta, Indonesia	Webinar
		SMR Recertification	BCA	February 2, 2024	Jakarta, Indonesia	Webinar
		Risk Management Alignment Seminar for Directors	Perbanas	May 7-8, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Wealth Summit 2024	BCA	September 4-5, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
11	John Kosasih	Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Trading Trends 2024	BCA	January 11, 2024	Jakarta, Indonesia	Webinar
		Forum Indonesia Data and Economic Conference (IDE) Katadata 2024: Navigating Tomorrow	Katadata	March 3, 2024	Jakarta, Indonesia	Seminar/Conference
		Creco Presentation by Bp. Chatib Basri and Bp. Raden Pardede	Djarum	April 26, 2024	Jakarta, Indonesia	Seminar/Conference
		Refreshment Treasury Level Advance	ACI FMA Indonesia	April 27, 2024	Jakarta, Indonesia	Seminar/Conference
		Sharing Session "Accelerating the Development of Electric-Based Public Transportation Ecosystems in the Jabodetabek Area"	Kementerian Hubungan	April 30, 2024	Jakarta, Indonesia	Seminar/Conference
		Lunch Together Management "Meet Generation Z: Future Focus for Business Sustainability"	BCA	May 21, 2024	Jakarta, Indonesia	Seminar/Conference
		Risk Management Certificate Alignment Seminar	BARa	June 5-6, 2024	Jakarta, Indonesia	Seminar/Conference
		Creco Presentation by Mr. Chatib Basri and Mr. Raden Pardede	Djarum	August 13, 2024	Jakarta, Indonesia	Seminar/Conference
		BCA Wealth Summit 2024	BCA	September 4-5, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/Conference
		12	Antonius Widodo Mulyono	BCA Trading Trends 2024	BCA	January 11, 2024
Forum Indonesia Data and Economic Conference (IDE) Katadata 2024: Navigating Tomorrow	Katadata			March 5, 2024	Jakarta, Indonesia	Seminar/Conference
Risk Management Certificate Alignment Seminar	BARA			June 5-6, 2024	Jakarta, Indonesia	Seminar/Conference
BCA Young Community Festival 2024: Welcoming A Decade of Young Community With BCA	BCA			August 30, 2024	Jakarta, Indonesia	Seminar/Conference



No	Name	Program	Organizer	Date	Location	Media/Form
		BCA Wealth Summit 2024	BCA	September 4-5, 2024	Jakarta, Indonesia	Seminar/Conference
		Tabletop Exercise (TTX) GSIT	BCA	November 6, 2024	Jakarta, Indonesia	Seminar/Conference
		ESG Training (Capacity Building) Introduction and Implementation Plan for IFRS S1 and S2 in Indonesian Banking	BCA	November 7, 2024	Jakarta, Indonesia	Seminar/Conference
		Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12, 2024	Jakarta, Indonesia	Seminar/Conference
		Lunch Together Management: How To Adapt with Social Media Nowadays	BCA	November 19, 2024	Jakarta, Indonesia	Seminar/Conference

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

#### 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 Article 32 of OJK Regulation concerning the Implementation of Governance for Commercial Banks, OJK Circular Letter No.13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks and Article 2 of OJK Regulation on Changes in Ownership Shares Reports.

##### 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 percent) 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 Number 40 of 2007.

- Members of the Board of Directors' obligation to disclose to BCA information on ownership and changes of BCA's shares within 3 (three) working days at the latest after ownership or any change in ownership of Public Company shares occurs. This Policy on reports of ownership or any changes in share ownership of the Board of Directors is in accordance with OJK Regulation on Changes of Ownership Shares Reports and has been socialized through Memorandum No. 075/MO/ESG/2024 dated August 6, 2024 by the Corporate Secretary to all Board of Directors and Board of Commissioners.

BCA has submitted reports on any changes to the share ownership of the Board of Directors in 2024 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, 2024**

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

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

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

All members of the Board of Directors do not have indirect ownership of BCA shares. BCA Board of Directors own 0.052% of BCA shares cumulatively. The following are details of BCA share ownership along with the percentage at the beginning and end of the financial year by members of the Board of Directors directly in 2024.

#### Total BCA Share Ownership by the Board of Directors in 2024

Board of Directors	Number of Ownership at the Beginning of the Year	Percentage	Number of Ownership at the End of the Year (as of December 31, 2024)	Percentage
Jahja Setiaatmadja	32,818,853	0.027%	33,850,785	0.027%
Gregory Hendra Lembong	784,719	0.001%	977,547	0.001%
Armand Wahyudi Hartono	4,256,065	0.003%	4,256,065	0.003%
Tan Ho Hien/Subur/Subur Tan	11,351,057	0.009%	10,710,172	0.009%
Rudy Susanto	2,518,448	0.002%	2,908,127	0.002%
Lianawaty Suwono	2,021,880	0.002%	2,264,685	0.002%
Santoso	2,422,053	0.002%	2,690,902	0.002%
Vera Eve Lim	1,912,261	0.002%	2,212,324	0.002%
Haryanto T. Budiman	561,695	0.000%	776,099	0.001%
Frengky Chandra Kusuma	1,891,049	0.002%	2,107,984	0.002%
John Kosasih	504,861	0.000%	731,076	0.001%
Antonius Widodo Mulyono	130,780	0.000%	262,511	0.000%
<b>TOTAL</b>	<b>61,173,721</b>	<b>0.050%</b>	<b>63,748,277</b>	<b>0.052%</b>

## 12. Concurrent Positions of Members of the Board of Directors

- Throughout 2024, BCA has ensured that members of the Board of Directors comply with the provisions regarding concurrent position of the Board of Directors, 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 and OJK Regulation concerning the Implementation of Governance for Commercial banks.
- All members of BCA's Board of Directors do not hold concurrent positions as members of the Boards of Directors, Board of 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 2024

Name	Position in BCA	Position in Other Bank	Positions in Other Listed Companies/ Institutions	Business Field
Jahja Setiaatmadja	President Director	-	-	-
Gregory Hendra Lembong	Deputy President Director	-	-	-
Armand Wahyudi Hartono	Deputy President Director	-	-	-

Name	Position in BCA	Position in Other Bank	Positions in Other Listed Companies/ Institutions	Business Field
Tan Ho Hien/Subur/Subur Tan	Director	-	-	-
Rudy Susanto	Director	-	-	-
Lianawaty Suwono	Director (concurrently Director in charge of 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 the Committee
Jahja Setiaatmadja	President Director	2021-2026	<ul style="list-style-type: none"> <li>Chairman of ALCO</li> <li>Chairman of the Credit Policy Committee</li> <li>Permanent Members of the Corporate Credit Committee</li> <li>Permanent Member of the Risk Management Committee</li> <li>Permanent Member of the Integrated Risk Management Committee</li> </ul>
Gregory Hendra Lembong	Deputy President Director (IT & Digital Banking)	2021-2026	<ul style="list-style-type: none"> <li>Chairman of the Information Technology Steering Committee</li> <li>ALCO Member</li> <li>Member of the Credit Policy Committee</li> <li>Permanent Members of the Corporate Credit Committee</li> <li>Permanent Member of the Risk Management Committee</li> <li>Permanent Member of the Integrated Risk Management Committee</li> </ul>
Armand Wahyudi Hartono	Deputy President Director (Business Banking & Operation)	2021-2026	<ul style="list-style-type: none"> <li>ALCO Member</li> <li>Permanent Member of the Risk Management Committee</li> <li>Permanent Member of the Integrated Risk Management Committee</li> </ul>
Tan Ho Hien/ Subur/Subur Tan	Credit Risk & Legal Director	2021-2026	<ul style="list-style-type: none"> <li>Chairman of Corporate Credit Committee</li> <li>ALCO Member</li> <li>Member of the Credit Policy Committee</li> <li>Permanent Member of Commercial Credit Committee</li> <li>Permanent Member of the Risk Management Committee</li> <li>Permanent Member of the Integrated Risk Management Committee</li> </ul>
Santoso	Transaction Banking Director	2021-2026	<ul style="list-style-type: none"> <li>ALCO Member</li> <li>Member of the Credit Policy Committee</li> <li>Permanent Member of the Risk Management Committee</li> <li>Permanent Member of the Integrated Risk Management Committee</li> </ul>
Rudy Susanto	Corporate Banking & Treasury Director	2021-2026	<ul style="list-style-type: none"> <li>ALCO Member</li> <li>Member of the Credit Policy Committee</li> <li>Permanent Members of the Corporate Credit Committee</li> <li>Permanent Member of the Risk Management Committee</li> <li>Permanent Member of the Integrated Risk Management Committee</li> </ul>
John Kosasih	Commercial & SME Banking Director	2021-2026	<ul style="list-style-type: none"> <li>ALCO Member</li> <li>Member of the Credit Policy Committee</li> <li>Permanent Member of the Risk Management Committee</li> <li>Permanent Member of Commercial Credit Committee</li> <li>Permanent Member of the Integrated Risk Management Committee</li> </ul>
Haryanto T. Budiman	Consumer Banking Director	2021-2026	<ul style="list-style-type: none"> <li>ALCO Member</li> <li>Member of the Credit Policy Committee</li> <li>Permanent Member of the Risk Management Committee</li> <li>Permanent Member of the Integrated Risk Management Committee</li> </ul>
Frengky Chandra Kusuma	Branch & Network Director	2021-2026	<ul style="list-style-type: none"> <li>ALCO member</li> <li>Permanent Member of the Risk Management Committee</li> <li>Permanent Member of the Integrated Risk Management Committee</li> <li>Member of the Information Technology Steering Committee</li> </ul>

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

### 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:

- Asset Liability Committee (ALCO)
- Risk Management Committee (RMC)
- Integrated Risk Management Committee (IRMC)
- Credit Policy Committee (CPC)
- Credit Committee (CC)
- Information Technology Steering Committee (ITSC)
- 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 assess that throughout 2024, 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 2024, 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.

#### b. Risk Management Committee (RMC)

The realization of the RMC work program in carrying out its management duties in 2024 is as follows:

- Providing information on the changes in Secondary Reserves limits and mandatory credit interest rate transparency.
- Providing Information on the proposed changes to risk appetite and risk tolerance.
- Providing Information on the OJK Regulation regarding the Determination of Supervisory Status and Handling of Commercial Bank Problems and the results of BCA's digital maturity assessment in 2023.
- Informing the proposed results of the calculation of the Prime Lending Rate as of October 31, 2024.

#### c. Integrated Risk Management Committee (IRMC)

Throughout 2024, the IRMC has completed the following work programs:

- Providing information on the Semester II – 2023 BCA Financial Conglomerate (KK) Integrated Risk Profile Report.

- 2) Providing information on the Semester I – 2024 BCA Financial Conglomerate (KK) Integrated Risk Profile Report.
- 3) Informing BCA Digital Integrated Risk Limit suggestion.
- 4) Informing Reputation Risk.

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

Throughout the implementation of its management duties in 2024, the CPC has implemented a work program, namely providing recommendations related to:

- 1) Corporate & Commercial Credit Category Review.
- 2) Corporate Cash Collateral and Currency Equivalent Cash Collateral Loans.

**e. Credit Committee (CC)**

Throughout 2024, CC has provided decisions or recommendations regarding the provision of credit (new, additional, reduction and/or extension, general credit restructuring, and COVID-19 restructuring) according to authority limits, including determining/ changing the credit structure.

**f. Information Technology Steering Committee (ITSC)**

As of December 31, 2024, ITSC realized the following work programs:

- 1) Evaluate and supervise the IT initiatives implemented to support the delivery of IT strategic projects, as follows:
  - a) Update on the progress of the construction of the new data center to support BCA's IT infrastructure needs in the long term, including the migration strategy to the new data center, as well as new aspects that have a positive impact on the availability of BCA services.
  - b) Progress of strategic projects such as: myBCA Individual, myBCA Business, and others.
  - c) IT infrastructure modernization project, BI Fast connector migration.
  - d) Disaster Recovery Process using Tabletop Scenario.
  - e) Services for Subsidiaries.
- 2) 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 rules.

- 3) Conduct assessment and monitoring:
  - a) Realization of MPP and IT Budget in 2024
  - b) Strategic steps to improve IT service levels and optimize disaster recovery.
  - c) Follow-up to mitigate cyber-attacks.

**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 24 of the Board of Directors Report section of this Annual Report.

The policies and implementation of the Board of Directors meetings, including joint meetings with the Board of Commissioners, and the full attendance rate for each member of the Board of Directors are presented on page 350 and 355 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 regards to the procedure for implementing performance appraisal, the criteria used, and the party conducting the assessment can be found on page 361 of the Performance Evaluation of the Board of Commissioners and the Board of 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 of the Board of Commissioner by inviting the Board of Directors for the following year and upload it on the BCA website.
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  $\frac{2}{3}$  (two-third) of the total number of members of the Board of Commissioners currently in office 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  $\frac{1}{2}$  (one-half) of the total valid votes cast at the meeting in question if the deliberations do not reach a consensus.
  - d. 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 2024, BCA has held 44 (forty-four) times 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

The Board of Commissioners meeting schedule for 2024 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 2024:

No.	Meeting Date	Meeting Agenda	DES	TK	CH	RP	SS
1	January 10, 2024	<ul style="list-style-type: none"> <li>Presentation on DAI Quality Assurance and Maturity Assessment</li> <li>Discussion on the Appointment of the Head of Internal Audit Division</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	Sick Leave	√
2	January 17, 2024	<ul style="list-style-type: none"> <li>Internal Audit Division Presentation regarding 2023 Work Realization</li> <li>Discussion on the Appointment of Members of the Integrated Governance Committee</li> <li>Discussion of the Board of Commissioners' Self-Assessment</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
3	January 24, 2024	<ul style="list-style-type: none"> <li>Discussion of Final Dividend 2023</li> <li>Review of Weekly Credit Decisions</li> </ul>	√	√	√	√	√
4	January 31, 2024	<ul style="list-style-type: none"> <li>DIB Presentation regarding Developments in the Trade Finance Sector</li> <li>Discussion regarding Board of Directors KPI</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
5	February 7, 2024	<ul style="list-style-type: none"> <li>Discussion of the Board of Commissioners with the Remuneration and Nomination Committee regarding the Board of Commissioners and Board of Directors' Tantiem Proposal</li> <li>Discussion of Group Limits and Credit Granting Limits to PMA</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
6	February 21, 2024	<ul style="list-style-type: none"> <li>Appointment of leader of BCA AGMS 2024</li> <li>Presentation of Risk Monitoring Committee regarding Quarterly Report IV/2023</li> <li>Presentation of Audit Committee regarding Quarterly Report IV/2023</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
7	February 28, 2024	<ul style="list-style-type: none"> <li>Discussion with RNC regarding remuneration payment</li> <li>DBKM Presentation regarding Impact of Digitalization on Trade Centers</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
8	March 6, 2024	<ul style="list-style-type: none"> <li>Discussion on Credit Limits and Credit Application</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√

No.	Meeting Date	Meeting Agenda	DES	TK	CH	RP	SS
9	March 13, 2024	<ul style="list-style-type: none"> <li>Discussion on the Appointment of Members of the Integrated Governance Committee</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
10	March 14, 2024	Discussion with the Remuneration and Nomination Committee	√	√	√	√	√
11	March 20, 2024	<ul style="list-style-type: none"> <li>Reporting of Integrated Governance Committee Semester II/2023 to the Board of Commissioners of the Main Entity</li> <li>KPI PKKC 2024</li> </ul>	√	√	√	√	√
12	March 27, 2024	<ul style="list-style-type: none"> <li>GSIT Presentation regarding Communication Services at BCA</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
13	April 03, 2024	<ul style="list-style-type: none"> <li>Presentation of Compliance Division regarding Implementation of APU-PPT PPPSPM at BCA period Semester II-2023</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
14	April 17, 2024	<ul style="list-style-type: none"> <li>Discussion between the Board of Commissioners and Risk Management</li> <li>Discussion regarding BOC Reporting Package</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
15	April 24, 2024	<ul style="list-style-type: none"> <li>Internal Discussion of the Board of Commissioners</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	Official Travel	√	√
16	May 8, 2024	<ul style="list-style-type: none"> <li>Presentation of International Banking Division regarding Development of Export Import Financing</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
17	May 15, 2024	<ul style="list-style-type: none"> <li>Risk Monitoring Committee Presentation regarding Quarterly Report I-2024</li> <li>Audit Committee Presentation regarding Quarterly Report I-2024</li> <li>Internal Discussion of the Board of Commissioners</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
18	May 17, 2024	Discussion of the Board of Commissioners with the Board of Directors, GARK, GBK and GCF regarding Managing Concentration Risk	√	√	√	√	√
19	May 29, 2024	<ul style="list-style-type: none"> <li>Internal Discussion of the Board of Commissioners</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
20	June 5, 2024	<ul style="list-style-type: none"> <li>Presentation of Treasury Division regarding Money Market Update</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
21	June 12, 2024	<ul style="list-style-type: none"> <li>Consultant Presentation regarding Global Economic Development</li> <li>DWM Presentation</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
22	June 19, 2024	<ul style="list-style-type: none"> <li>GARK and GBK Presentation regarding Credit Application</li> <li>DCSP Presentation regarding Midyear Financial Forecast</li> <li>Appointment of Integrated Governance Committee Members</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
23	June 20, 2024	Review Risk Appetite Statement	√	√	Official Travel	Sick Leave	√
24	June 26, 2024	<ul style="list-style-type: none"> <li>Presentation of MRK regarding Study of Monitoring of LLL Limit of Related Parties and other than Related Parties</li> <li>Risk Appetite Framework</li> <li>Review of Weekly Credit Decisionsn</li> </ul>	√	√	√	√	√
25	July 3, 2024	<ul style="list-style-type: none"> <li>Internal Discussion of the Board of Commissioners</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
26	July 10, 2024	<ul style="list-style-type: none"> <li>Internal Discussion of the Board of Commissioners</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
27	July 17, 2024	<ul style="list-style-type: none"> <li>Internal Audit Division Presentation regarding Realization of Work Semester I-2024</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
28	July 24, 2024	<ul style="list-style-type: none"> <li>DCSP Presentation regarding Competitive Assessment</li> <li>Weekly Credit Decision Reviewn</li> </ul>	√	√	√	√	√
29	July 31, 2024	<ul style="list-style-type: none"> <li>GARK Presentation regarding Credit Application</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
30	August 7, 2024	<ul style="list-style-type: none"> <li>GARK Presentation regarding Telecommunication Industry Update</li> <li>GSIT Presentation</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√
31	August 14, 2024	<ul style="list-style-type: none"> <li>Automotive Industry Development</li> <li>2024 Trend in New Tech Update</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√

No.	Meeting Date	Meeting Agenda	DES	TK	CH	RP	SS		
32	August 28, 2024	<ul style="list-style-type: none"> <li>Risk Monitoring Committee Presentation regarding Q2/2024 Report</li> <li>Audit Committee Presentation regarding Q2/2024 Report</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√		
33	September 11, 2024	<ul style="list-style-type: none"> <li>GARK Presentation regarding Credit Application</li> <li>Steel Industry Update</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√		
34	September 18, 2024	<ul style="list-style-type: none"> <li>Dismissal of Integrated Governance Committee Members of BCA Multi Finance Representative</li> <li>Reporting of Integrated Governance Committee Semester I/2024 to the Board of Commissioners of the Main Entity</li> <li>Approval of Related Party Credit Facility Application</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√		
35	September 25, 2024	<ul style="list-style-type: none"> <li>Compliance Division Presentation regarding Implementation of APU-PPT PPPSPM at BCA for Semester I-2024</li> <li>Discussion of the Board of Commissioners with GARK and GBK regarding Credit Limit</li> <li>GARK Presentation regarding Credit Application</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	Sick Leave	√		
36	October 2, 2024	<ul style="list-style-type: none"> <li>GARK Presentation regarding the Mining Industry Group Update</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√		
37	October 23, 2024	<ul style="list-style-type: none"> <li>GARK Presentation regarding Credit Application</li> <li>Board of Commissioners Internal Discussion</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√		
38	October 30, 2024	<ul style="list-style-type: none"> <li>Approval of BCA Interim Dividend 2024</li> <li>DCSP Presentation regarding 2024 Outlook and 1<sup>st</sup> Draft Consolidated Budget 2025</li> <li>GARK and GBK Presentation regarding the Textile Industry Group Update</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√		
39	November 6, 2024	<ul style="list-style-type: none"> <li>Risk Management Division Presentation regarding: <ul style="list-style-type: none"> <li>Update of PT BCA Tbk Recovery Action Plan for 2025</li> <li>Resolution Plan for PT BCA Tbk for 2024</li> </ul> </li> </ul>	√	√	√	√	√		
40	November 18, 2024	<ul style="list-style-type: none"> <li>ESG Group Presentation regarding BCA Annual General Meeting of Shareholders Plan for Fiscal Year 2024 (AGMS 2025)</li> <li>Approval of Sustainable Finance Action Plan (RAKB) for 2025</li> <li>Presentation of DCSP regarding 2nd Draft Budget 2025 and 2025-2027 Bank Business Plan (RBB)</li> </ul>	√	√	√	√	√		
41	November 20, 2024	<ul style="list-style-type: none"> <li>Presentation of SKPK regarding to Credit Settlement</li> <li>Presentation of Risk Monitoring Committee regarding Quarterly Report III-2024</li> <li>Presentation of Audit Committee regarding Quarterly Report III-2024</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√		
42	December 4, 2024	<ul style="list-style-type: none"> <li>Approval of Related Party Credit Facility Application</li> <li>Weekly Credit Decision Review</li> </ul>	√	Sick Leave	√	√	√		
43	December 11, 2024	<ul style="list-style-type: none"> <li>Presentation of Risk Management Division regarding Cyber and IT Security Risk Management Framework</li> <li>Discussion of Board of Commissioners with Human Capital Management Division</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	Sick Leave	√		
44	December 18, 2024	<ul style="list-style-type: none"> <li>RMC Presentation on Analysis of IT Strategic Plan</li> <li>Presentation of Economic and Industrial Research Group regarding Regional Economic Development</li> <li>Weekly Credit Decision Review</li> </ul>	√	√	√	√	√		
<b>Number of Meetings</b>					<b>44</b>				
<b>Number of Attendance</b>			<b>44</b>	<b>43</b>	<b>42</b>	<b>40</b>	<b>44</b>		
<b>Percentage of Attendance</b>			<b>100%</b>	<b>97.7%</b>	<b>95.4%</b>	<b>90.1%</b>	<b>100%</b>		

### Board of Commissioners Meeting Schedule for 2025

BCA has scheduled the following Board of Commissioners meetings in 2025:

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

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

The plan for the 2025 Board of Commissioners' meeting schedule has been published on the BCA website since December 2024 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:

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

- 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.
- 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.
- Meeting Resolutions and Quorum:
  - The meeting of the Board of Directors is valid and has the authority to make binding decisions if more than  $\frac{2}{3}$  (two-third) of the total number of members of the Board of Directors currently in the office are present or represented at the meeting.
  - 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.
  - Decisions-making at the Board of Directors meeting must be made first through deliberation for consensus.
  - Decisions are made based on the affirmative votes of more than  $\frac{1}{2}$  (one-half) of the total valid votes cast at the meeting in question if the deliberations do not reach 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:
- Meeting attendance quorum; and
  - 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:
- 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.
  - Minutes of meetings of the Board of Directors must be properly documented in accordance with the provisions of the relevant regulations.
  - 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 2024, the Board of Directors has organized 47 (forty-seven) times 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 Board of Directors meeting schedule for 2024 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 2024:

No.	Meeting Date & Agenda	JS	HL	AH	ST	RS	LS	SL	VL	HB	FC	JK	AW
1	<b>January 9, 2024</b> Economic Update	√	√	√	√	√	√	√	√	√	Leave	√	√
2	<b>January 18, 2024</b> <ul style="list-style-type: none"> <li>Customer Engagement by Gallup</li> <li>Strengthening the Role of Segment Managers in Supporting CASA, Transaction &amp; Loan Targets</li> <li>2024 Budget Update, Realization of 2023 Board of Directors' KPI &amp; Approval of 2024 Board of Directors' KPI</li> </ul>	√	√	√	√	Official Travel	√	√	√	√	√	√	√
3	<b>January 25, 2024</b> Collective KPI Approval 2024	√	√	√	√	√	√	√	√	√	√	√	√
4	<b>February 1, 2024</b> <ul style="list-style-type: none"> <li>Analyst Feedback FY 2023</li> <li>BCA Expoversary 2024 Progress Update</li> <li>Tabunganku Update and Review of Savings Admin Fees</li> <li>Summary and Follow Up BOD Discussion on 4 January 2024</li> </ul>	√	√	√	√	√	√	√	√	√	√	√	√

No.	Meeting Date & Agenda	JS	HL	AH	ST	RS	LS	SL	VL	HB	FC	JK	AW
5	<b>February 13, 2024</b> <ul style="list-style-type: none"> <li>Affiliated Transactions</li> <li>ESG-GCG Updates FY 2023</li> <li>BCA Finance: how to improve revenue &amp; managing opex</li> <li>Election Preparation on 14 February 2024</li> <li>Solitaire Chinese New Year Update</li> </ul>	√	√	√	√	√	√	√	√	√	√	√	√
6	<b>February 15, 2024</b> <ul style="list-style-type: none"> <li>BCA Financial Performance Update January 2024</li> <li>Sharing of BCA lottery concept</li> </ul>	√	√	√	√	√	√	√	√	√	√	√	√
7	<b>February 22, 2024</b> <ul style="list-style-type: none"> <li>Credit Scoring on BCA Credit Cards</li> <li>Discussion of 2024 Outlook</li> </ul>	√	√	√	√	Sick Leave	√	√	√	√	√	√	√
8	<b>February 27, 2024</b> <ul style="list-style-type: none"> <li>Update Ekonomi</li> <li>BCA Life: how to improve revenue &amp; managing opex</li> </ul>	√	√	√	√	√	√	√	√	√	√	√	√
9	<b>March 19, 2024</b> <ul style="list-style-type: none"> <li>MyBCA Biz</li> <li>O1 Segment</li> <li>O2-O5 Segment Strategy</li> </ul>	√	√	√	√	√	√	√	√	√	√	√	√
10	<b>March 21, 2024</b> <ul style="list-style-type: none"> <li>BCA Financial Performance Update February 2024</li> <li>Banking Sector Review FY 2023</li> <li>BCA Sharing Knowledge, Public Lecture with BCA Board of Directors</li> </ul>	√	√	√	√	√	√	√	√	√	√	√	√
11	<b>March 26, 2024</b> <ul style="list-style-type: none"> <li>Economic Update</li> <li>OJK Regulation No. 27/2024</li> <li>Presentation of APU PPT Report Semester II/2023</li> </ul>	√	√	√	√	√	√	√	√	√	√	√	√
12	<b>March 28, 2024</b> <ul style="list-style-type: none"> <li>SMILE KP and Individual CASA Strategy</li> <li>BCA Insurance: how to improve revenue &amp; managing opex</li> <li>BCA Sharia: how to improve revenue &amp; managing opex</li> <li>End to End Acquiring Merchant</li> </ul>	√	√	√	√	√	√	√	√	√	√	√	Leave
13	<b>April 4, 2024</b> <ul style="list-style-type: none"> <li>BCA Sekuritas: how to improve revenue &amp; managing opex BCA S</li> <li>Acquiring Business Strategy (DST)</li> <li>Seragam BCA (CCR)</li> </ul>	√	Leave	√	√	√	√	√	√	√	√	√	√
14	<b>April 18, 2024</b> <ul style="list-style-type: none"> <li>Economic Update - (REI)</li> <li>Update on SME KOM Credit Program, NPL Debtors (DBKM)</li> </ul>	√	√	√	√	√	√	Leave	√	√	√	√	√
15	<b>May 2, 2024</b> <ul style="list-style-type: none"> <li>Analyst Feedback 1Q 2024</li> <li>ESG-GCG Updates 1Q 2024</li> <li>Update Key Priorities 1Q24</li> </ul>	√	√	√	√	√	√	√	√	√	√	√	√



No.	Meeting Date & Agenda	JS	HL	AH	ST	RS	LS	SL	VL	HB	FC	JK	AW
16	<b>May 16, 2024</b> BCA Financial Performance Update April 2024	Official Travel	√	Official Travel	√	√	√	√	Leave	Leave	√	√	√
17	<b>May 28, 2024</b> • Banking Sector Review • O1 Customer • Update Progress O2-O5 Segment Strategy	√	√	√	√	√	Official Travel	√	√	√	Official Travel	√	√
18	<b>May 30, 2024</b> • Economic Update • Use of Third Parties for Whistleblowing System Management • SAPA Update	√	√	Official Travel	√	√	√	√	Official Travel	√	√	√	√
19	<b>June 11, 2024</b> • BCA Financial Performance Update May 2024 • BCA Merah Putih Festival	√	√	√	√	√	√	√	√	√	√	√	√
20	<b>June 13, 2024</b> • Review Digital Banking • Mid Year Financial Forecast	√	√	Leave	√	√	√	√	√	√	√	√	√
21	<b>June 27, 2024</b> Economic Update	Leave	√	√	√	√	√	√	√	√	√	√	√
22	<b>July 4, 2024</b> • Shariah Banking Review • ATM and CRM • SMILE KP • Study on the possibility of Shifting Secondary Reserves Components (to SRBI and SBN)	√	√	√	√	√	Training	√	√	√	√	√	√
23	<b>July 18, 2024</b> • Online Gambling • Plan for 2024 Retirement Gathering Event	√	√	√	√	Sick Leave	√	√	√	√	√	√	√
24	<b>July 23, 2024</b> • Economic Update • Insurance Telemarketing Business (DMTM) • Forecast 2024 Update	√	√	√	√	Official Travel	√	√	√	√	√	√	√
25	<b>July 25, 2024</b> • Payroll • Wealth Summit Update 2024 • IKF Preparation	√	√	√	√	√	√	√	√	√	√	√	√
26	<b>August 1, 2024</b> • Analyst Feedback 1H 2024 • Update Wealth Summit	√	Leave	√	√	√	√	√	√	√	√	Official Travel	√
27	<b>August 8, 2024</b> • Sharing DPBCA • Kick Off Budget ESG • GCG Updates 1H 2024 • GNI	√	Leave	√	√	√	√	√	√	√	√	√	√
28	<b>August 15, 2024</b> • Financial Performance Update July 2024 • Workgroup Plan Update - Relationship Platform Project (JARVIS) 2024 • Relationship Platform Project (JARVIS) 2024	√	Leave	√	√	√	√	Official Travel	√	√	√	√	√
29	<b>August 22, 2024</b> Changes in Attendance Quorum for Board of Directors and Board of Commissioners Meeting	√	√	√	√	Official Travel	√	√	√	√	√	√	√

No.	Meeting Date & Agenda	JS	HL	AH	ST	RS	LS	SL	VL	HB	FC	JK	AW
30	<b>August 27, 2024</b> Review Banking Sector 1H 2024	√	√	Official Travel	√	√	√	√	√	√	√	√	√
31	<b>August 29, 2024</b> Economic Update	√	√	√	√	√	√	√	√	√	√	√	√
32	<b>September 10, 2024</b> APU PPT	√	Official Travel	√	√	√	√	√	√	Official Travel	√	√	√
33	<b>September 12, 2024</b> • Credit Card Product Development Update PSAK71 • BCA Financial Performance Update August 2024	√	√	√	√	√	√	√	√	Official Travel	Leave	√	√
34	<b>September 26, 2024</b> Economic Update	Official Travel	√	√	Leave	√	√	√	Official Travel	√	√	√	√
35	<b>October 8, 2024</b> BCA expo 2024 and BCA expoversary 2025	√	√	Official Travel	Leave	√	Leave	√	√	√	√	√	√
36	<b>October 22, 2024</b> Interim Dividend	√	Official Travel	√	√	√	√	√	√	√	√	√	Official Travel
37	<b>October 24, 2024</b> First Draft Consolidated Outlook 2024 & 2025	√	Official Travel	√	√	√	√	√	√	√	√	√	√
38	<b>October 25, 2024</b> Resolution Plan & Recovery Plan	√	√	√	√	√	√	√	√	√	√	√	√
39	<b>October 31, 2024</b> • Economic Update • Analyst Feedback	Official Travel	√	√	Official Travel	√	√	√	√	√	√	√	√
40	<b>November 5, 2024</b> BCA Digital and BCA Syariah Recovery Plan	√	√	√	√	Official Travel	√	√	√	√	√	√	√
41	<b>November 7, 2024</b> • ESG Refreshment • Retirement Credit	√	√	√	√	√	√	√	√	√	√	√	√
42	<b>November 14, 2024</b> • 2025 Key Strategic Priorities and RBB Approval (2 <sup>nd</sup> draft) + RAKB • AGMS Update	√	√	√	√	√	√	√	√	√	√	√	√
43	<b>November 19, 2024</b> BCA Financial Performance Update in October 2024	√	√	√	√	√	√	√	√	√	√	√	√
44	<b>November 26, 2024</b> Key Strategic Priorities	√	√	√	√	√	√	√	√	√	√	√	√
45	<b>November 28, 2024</b> • BCA Wealth Summit 2024 Results Update • Banking Sector Review • Event Report MSMEs Fest 2024 and MSMEs Fest 2025 and Submission of RPIM 2025 Budget	√	√	Official Travel	√	√	√	√	√	√	√	√	√
46	<b>December 12, 2024</b> • BCA Financial Performance Update November 2024 • Customer Profitability	√	√	√	Official Travel	Leave	√	√	√	√	√	Official Travel	Official Travel
47	<b>December 19, 2024</b> Economic Update	√	√	√	√	√	√	Leave	√	Leave	√	√	√
<b>Number of Meetings</b>		<b>47</b>											
<b>Number of Attendance</b>		43	40	41	43	40	44	44	44	43	44	45	44
<b>Percentage of Attendance</b>		91%	85%	87%	91%	85%	94%	94%	94%	91%	94%	96%	94%

### Board of Directors Meeting Schedule in 2025

BCA has scheduled the following Board of Directors meeting in 2025 as follows

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

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

The plan for the Board of Directors meeting schedule for 2025 has been published on the BCA website since December 2024 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

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

#### Meeting Policy

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

1. Meeting Mechanism
 

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

2. Meeting Frequency:
 

The Board of Directors and the Board of Commissioner must hold regular joint meeting at least once every 4 (four) months.
3. Meeting Summons:
  - a. For joint meetings that have been scheduled or are based on the decisions of the previous joint meeting, there is no need to summon a meeting.
  - b. For meetings that are held outside of a predetermined schedule, summons must be made no later than 1 (one) day before the joint meeting is held, or in a shorter time if it is urgent.
  - c. The summons for the meeting must include the agenda/topic, date, time, mechanism, place and attach meeting materials.
  - d. The summons for the meetings must be made in writing and delivered to the meeting participants via registered mail, courier service, electronic mail (e-mail), or other means deemed effective.
4. Meeting Materials and Scheduling
  - a. Prior to the end of the financial year, the Board of Commissioners and the Board of Directors must schedule a joint meeting for the following year.
  - b. At a scheduled meeting, meeting materials are distributed to participants no later than 5 (five) working days before the meeting is held (H-5).
5. Meeting Resolutions and Quorum:
  - a. The meeting is deemed valid and has the authority to make binding decisions if more than  $\frac{1}{2}$  (one-half) of the total number of members of the Board of Commissioners and members of the Board of Directors are present or represented at the meeting.
  - b. Decisions-making at the joint meeting must be made first through deliberation for consensus.
  - c. Decisions are made based on the affirmative votes of more than  $\frac{1}{2}$  (one-half) of the total valid votes cast at the meeting in question if the deliberations do not reach a consensus.
  - d. All decisions made at joint meetings are binding.
6. A member of the Board of Directors may 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 2024, 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 OJK 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

The schedule for the joint meetings of the Board of Commissioners and the Board of Directors for 2024 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 2024:

No.	Meeting Agenda	BOARD OF DIRECTORS & BOARD OF COMMISSIONERS																
		JS	HL	AH	ST	RS	LS	SL	VL	HB	FC	JK	AW	DE	TK	CH	RP	SS
1	<b>January 11, 2024</b> BCA Financial Performance Update December 2023	√	√	√	√	√	√	√	√	√	Leave	√	√	√	√	√	√	√
2	<b>April 18, 2024</b> BCA Financial Performance Update Q1 2024	√	√	√	√	√	√	Leave	√	√	√	√	√	√	√	√	√	√
3	<b>July 18, 2024</b> BCA Financial Performance Update Semester 1 2024	√	√	√	√	Sick Leave	√	√	√	√	√	√	√	√	√	√	√	√
4	<b>July 29, 2024</b> Mid Year Strategy Review	√	√	√	√	√	√	√	√	√	√	√	Sick Leave	√	√	√	√	√
5	<b>October 21, 2024</b> BCA Financial Performance Update Q3	√	√	√	√	√	Leave	√	√	√	√	√	√	√	√	√	√	√
6	<b>October 22, 2024</b> 2025 Strategy and Planning	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
<b>Number of Meetings</b>		<b>6</b>																
<b>Number of Attendance</b>		6	6	6	6	5	5	5	6	6	5	6	5	6	6	6	6	6
<b>Percentage of Attendance (%)</b>		100	100	100	100	83	83	83	100	100	83	100	83	100	100	100	100	100

### Joint Meetings Schedule of the Board of Commissioners and the Board of Directors in 2025

BCA has scheduled the following joint meeting of the Board of Commissioners and Board of Directors in 2025:

Month	Date
January	14
April	17
July	10, 28, 29
October	9, 10, 13, 14

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 2025 has been published on the BCA website since December 2024 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 2024

The attendance level of the Board of Commissioners and the Board of Directors at the GMS in 2024 has been disclosed in the General Meeting of Shareholders Section on page 299-300 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/or 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 and/or ultimate controlling shareholder.
- Familial relationship, either horizontally or vertically, until the second degree, with other BCA's members of the Board of Directors, the Board of Commissioners.

All members of the Board of Commissioners and the Board of Directors of BCA have no affiliated relationships, either financial or familial relationships, with fellow members of the Board of Commissioners, the Board of Directors, and Controlling Shareholders and/or Ultimate Controlling Shareholders, except for Mr. Armand W. Hartono, who has an affiliated relationship (familial and financial relationships) with the Ultimate Controlling Shareholder, namely Mr. Robert Budi Hartono. The details of this disclosure 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	Familial Relationship with								Financial Relationship with:							
		Board of Commissioner		Board of Director		Controlling Shareholder		Ultimate Controlling Shareholder		Board of Commissioner		Board of Director		Controlling Shareholder		Ultimate Controlling Shareholder	
		Yes	No	Yes	No	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, and Controlling Shareholders

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

Name	Position	Familial Relationship with								Financial Relationship with:							
		Board of Commissioner		Board of Director		Controlling Shareholder		Ultimate Controlling Shareholder		Board of Commissioner		Board of Director		Controlling Shareholder		Ultimate Controlling Shareholder	
		Yes	No	Yes	No	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 Director in charge of 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 2024 Annual Report.



## DIVERSITY IN THE COMPOSITION OF 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 collegially.

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 on diversity in the composition of the Board of Commissioners and the Board of Directors, as set forth in the Charter of the Board of Commissioners and the Charter of the Board of Directors, is available on the BCA 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 2024

No.	Diversity Aspects	Realization in BCA
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 64 years to 83 years.
5.	Gender	The current members of BCA's Board of Commissioners are all male.
6.	Independence	<ul style="list-style-type: none"> <li>The Board of Commissioners' members are all independent from BCA's controlling shareholders.</li> <li>The majority of the Board of Commissioners members (more than 60% (sixty percent)) is Independent Commissioners. BCA has three (three) Independent Commissioners among its five (five) members on the Board of Commissioners.</li> </ul>

Detailed information about individual data related to the diversity of the Board of Commissioners can be found in the Company Profile section on pages 74-78 of this 2024 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 2024

No.	Diversity Aspects	Realization in BCA
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 49 years to 69 years.
5.	Gender	There are 2 (two) female members of the Board of Directors out of the 12 (twelve) members.
6.	Independence	<ul style="list-style-type: none"> <li>The President Director is an independent party to BCA's controlling shareholder.</li> <li>Except for Mr. Armand W. Hartono, all of the Board of Directors are independent from BCA's controlling shareholders</li> </ul>

Detailed information regarding the diversity of each member of the Board of Directors can be found in the Company Profile section on pages 62-73 of this 2024 Annual Report.

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

BCA has a performance assessment policy for the Board of Commissioners and the Board of Directors, which has been prepared based on applicable laws and regulations in accordance with the provisions of 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, OJK Regulation No. 21/POJK.04/2015 concerning the Implementation of Corporate Governance Guidelines for Public Company and OJK Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance.

BCA evaluates the Board of Commissioners and the Board of Directors 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. Implementation Procedures and Criteria for Assessing the Performance of the Board of Commissioners

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

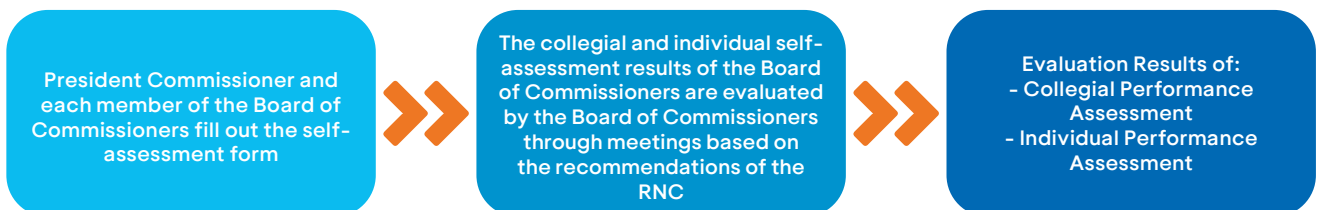
#### a. Assessment Method and Instrument

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.

#### e. Assessment Process Flow



#### f. 2024 Assessment Results

In 2024, the result of the Board of Commissioners' performance assessment was that their duties and functions have been carried out with the predicate of "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

#### c. Criteria or Benchmark

The criteria used to assess the Board of Commissioners individually and collegially 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 36-42, 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 RNC.

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 collegial and individual self-assessment at least once a year.

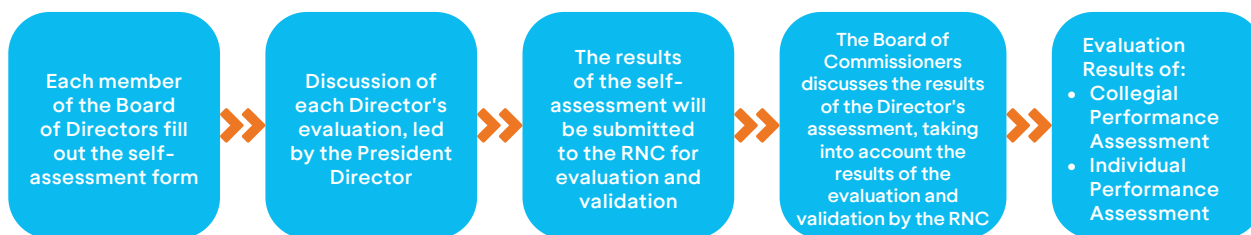
**c. Criteria or Benchmark**

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. The performance indicators for each member of the Board of Directors are determined using the Balanced Scorecard approach, which consists of 4 (four) perspectives:

- financial;
- customer;
- internal business processes; and
- learning and development.

The Balanced Scorecard is derived from the Bank's Business Plan (RBB), which is the result of an annual review and business strategy and

**e. Assessment Process Flow**



**f. Board of Directors Assessment Components**

To support the Board of Directors' individual Self-Assessment, the Company has prepared performance assessment components according to the duties and responsibilities of each Director, which includes the financial, customer, internal business process, and learning and development components. The performance assessment components referred to are as follows:

target setting process involving the Board of Directors, heads of business units and the Board of Commissioners. During this process, BCA examines and studies 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 adequacy of human resource needs. The results of the study will determine key strategic objectives such as digital initiatives, technology and cybersecurity development, process improvement, compliance with regulatory changes, good corporate governance oversight, ESG implementation, and prudent business expansion, as well as other strategic targets.

Subsequently, these strategic targets 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 non-financially. These established KPI are then mutually agreed upon by the Board of Directors.

**d. Parties Who Perform the Assessment**

Assessment for the Board of Directors' collegial and individual performance is carried out through the following mechanisms:

- 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 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 RNC.

	Financial	Customer	Internal Business Process	Learning and Growth
BOD Collective	40%	20%	25%	15%
<b>President Director</b>				
Jahja Setiaatmadja	40%	20%	25%	15%
<b>Deputy President Directors</b>				
Gregory Hendra Lembong	40%	20%	25%	15%
Armand W. Hartono	40%	20%	25%	15%
<b>Business Directors</b>				
Santoso	40%	20%	25%	15%
Rudy Susanto	40%	20%	25%	15%
John Kosasih	40%	20%	25%	15%
Haryanto T. Budiman	40%	20%	25%	15%
<b>Non-Business Directors</b>				
Vera Eve Lim	40%*)	20%	25%	15%
Frengky Chandra Kusuma	40%*)	20%	25%	15%
Subur Tan	30%	20%	35%	15%
Antonius Widodo	30%	20%	35%	15%
Lianawaty Suwono	30%	20%	35%	15%

Note:

\*) The financial weight of 40% (the same as Business Directors) is due to Mrs. Vera Eve Lim being accountable for coordinating the financial target achievement, and Mr. Frengky Chandra Kusuma being accountable for coordinating achievement of BCA regional and branch targets (financial and non-financial).

#### g. 2024 Assessment Results

In 2024, the result of the Board of Directors' performance assessment showed that their duties and functions have been carried out with the predicate "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 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. Implementation Procedures and Criteria for President Director Performance Assessment

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 at least once a year.

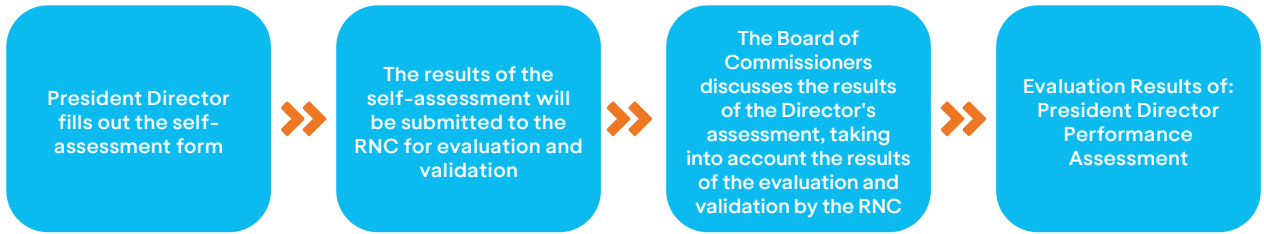
#### c. Criteria or Benchmark

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 RNC.

**e. Assessment Process Flow**



**f. President Director Assessment Components**

To support the President Director's individual Self-Assessment, the Company has prepared assessment components in accordance with the duties and responsibilities of the President Director, which includes financial, customer, internal business process, and learning and development components.

	Financial	Customer	Internal Business Process	Learning and Growth
<b>President Director</b>				
Jahja Setiaatmadja	40%	20%	25%	15%

**g. 2024 Assessment Results**

In 2024, the President Director was assessed to have carried out his duties and functions with the predicate “Very Good”, in ensuring the Bank's performance meets the expectations of shareholders and all stakeholders.



## REMUNERATION POLICY

BCA has a remuneration policy that is consistently implemented for all levels of the organization, including members of the Board of Commissioners and members of the Board of Directors as well as all employees, which has been adjusted with BCA's capabilities and carried out carefully in order to accommodate developments in the quality of BCA's employees and management.

### Background and Objective

BCA's remuneration policy has been formulated with reference to OJK Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance in Providing Remuneration for Commercial Banks and OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in Providing Remuneration for Commercial Banks. BCA established its remuneration policy with the aim of enhancing the quality of BCA's people, with due consideration of the resilience and continuity of BCA's business.

The permanent remuneration policy at a minimum considers the BCA's business scale, business complexity, peer group, inflation rate, financial condition and capabilities, and does not conflict with laws and regulations. The provision of variable remuneration also takes into consideration 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.

The composition, membership structure, duties and responsibilities, implementation of meetings, and remuneration paid to members of the RNC in full are presented on page 384-388 of the Remuneration and Nomination Committee section of this Annual Report.

### Scope of the 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 applies to employees in both business and operational units. The remuneration policy includes:

- a. Fixed remuneration
- b. Variable remuneration.

BCA employs the services of an external consultant, Willis Towers Watson, to benchmark employee remuneration to the industry. The external consultant is responsible for identifying gap analysis of 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 regulations and best practices. Improvements based on the results of the remuneration policy review for the Board of Commissioners and Board of Directors have been carried out with the issuance of the 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 Remuneration Policy Implementation

BCA ensures that implementation of remuneration for all employees, including units that perform control/supervision functions in other units (such as the Internal Audit Division), are carried out independently. Approval of the determination of business targets for all employees must be approved by their direct superior and the superior of that immediate superior. The independence of units which carry out control functions is achieved by separating the control unit in the organizational structure, and by ensuring that the evaluation of the control unit's performance is not related to the achievement of business/performance targets of the work unit it supervises.

### Parties who Become Material Risk Takers (MRT)

Parties who become MRT must meet the following criteria, at a minimum:

- 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) individuals as of December 31, 2024.

## Determination of Remuneration Associated with Risk and Performance

## Remuneration associated with risk

**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 associated with 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;
- 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:
  - BCA's key strategies and plans.
  - The integrity of BCA'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 Impact of BCA Performance, Work Unit Performance, and Individual Performance on Remuneration**

To determine remuneration amounts, particularly variable components and individual performance, a yearly review is held. 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 the targets that are 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%).

## Remuneration Adjustments are Related to Risk and Performance

**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 (tantiem) that have been paid to MRT in cash or shares can be withdrawn.

**3. Deferral Period**

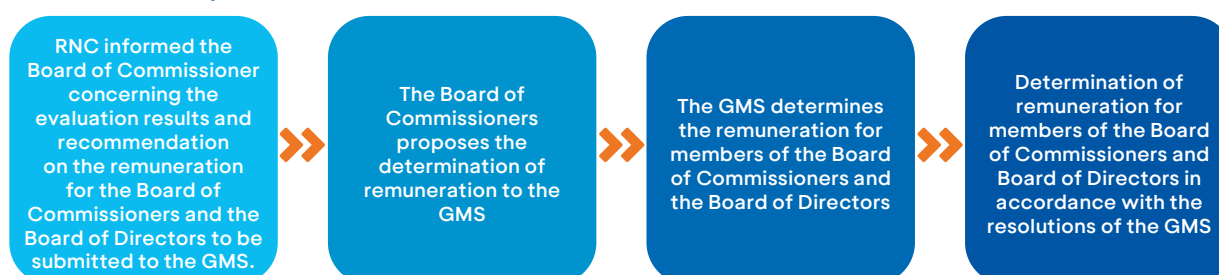
The deferral period is 3 (three) years from the first time that variable remuneration is paid out. The deferral period is the same for all MRT.

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

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.116/SK/KOM/2023 dated July 6, 2023, concerning the Remuneration Policy for the Board of Directors and the Board of Commissioners, in accordance with the following provisions:

- OJK Regulation concerning the Implementation of Good Corporate Governance for Commercial Banks.
- OJK Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance in the provision of Remuneration 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. Procedure for Proposal and Determination of Remuneration



In accordance with BCA's AGMS dated March 14, 2024, has been granted the power and authority 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. Board of Commissioners Remuneration Structure

Details of the remuneration package and facilities received by the Board of Commissioners covering the remuneration structure and details of nominal amounts over the last 2 (two) years are shown in the table below:

Type of Remuneration and Facilities	Total Received in 1 (one) year			
	2024		2023	
	People	In million Rp	People	In million Rp
Salary, bonuses, regular allowances, tantiem and other facilities in non-natura form	5	217,129	5	173,842
Other facilities in form of natura (housing, health insurance, etc.) which:				
1. Entitled	-	-	-	-
2. Not Entitled	-	-	-	-
<b>Total</b>	<b>5</b>	<b>217,129</b>	<b>5</b>	<b>173,842</b>

Details of the remuneration packages are grouped according to the level of income received by members of the Board of Commissioners over the last 2 (two) years, as shown in the table below:

Total Remuneration per Person in 1 (one) Year *)	Total Received in 1 (one) year	
	2024	2023
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. Board of Directors Remuneration Structure

Details of the remuneration package and facilities received by the Board of Directors, including the remuneration structure and details of nominal amounts over the last 2 (two) years, are shown in the table below:

Type of Remuneration and Facilities	Total Received in 1 (one) year			
	2024		2023	
	People	In million Rp	People	In million Rp
Salary, bonuses, regular allowances, tantiem and other facilities in non-natura form	12	836,970	12	686,380
Other facilities in form of natura (housing, health insurance, etc.) which:				
1. Entitled	-	-	-	-
2. Not Entitled	-	-	-	-
<b>Total</b>	<b>12</b>	<b>836,970</b>	<b>12</b>	<b>686,380</b>

Details of the remuneration packages are grouped according the level of income received by the Board of Directors over the last 2 (two) years, as shown in the table below:

Total Remuneration per Person in 1 (one) Year *)	Total Received in 1 (one) year	
	2024	2023
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, the Board of 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 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 Commissioners and Board of Directors;
2. Echelon S1-S3 employees (including EVP);
3. Echelon S4-S8 employees.

The underlying considerations that underlie the variation in remuneration are differences in the responsibilities and risks of different positions in 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 the last 2 (two) years and the total nominal amount are as follows:

Year	Total Variable Remuneration in 1 (one) Year					
	Board of Commissioners		Board of Directors		Employees <sup>***)</sup>	
	People	In million (Rp)	People	In million (Rp)	People	In million (Rp)
2023	5 <sup>*)</sup>	145,000	12 <sup>*)</sup>	620,000	22,878	3,059,470
2022	5 <sup>**)</sup>	122,000	12 <sup>**)</sup>	519,000	22,456	2,883,134

Note:

<sup>\*)</sup> Based on the number of active Board members as of December 31, 2023 who are entitled to receive variable remuneration in 2023, payable in 2024.

<sup>\*\*)</sup> Based on the number of active Board members as of December 31, 2022 who are entitled to receive variable remuneration in 2022, payable in 2023.

<sup>\*\*\*)</sup> 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 2024.

### 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)

Total deferred Variable Remuneration amounted to Rp130,050,000,000.00 (one hundred thirty billion fifty million rupiah), comprising cash and/or shares or share-based instruments issued by BCA, which was paid out in 2024 with the following details:

- In cash : Rp69,090,000,000.00 (sixty nine billion ninety million rupiah)
- In the form of shares : Rp60,960,000,000.00 (sixty billion nine hundred sixty million rupiah)

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

#### Total Remuneration in 1 (one) Year

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

- Fixed and variable remuneration;
- Deferred and non-deferred remuneration; and
- Remuneration in the form cash and/or shares or share-based instruments issued by BCA.

As described in the table below:

A. Fixed Remuneration	Expressed in millions of rupiah	
	2024	2023
1. Cash	289,099	219,221
2. Shares/share-based instruments issued by BCA	-	-

B. Variable Remuneration	Expressed in millions of rupiah			
	2024		2023	
	Non-Deferred	Deferred	Non-Deferred	Deferred
1. Cash	634,950	69,090	532,030	57,920
2. Shares/share-based instruments issued by BCA <sup>*)</sup>	-	60,960	-	51,050

Note:

<sup>\*)</sup> Shares are locked up for 3 years

### Quantitative Information

Quantitative information is 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	2024				2023			
	Remaining Deferred	Total Deductions During the Reporting Period			Remaining Deferred	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)	69,090	-	-	-	57,920	-	-	-
2. Shares/share-based instrument issued by BCA (in shares and million Rupiah nominal, based on conversion of these shares)	3,955,800 shares	-	-	-	3,927,212 shares	-	-	-

#### 4. Data on Salary and Severance Paid Ratio

Ratio of Highest and Lowest Salary, which includes:

Salary Ratio	2024	2023
The ratio of the highest to lowest Employee salary	24.54	26.89
The ratio of the Board of Directors' highest and lowest salary	2.70	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	9.51	8.63
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)	118.70	115.88

#### 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 paid, is as shown in the table below:

Total of Severance Nominal paid per Person in 1 (one) year	Number of Employees	
	2024	2023
Above Rp1 billion	398	324
Above Rp500 million up to Rp1 billion	483	472
Below Rp500 million	382	520



## 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 concerning the Establishment and Guidelines for Work Implementation of Audit Committee.
- OJK Regulation No. 17 of 2023 concerning the Implementation of Governance for Commercial Banks.
- OJK Regulation No. 1/POJK.03/2019 concerning Application of Internal Audit Function in Commercial Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
- OJK Circular Letter No. 18/SEOJK.03/2023 concerning Procedures for the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities.
- BCA's Articles of Association.
- Board of Commissioners' Decree No. 168/SK/KOM/2024 dated October 16, 2024 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. 168/SK/KOM/2024 dated October 16, 2024 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 statement;
- 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 2024, there were no changes to the members of the BCA Audit Committee. The BCA Audit Committee had 3 (three) members who had been appointed based on the Board of 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, 2024

Name	Position in the Committee	Position at BCA	Term of Office based on the 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

###### Chairman (concurrently member)

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 2024 BCA Annual Report.

##### Fanny Sagitadewi

###### Member

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 2024 BCA Annual Report.

##### Rallyati A. Wibowo

###### Member

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 2024 BCA Annual Report.

#### 5. Education or Training

Throughout 2024, 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 Chapter - Training Program to Improve the Competence of Members of the Board of Commissioners section on page 321-322 of this 2024 BCA Annual Report		
Fanny Sagitadewi	Strategies to Prevent Cyber Attacks	OJK Institute	February 29, 2024
	2024 Emerging Risks In Banking Industry and How Internal Audit Can Help	IAIB	March 8, 2024
	Provision of Banking Risk Management Certification Qualification Level 6	Maisa Edukasi	April 16-17, 2024
	CAE Forum IAIB & PwC Indonesia - The New Era of Internal Audit: The Adoption of Global Internal Audit Standards (GIAS) and the Role of Artificial Intelligence (AI) in Internal Audit	PwC, IAIB and CAE Forum (Research & Development)	October 31, 2024
	ESG Training (Capacity Building) Introduction and Implementation Plan of IFRS S1 & S2 in Indonesian Banks	BCA	November 7, 2024
	Indonesia Knowledge Forum (IKF): Linear to Limitless: Advancing Business Exponential Growth	BCA	November 12-13, 2024
Rallyati A. Wibowo	Prospects for FSS Development through open finance and Banking NIM BOPO	OJK Institute	April 23, 2024
	2024 Internal Auditors Conference	Internal Audit Education Foundation (YPIA)	July 10-11, 2024
	Internal Control over Financial Reporting	Accounting Development Center FEBUI	August 20, 2024
	Indonesia Knowledge Forum (IKF): Linear to Limitless: Advancing Business Exponential Growth	BCA	November 12-13, 2024

## 6. Term of Office

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

- a. 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 for another 1 (one) period.
- b. In the event that:
  - 1) 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.
  - 2) there is a vacancy in the Audit Committee, i.e., the number of members of the Audit Committee is 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

- a. Audit Committee members are required to have good integrity, character and morals.
- b. Audit Committee members are required to comply with the BCA Code of Ethics and the Audit Committee Code of Ethics established by BCA.

### Competency Requirements

- a. One of Audit Committee members from Independent Party shall have expertise in the field of:
  - 1) finance or accounting and at least 5 (five) years' work experience in finance, and/or accounting; and
  - 2) law or banking and at least 5 (five) years' work experience in law and/or banking.

- b. Independent party's expertise is evidenced, at a minimum, by the possession of credentials that support the performance of the committee's functions and responsibilities. Credentials include, but are not limited to, credentials in risk management, public accountancy, accounting and auditing.
- c. Audit committee members shall have the ability, knowledge, and experience to communicate appropriate to their area of expertise.
- d. Audit Committee members shall carry out their duties and responsibilities in a professional manner by applying their knowledge, expertise and experience.
- e. Audit Committee members shall follow the development of laws and regulations in the banking sector, Capital Market and other laws and regulations related to BCA's business activities.
- f. Audit Committee members shall maintain professional competence by following developments and best practices in accounting, auditing, internal control, and GCG.
- g. Audit Committee members are willing to continuously improve their competence through training and education.

### Independency Requirements

- a. Audit Committee members are not serving as a member of a PAF, Law Firm, Public Appraisal Service Office, or other parties providing assurance service, non-assurance service, appraisal service and/or other consulting services to the BCA within the last 6 (six) months.
- b. 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.
- c. Audit Committee members are prohibited to originate from members of Board of Directors of other banks.
- d. Audit Committee members are not having either direct or indirect share ownership in the BCA.
- e. 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.

- f. 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.
- g. Audit Committee members are not having a direct or indirect business relationship with the BCA's business activities.
- h. 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 familial 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. All members of the Audit Committee also carry out their duties independently without any intervention from any party.

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

Independence 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 familial relationship with the Board of Commissioners, the Board of Directors, and/or fellow members of the Audit Committee.	√	√	√
Not serving as administrators of political parties, officials, and government.	√	√	√

## 9. Duties and Responsibilities of the Audit Committee

In accordance with OJK Regulation No. 55/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for Implementing the Work of the Audit Committee, the Audit Committee has the following duties and responsibilities:

### Financial Report and Information

- a. Reviewing the financial information that will be released by BCA to the public and/or authorities, and other reports related to BCA financial information.
- b. Review and report to the Board of Commissioners any complaints about the BCA accounting process and financial reporting.

### Internal Audit

- a. Provide recommendations to the Board of Commissioners regarding the preparation of the audit plan, scope and budget of the Internal Audit Division (DAI).
- b. Monitor and review the effectiveness of BCA's internal audit implementation.
- c. 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.

- d. 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.
- e. Ensure DAI works independently.

### External Audit

- a. Provide recommendations based on the evaluation results to the Board of Commissioners regarding the appointment, reappointment, and dismissal or replacement of the Public Accounting Firm (PAF) and/or Public Accountant (PA) that will audit the financial statements based on:
  - 1) The independence of PA, PAF, and PAF insiders.
  - 2) The scope of audit.
  - 3) Audit fees.
  - 4) Expertise and experience of the PA, PAF, and the audit team of PAF.
  - 5) Methodologies, techniques and tools used by PAF.
  - 6) Benefits of new perspectives obtained through the replacement of PA, PAF, and the audit team of PAF.

- 7) Potential risk of using audit services by the same PAF consecutively for a long period of time.
  - 8) Results of the evaluation of the provision of audit services on annual historical financial information by PA and PAF in the previous period, if any.
- b. Evaluate the implementation of audit services on annual historical financial information by PA and/or PAF. Evaluation of the implementation of the provision of audit services on annual historical financial information by PA and/or PAF is carried out at least through:
- 1) Conformity of audit implementation by PA and/or PAF with applicable Audit Standards.
  - 2) Adequacy of field work time.
  - 3) Assessment of the scope of services provided and the adequacy of the sampling test.
  - 4) Recommendations for improvement provided by PA and/or PAF.
  - 5) Conformity of Financial Statements with applicable Financial Accounting Standards (SAK).
  - 6) Providing an independent opinion in the event of a difference of opinion between management and PAF for the services it provides.

#### Process/Internal Control Systems

- a. 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.
- b. 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

- a. Monitor and ensure effective and consistent implementation of BCA's Good Corporate Governance (GCG).
- b. Review and give advice to the Board of Commissioners on potential conflicts of interest that may occur at BCA.
- c. Review BCA's compliance with the laws and regulations in the banking and Capital Markets sectors, and other laws and regulations relating to BCA's business activities.
- d. Maintain the confidentiality of BCA's documents, data, and information.
- e. Attending BCA's Annual GMS.

- f. 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:

- a. Obtain reports from the DAI Head, including among other things the DAI's work plan, the internal audit implementation report, and the internal audit result report.
- b. Access BCA's documents, data, and information regarding employees, funds, assets, and resources as may be required.
- c. Communicate directly with the employees, including the Board of Directors and any parties in charge of the internal audit function, risk management, and the Public Accountant in relation to the duties and responsibilities of the Audit Committee.
- d. If necessary, involve any independent party other than members of the Audit Committee to assist in the implementation of its duties.
- e. Exercise other authorities granted to it by the Board of Commissioners.

#### 11. Audit Committee Concurrent Position

The Audit Committee Charter regulates the concurrent positions of Audit Committee members. The provisions are as follows:

- a. The Chairman of the Audit Committee can only hold concurrent positions as Committee Chairman on a maximum of 1 (one) other committee at BCA.
- b. A member of the Audit Committee 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:
  - 1) meets all the required competencies;
  - 2) meets the independence criteria;
  - 3) is able to keep BCA's secrets or confidential information;
  - 4) complies with BCA's Code of Ethics and the Audit Committee's Code of Ethics; and
  - 5) is able to perform his/her duties and responsibilities as a member of the Audit Committee.

The implementation of the concurrent positions of members of the Audit Committee is in accordance with applicable regulations. The following is information regarding the concurrent positions of members of the Audit Committee throughout 2024.

Name of Committee Member	Position in the Committee	Other Positions (member of the Board of Commissioners, member of the Board of Directors, and/or member of Committees, and Other Positions)
Sumantri Slamet	Chairman	Can be found on page 324
Rallyati A. Wibowo	Member	-
Fanny Sagitadewi	Member	-

## 12. Policies and Implementation of Audit Committee Meetings

Procedures for the Audit Committee

Meeting includes the following:

- a. Meetings can be held by:
  - 1) physically at BCA's place of domicile;
  - 2) electronically through teleconferencing, videoconferencing, 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.
- b. The Mechanism for Adopting Meeting Resolutions:
  - 1) The Audit Committee's meetings are held in accordance with the needs of BCA, at least once a month.
  - 2) The Audit Committee's meetings can only be held if attended by a majority (more than 50%) of the number of members including an Independent Commissioner and Independent Party.
  - 3) The resolutions of the Audit Committee's Meeting shall be adopted by deliberation for a consensus.
  - 4) If such consensus cannot be reached, the resolutions shall be adopted by a majority vote.
  - 5) The Chairperson of the Committee and each member thereof shall have 1 (one) vote.
  - 6) All decisions of the Audit Committee Meeting are binding for all members of the Audit Committee.
- c. Minutes of Meeting:
  - 1) 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.
  - 2) Dissenting opinions that occur at the Committee Meeting must be clearly stated in the Minutes of Meeting along with the reasons for the dissent.
  - 3) The results of the Committee Meetings are recommendations that can be optimally used by the Board of Commissioners.
- d. The Audit Committee's attendance at meetings is at least 75% of the total number of Committee meetings held.

In 2024, the Audit Committee has held 31 (thirty one) meetings.

Data on the attendance of the Committee members at the Audit Committee meetings throughout 2024 is as follows:

Name	Number of Meetings	Attendance	Percentage
Sumantri Slamet	31	31	100 %
Fanny Sagitadewi	31	31	100 %
Rallyati A. Wibowo	31	31	100 %

Agenda for the implementation of the Audit Committee meetings throughout 2024 is as follows:

No.	Date	Agenda
1.	January 9, 2024	Discussion on the Appointment of Head of DAI
2.	January 10, 2024	DAI Maturity Assessment Examination Results by KPMG
3.	January 11, 2024	BCA Performance in 2023
4.	January 17, 2024	DAI Work Realization 2023
5.	January 17, 2024	PwC Clearance Meeting
6.	January 17, 2024	Private Meeting with PwC
7.	January 22, 2024	Disclosure in the Notes to the 2023 Audit Report
8.	February 7, 2024	Evaluation of PwC Performance in 2023 and Appointment of BCA PAF for the 2024 Financial Year
9.	February 16, 2024	Discussion of Committee Reports to the Board of Commissioners for the Fourth Quarter of 2023
10.	February 21, 2024	Committee Reporting to the Board of Commissioners for the Fourth Quarter of 2023
11.	March 20, 2024	DAI Regular Meeting with the Audit Committee in March 2024



No.	Date	Agenda
12.	April 18, 2024	BCA Financial Performance Update for First Quarter of 2024
13.	April 18, 2024	Disclosures in the Notes to the First Quarter 2024 Consolidated Financial Statements
14.	May 6, 2024	Discussion of Committee Reports to the Board of Commissioners First Quarter of 2024
15.	May 7, 2024	DAI Regular Meeting with the Audit Committee in May 2024
16.	May 15, 2024	Committee Reporting to the Board of Commissioners for the First Quarter of 2024
17.	June 14, 2024	DAI Regular Meeting with the Audit Committee in June 2024
18.	July 16, 2024	Disclosures in the Notes to the First Semester 2024 Consolidated Financial Statements
19.	July 17, 2024	DAI Work Realization Semester I - 2024
20.	July 18, 2024	BCA Financial Performance Update Semester I-2024
21.	August 15, 2024	Discussion of Committee Reports to the Board of Commissioners for the Second Quarter of 2024
22.	August 27, 2024	PwC Plans to Audit BCA's Financial Statements for Financial Year 2024
23.	August 28, 2024	Committee Reporting to the Board of Commissioners for the Second Quarter of 2024
24.	September 30, 2024	Regular Meeting of DAI with Audit Committee in September 2024
25.	October 21, 2024	Update on BCA's Financial Performance for the Third Quarter of 2024
26.	October 22, 2024	Discussion on Disclosure within the Notes of the Consolidated Financial Statements for the 3 <sup>rd</sup> Third Quarter of 2024
27.	October 28, 2024	Regular Meeting of DAI with Audit Committee in October 2024
28.	November 11, 2024	Discussion of the Committee's report to the Board of Commissioners for the Third Quarter of 2024
29.	November 20, 2024	Committee Reporting to the Board of Commissioners for the Third Quarter of 2024
30.	December 16, 2024	Regular Meeting of DAI with Audit Committee in December 2024
31.	December 16, 2024	Update Progress PwC (Hardclose)

### 13. Realization of the Work Program and Implementation of Audit Committee Activities in 2024

The realization of the BCA Audit Committee Work Program as stated in the Audit Committee guidelines or Charter throughout 2024 is as follows:

- a. KAP Rintis, Jumadi, Rianto & Rekan (previously known as 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 financial year 2024.
- b. Held a meeting with PAF Rintis, Jumadi, Rianto & 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 2024 financial 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 Statement, which will be published every quarter.
- e. Held 5 (five) 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.
- 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 PAF Rintis, Jumadi, Rianto & 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 2024.
- m. In accordance with OJK Regulation No. 1/POJK.03/2019 on the Implementation of the Internal Audit Function by Commercial Banks, performed an assessment on the DAI, whose results are submitted to the Board of Commissioners to be forwarded to the RNC.
- n. Conducted studies and held a meeting with PAF Rintis, Jumadi, Rianto & Rekan - a member firm of the PwC global network, to discuss the final results of the audit of BCA's Financial Statements for the 2024 financial year along with the Management Letter.

## II. RISK OVERSIGHT COMMITTEE

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

### 1. Legal Basis

The legal basis for the establishment of ROC refers to:

- OJK Regulation No. 5 of 2024 concerning Determination of the Supervision Status and Handling of Commercial Bank Problems.
- OJK Regulation concerning the Implementation of Governance for Commercial Banks.
- OJK Regulation No. 4/POJK.03/2016 concerning the Assessment of Commercial Bank Soundness Level.
- OJK Regulation No. 18/POJK.03/2016, concerning the implementation of Risk Management for Commercial Banks.
- OJK Regulation No.11/POJK.03/2022 concerning the Implementation of Information Technology by Commercial Banks.
- OJK Circular Letter No.13/SEOJK.03/2017, concerning the implementation of Governance for Commercial Banks.
- OJK Circular Letter No.14/SEOJK.03/2017 concerning Assessment of the Soundness Level of Commercial Banks.
- OJK Circular Letter No. 21/SEOJK.03/2017, concerning the implementation of Risk Management in the Use of Information Technology by Commercial Banks.

- OJK Circular Letter No.34/SEOJK.03/2016, concerning the implementation of Risk Management for Commercial Banks.
- BCA's Articles of Association.
- Board of Commissioners' Decree No. 212/SK/KOM/2024 dated December 10, 2024, concerning the Risk Oversight Committee Charter of PT Bank Central Asia Tbk.
- Board of Directors' Decree No. 0212/SK/DIR/2023 dated December 18, 2023, concerning the appointment of the 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. 212/SK/KOM/2024 dated December 10, 2024, 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.
- Authorities.
- Composition and Membership.
- Eligibility Criteria for Membership.
- Dual Capacity.
- Term of Office.
- Work Mechanism.
- Work Hours.
- Meeting, Quorum, and Decision Making.
- Competence.
- Reporting.
- Conflict of Interest.
- Fraud Prevention.

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 2024, there were changes to BCA ROC members. BCA ROC has 4 (four) members who have been appointed by the Board of Directors through the Board of Directors' Decree No. 0212/SK/DIR/2023 dated December 18, 2023, and based on the decision in the Minutes of the Board of Commissioners Meeting No. 050/RR/KOM/2023 dated December 6, 2023.

**Composition of the ROC Members as of December 31, 2024**

Name	Position in the Committee	Position at BCA	Term of Office based on the AGMS
Cyrrillus Harinowo	Chairman (concurrently member)	Independent Commissioner	2021 - 2026
Endang Swasthika Wibowo	Member	Independent Party	2021 - 2026
Joanes Justira Gunawan	Member	Independent Party	2024 - 2026
Reinhard Harianja	Member	Independent Party	2024 - 2026

**4. ROC Member Profiles and Qualifications****Cyrrillus Harinowo****Chairman (concurrently member)**

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 2024 BCA Annual Report.

**Endang Swasthika Wibowo****Member**

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 2024 BCA Annual Report.

**Joanes Justira Gunawan****Member**

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 2024 BCA Annual Report.

**Reinhard Harianja****Member**

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 2024 BCA Annual Report.

**5. Education or Training**

Throughout 2024, ROC members have carried out the following education or training:

Name	Education/Training	Organizer	Date
Cyrrillus 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 321 of this 2024 BCA Annual Report.		
Endang Swathika Wibowo	Economic and Financial Outlook for 2024	OJK Institute	February 22, 2024
	Strategies to Prevent Cyber Attacks	OJK Institute	February 29, 2024
	Artificial Intelligence Changes The Face of Financial Sector	OJK Institute	March 7, 2024
	Opportunities and Challenges of Digital Assets in Indonesia	OJK Institute	March 14, 2024
	Idea-Talk-Online: 1. Prospects for Open Finance in the Context of Embedded Finance 2. Impact of Bank Conglomeration on Banking Performance and Stability	OJK Institute	April 23, 2024
	Provision of Banking Risk Management Certification Qualification Level 4	GPS & Partners	April 24-25, 2024
	Provision of Banking Risk Management Certification Qualification Level 5	GPS & Partners	June 20-21, 2024
	How to Mitigate Transition and Physical Risks in Financial Sector	OJK Institute	July 4, 2024
	Provision of Banking Risk Management Certification Qualification Level 6	Efektif Pro - Knowledge Source	July 23-24, 2024
	Market Conduct Implementation Strategy	OJK Institute	August 8, 2024
How to Prevent Money Laundering and Terrorism Financing	OJK Institute	September 3, 2024	

Name	Education/Training	Organizer	Date
	The Future of Data Analytics in The Financial Industry	OJK Institute	September 12, 2024
	Banking Risk Management Certification Briefing Qualification Level 7	GPS & Patners	September 28, 2024
	ESG Training (Capacity Building) Introduction and Implementation Plan of IFRS S1 & S2 in Indonesian Banks	BCA	November 7, 2024
	Indonesia Knowledge Forum (IKF): Linear to Limitless: Advancing Business Exponential Growth	BCA	November 12-13, 2024
Joanes Justira Gunawan	Banking Risk Management Certification Briefing Qualification Level 6	Maisa Edukasi	March 18-19, 2024
	Banking Risk Management Certification Briefing Qualification Level 7	Maisa Edukasi	June 6-7, 2024
	ESG Training (Capacity Building) Introduction and Implementation Plan of IFRS S1 & S2 in Indonesian Banks	BCA	November 7, 2024
	Indonesia Knowledge Forum (IKF): Linear to Limitless: Advancing Business Exponential Growth	BCA	November 12-13, 2024
Reinhard Harianja	Preparation for Banking Risk Management Certification Qualification Level 7	MRK-BCA	May 29, 2024
	Banking Risk Management Certification Briefing Qualification Level 7	Maisa Edukasi	June 6-7, 2024
	ESG Training (Capacity Building) Introduction and Implementation Plan of IFRS S1 & S2 in Indonesian Banks	BCA	November 7, 2024
	Indonesia Knowledge Forum (IKF): Linear to Limitless: Advancing Business Exponential Growth	BCA	November 12-13, 2024
	Qualification Level 7 Risk Management Refreshment Seminar	BARa	December 18, 2024

## 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 the members of the ROC ends due to the expiry of the term of office of the members of the Board of Commissioners as described in item 1) above, new members of the Audit Committee must be appointed within 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 ROC, i.e., the number of members of the ROC becoming less than the required membership due to permanent unavailability or resignation of a member for any reason, a new member of the ROC must be appointed within 3 (three) months from the occurrence of the vacancy.

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

## 7. ROC Membership Requirements

ROC membership requirements are as follows:

- a. ROC members must have good integrity, character, and morals.
- b. Members of the Board of Directors are prohibited from becoming ROC members.
- c. Any former member of the Board of Directors or former Executive Officer of BCA or other parties affiliated with BCA in a way that may affect their ability to act independently may not become an Independent Party in the ROC until the lapse of a minimum of 6 (six) months' cooling-off period.
- d. The requirement for the minimum of 6 (six) months' cooling-off period shall not apply to any former member of the Board of Directors in charge of the oversight function or any former Executive Officer charged with the implementation of the oversight function at BCA.
- e. Independent Commissioners is a member of Board of Commissioners who has no financial, management, ownership and/or family relationships with any member of the Board of Directors, any member of the Board of Commissioners and/or any controlling shareholder including the ultimate controlling shareholder, or any relationship with BCA that may affect their ability to act independently.

- f. Independent Party is a party from outside the Bank that has no financial, management, ownership and/or family relationships with any member of the Board of Directors, any member of the Board of Commissioners and/or any controlling shareholder, or any relationship with the Bank that may affect their ability to act independently.
- g. The Independent Party that becomes a member of the ROC must be recommended by the Remuneration and Nomination Committee.

## 8. Independence of ROC Members

All ROC members are independent parties who do not have financial, management, share ownership, and/or familial 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. All ROC members carry out their duties independently without any intervention from any party.

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

Independence Aspect	Cyrillus Harinowo	Endang Swathika Wibowo	Joanes Justira Gunawan	Reinhard Harianja
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 familial relationship with the Board of Commissioners, the Board of 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:

- a. Shall conduct the following duties and responsibilities, at least:
- 1) Evaluating the consistency between the risk management policy and the implementation of BCA's policy.
  - 2) Monitoring and evaluating the implementation of duties of the Risk Management Work Unit, the Risk Management Committee, and the Information Technology Steering Committee
- b. The results of the evaluation referred to in paragraph a.1) and the results of the monitoring and evaluation referred to in paragraph a.2) shall be used to make recommendations to the Board of Commissioners to ensure effectiveness of carrying its duties and responsibilities in the field of risk management and ensure that the risk management policy is properly implemented.
- c. 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:
- 1) Credit Risk;
  - 2) Market Risk;
  - 3) Liquidity Risk;
  - 4) Operational Risk;
  - 5) Legal Risk;
  - 6) Reputation Risk;
  - 7) Strategic Risk; and
  - 8) Compliance Risk.
- d. ROC also monitors the implementation of risk of the following risks:
- 1) Country Risk;
  - 2) Transfer Risk;
  - 3) IT Risk;
  - 4) Cyber Risk;
  - 5) Outsourcing Risk;
  - 6) Climate; and
  - 7) ESG Risk.
- and other risks in banking field.
- e. ROC supervises the implementation of risk evaluation and testing (stress testing).
- f. Assisting the Board of Commissioners in carrying out its duties of maintaining and monitoring the risk-based Bank's Soundness Level, especially risk profile parameters.
- g. Assisting the Board of Commissioners in monitoring and evaluating the implementation of the Recovery Plan.
- h. Develop working guidelines and rules for the ROC (the Charter) and conducting reviews as needed.
- i. Carry out other duties and responsibilities given by the Board of Commissioners from time to time.

## 10. Authorities of ROC

ROC shall have the following authorities:

- a. Perform activities to carry out their duties and responsibilities, among others:
  - 1) Access to BCA's data, documents, information.
  - 2) Communicating and coordinating with parties related to the committee's duties.
  - 3) Carry out other authorities granted by the Board of Commissioners.
- b. Independent Party of ROC members must perform their duties, responsibilities, and powers with integrity (including not being listed as a party prohibited from being the main party, not being listed as a party prohibited from being the main party, and not having bad credit or financing), independence, competence and maintaining reputation (including maintaining the BCA's reputation and maintaining personal reputation).

## 11. ROC Member Concurrent Position

The ROC Committee Charter regulates the concurrent positions of ROC Committee members. The provisions are as follows:

- a. The Chairperson of the ROC must not serve as Committee Chairperson in more than 1 (one) other committee (May only serve as chairman of a maximum of 2 (two) committees)
- b. A member of the ROC 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:
  - 1) meets all the required competencies and qualifications;
  - 2) meets the independence criteria;
  - 3) is able to keep the bank's secrets or confidential information;
  - 4) complies with the applicable code of ethics; and
  - 5) does not neglect his/her duties and responsibilities as a member of the ROC.

The implementation of the concurrent positions of ROC members are in accordance with applicable regulations. The following is information regarding the concurrent positions of ROC members throughout 2024:

Name of Committee Member	Position in the Committee	Other Positions (member of the Board of Commissioners, member of the Board of Directors, and/or member of Committees, and Other Positions)
Cyrrillus Harinowo	Chairman	Can be found on page 324
Endang Swasthika Wibowo	Member	-
Joanes Justira Gunawan	Member	Commissioner at PT Zeals Digital Asia
Reinhard Harianja	Member	Member of the Audit Committee at PT Perusahaan Perdagangan Indonesia

## 12. Policies and Implementation of ROC Meetings

ROC meeting procedures include:

- a. Organizing the Meeting:
  - 1) The ROC's Meeting shall be held according to the needs of BCA, at least 1 (one) time in 1 (one) month.
  - 2) ROC meetings are held if attended by the majority of KPR members (more than 50%) including 1 (one) Independent Commissioner.
  - 3) The attendance rate of ROC members in meetings is at least 75% (seventy-five percent) of the number of ROC meetings held.
  - 4) Meetings can be held either in person or through electronic media, or a combination of the two.
- 5) Meetings that are attended non-physically are conducted via teleconference media, video conferences, or other electronic media facilities that must allow all meeting participants to see and/or hear each other directly and participate in the meeting.
- 6) Invitations and meeting materials must be distributed to members of the committee no later than 5 (five) working days prior to the meeting date.
- b. Meeting Decision Making:
  - 1) The decision of the ROC Meeting must first be made based on deliberation to reach a consensus.
  - 2) 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.



- 3) All ROC Meeting decisions are binding for all ROC members.
- c. Minutes of Meeting:
  - 1) 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.
  - 2) Dissenting opinions that occur at the ROC Meeting must be clearly stated in the Minutes of Meeting along with the reasons for the dissent.
  - 3) The results of the ROC Meeting are recommendations that can be utilized optimally by the Board of Commissioners and the Board of Directors.

Throughout 2024, ROC has held 17 (seventeen) meetings.

Data on the attendance of Committee members in the implementation of ROC meetings throughout 2024 are as follows:

Name	Number of Meetings	Attendance	Percentage
Cyrillus Harinowo	17	17	100 %
Endang Swasthika Wibowo	17	17	100 %
Joanes Justira Gunawan	17	17	100 %
Reinhard Harianja	17	17	100 %

Agenda on the implementation of ROC meeting throughout 2024 is as follows:

No.	Date	Agenda
1.	January 24, 2024	Analysis of the Impact of Changes in BCA's Credit Structure and Development of Assessment Results on Information Technology Vulnerabilities and Security
2.	February 19, 2024	Discussion of the Committee's Report to the Board for the Fourth Quarter of 2023
3.	February 21, 2024	Committee Reporting to the Board of Commissioners for the Fourth Quarter of 2023
4.	March 25, 2024	Data and Information Data Center
5.	April 17, 2024	Refreshing Session from MRK re/BOC Reporting Package
6.	April 22, 2024	Human Error Review
7.	May 6, 2024	Discussion of the Committee's Report to the Board for the First Quarter of 2024
8.	May 15, 2024	Committee Reporting to the Board of Commissioners for the First Quarter of 2024
9.	June 25, 2024	Follow-up Discussion to the Minutes of the Board of Commissioners Meeting
10.	July 24, 2024	Strategic Risk Evaluation
11.	August 19, 2024	Discussion of the Committee's Report to the Board for the Second Quarter of 2024
12.	August 28, 2024	Committee Reporting to the Board of Commissioners for the Second Quarter of 2024
13.	September 25, 2024	Discussion on the Update of the Risk Oversight Committee Charter and Review of the Economic Outlook, Credit Risk and Market Risk and Liquidity.
14.	October 31, 2024	Review of Economic Prospects and Evaluation of Credit, Market and Liquidity Risks
15.	November 15, 2024	Discussion of the Committee's Report to the Board for the Third Quarter of 2024
16.	November 20, 2024	Committee Reporting to the Board of Commissioners for the Third Quarter of 2024
17.	December 16, 2024	Discussion of Topics for the Risk Oversight Committee's Report for the Fourth Quarter of 2024 and Discussion of Matters need to Learned Further by the Risk Oversight Committee in 2025

### 13. Realization of Work Program and Implementation of Activities of ROC in 2024

Throughout 2024, 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 Division 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 by attending the 2024 BCA National Work Meeting physically and attending Analyst 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 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.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.
- Periodic evaluation of the RNC Charter

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 2024, BCA RNC has 3 (three) members who have been appointed based on the Board of 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.

**Composition of RNC Members as of December 31, 2024**

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****Chairman**

The educational background, expertise, position, and work experience of RNC members can be found on page 77 in the Company Profile section of this 2024 BCA Annual Report.

**D.E. Setijoso****Member**

The educational background, expertise, position, and work experience of RNC members can be found on page 74 in the Company Profile section of this 2024 BCA Annual Report.

**Rudi Lim****Member**

The educational background, expertise, position, and work experience of RNC members can be found on page 84 in the Company Profile section of this 2024 BCA Annual Report.

**5. Education or Training**

In 2024, 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 321 of this 2024 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 321 of this 2024 BCA Annual Report.			
Rudi Lim	Beautiful Life	BCA	Yogyakarta	June 2-7, 2024
	BCA Leader +	BCA	Jakarta	August 15-16, 2024
	The Craft of Being a Leader	Boston Consulting Group Leadership Institute	Singapore, zoom online	September 4-6, 2024

**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 3 (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 familial 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. All RNC members carry out their duties independently without any intervention from any party.

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

Independence Aspect	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.	√	√	√
Have no share ownership relationship at the company.	√	-	-
Have no familial 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 regarding systems and procedures for selecting and/or replacing members of the Board of Commissioners and the Board of 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 position of members of the Board of Directors and/or members of the Board of Commissioners.

- 4) Competency development 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 duties.
- d. Carry out other authorities granted by the Board of Commissioners.

#### 11. Policies and Implementation of RNC Meetings

RNC 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. Throughout 2024, 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.

Data on the attendance of Committee members at RNC meetings as of December 31, 2024 is as follows:

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

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

No.	Date	Agenda
1	January 24, 2024	Discussion on the Evaluation of the Self-Assessment Results of the Board of Directors and the Board of Commissioners
2	February 7, 2024	Recommendations for Distribution of Tantiem for the Financial Year 2023 to members of the Board of Commissioners & the Board of Directors
3	February 28, 2024	Recommendation to the MRK and DAI Division regarding variable remuneration payments
4	March 14, 2024	Recommendations for Remuneration Packages for Members of the Board of Commissioners and the Board of Directors for the term of office 2024 to 2026.
5	June 27, 2024	Analysis of Remuneration Data for Members of the Board of Commissioners and the Board of Directors

## 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 2024

The realization of the BCA RNC work program for 2024 is as follows:

- a. Prepare recommendations regarding proposals for granting *tantiem* to the Board of Commissioners and the Board of Directors for BCA's performance in 2023.
- b. Prepare recommendations regarding the proposed Remuneration Package for Members of the Board of Commissioners and Directors for the term of office from 2024 to 2026
- c. Evaluate the results of the self-assessment of the Board of Directors and Board of Commissioners.
- d. Develop recommendations regarding whether or not it is necessary to postpone or withdraw deferred variable remuneration payments from Material Risk Takers

## 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:

- a. 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.
- b. 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.
- c. 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.

In 2024, there were no changes in the composition of the Board of Directors and Board of Commissioners.

## 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 2024 BCA Annual Report.

### 1. Legal Basis

The legal basis for establishing the IGC refers to:

- PBI No. 11/33/PBI/2009 concerning the Implementation of Good Corporate Governance for Commercial Banks and Sharia Business Units.
- OJK Regulation on the Implementation of Integrated Risk Management.
- OJK Regulation on the Implementation of Integrated Governance.
- OJK Regulation No. 21/POJK.04/2015, concerning Implementation of Public Company Governance Guidelines.
- OJK Regulation No. 26/POJK.03/2015, concerning Integrated Minimum Capital Adequacy Provision Requirements for Financial Conglomerates.
- OJK Regulation No. 36/POJK.05/2015, concerning Good Corporate Governance for Venture Capital Companies and OJK Regulation No. 30/POJK.05/2014, concerning Good Corporate Governance for Financing Companies as revoked by OJK Regulation No. 48 of 2024 on Good Governance for Financing Institutions, Venture Capital Companies, Microfinance Institutions, and Other Financial Services Institutions.
- OJK Regulation No. 73/POJK.05/2016, concerning Good Corporate Governance for Insurance Companies.
- OJK Regulation No. 45/POJK.03/2020, concerning Financial Conglomerates as revoked by OJK Regulation No. 30 of 2024 concerning Financial Conglomerates and Parent Companies of Financial Conglomerates.
- OJK Regulation No. 17 of 2023 concerning the Implementation of Governance for Commercial Banks.



- OJK Circular Letter No. 15/SEOJK.03/2015, concerning Implementation of Integrated Governance for Financial Conglomerates.
- OJK Circular Letter No. 32/SEOJK.04/2015, 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 0169/SK/DIR/2024 dated October 14, 2024 concerning the Change 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, 2024, the IGC has 10 (ten) members who have been appointed by the Board of Directors from the Main Entity through Board of Directors' Decree No. 0093/SK/DIR/2024 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. 027/RR/KOM/2024 dated June 19, 2024. As of 1 September 2024, the IGC has 9 (nine) members who have been appointed by the Board of Directors from the Main Entity through Board of Directors' Decree No. 0169/SK/DIR/2024 dated October 14, 2024 based on the decision in the Minutes of Meeting of the Board of Commissioners from the Main Entity No. 039/RR/KOM/2024 dated September 18, 2024

### Composition of the IGC Members

Name	Position in the Committee <sup>*)</sup>	Position in the Financial Conglomeration	Term of Office
<b>Member from the Main Entity</b>			
Cyrrillus Harinowo	Chairman (concurrently member)	Main Entity's Independent Commissioner	May 6, 2021 – 2026 AGMS
Prabowo	Member	Main Entity's Independent Party <sup>**)</sup>	May 6, 2021 – 2026 AGMS
<b>Member from the Subsidiary<sup>***)</sup></b>			
Sulistiyowati	Member	Independent Commissioner PT BCA Finance	May 6, 2021 – 2026 AGMS
Gustiono Kustianto	Member	Independent Commissioner PT Asuransi Umum BCA	May 6, 2021 – 2026 AGMS
Pudjianto	Member	Independent Commissioner PT Asuransi Umum BCA	May 6, 2021 – 2026 AGMS
Mathilda Simon	Member	Independent Commissioner PT BCA Multi Finance	September 14, 2023 – September 1, 2024
Ratna Yanti	Member	Independent President Commissioner PT Bank BCA Syariah	March 10, 2023 – 2026 AGMS
Sutedjo Prihatono <sup>*)</sup>	Member	Member of the Sharia Supervisory Board of PT Bank BCA Syariah	May 6, 2021 – 2026 AGMS
Hendra Iskandar Lubis	Member	Independent Commissioner PT BCA Sekuritas	May 6, 2021 – 2026 AGMS

Name	Position in the Committee <sup>1)</sup>	Position in the Financial Conglomerate	Term of Office
Janto Havianto	Member	Independent Director BCA Finance Limited, Hongkong	June 20, 2024 – 2026 AGMS
Ina Suwandi	Member	Independent Commissioner PT Bank Digital BCA	September 14, 2023 – 2026 AGMS

Note:

<sup>1)</sup> 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.

<sup>2)</sup> Members of the IGC who are independent parties are appointed by the Main Entity's Board of Commissioners.

<sup>3)</sup> 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

###### Chairman (concurrently member)

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 2024 BCA Annual Report.

##### Prabowo

###### Member

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 2024 BCA Annual Report.

##### Sulistiyowati

###### Member

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 2024 BCA Annual Report.

##### Gustiono Kustianto

###### Member

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 2024 BCA Annual Report.

##### Pudjianto

###### Member

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 2024 BCA Annual Report.

##### Mathilda Simon

###### Member

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 2024 BCA Annual Report.

##### Ratna Yanti

###### Member

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 2024 BCA Annual Report.

##### Sutedjo Prihatono

###### Member

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 2024 BCA Annual Report.

##### Hendra Iskandar Lubis

###### Member

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 2024 BCA Annual Report.

##### Janto Havianto

###### Member

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 2024 BCA Annual Report.

### Ina Suwandi Member

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 2024 BCA Annual Report.

## 5. Education or Training

Throughout 2024, members of the IGC have carried out several 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 321 of this 2024 BCA Annual Report.		
Prabowo	Investment Management Strategy for the Insurance Industry and Pension Funds	OJK Institute	February 1, 2024
	Economic and Financial Outlook in 2024	OJK Institute	February 22, 2024
	Artificial Intelligence Changes The Face of The Financial Sector	OJK Institute	March 7, 2024
	Opportunities and Challenges of Open Finance in Indonesia	OJK Institute	April 25, 2024
	Credit Growth Opportunities After the End of the Credit Restructuring Policy	OJK Institute	May 22, 2024
	Opportunities and Challenges for Personal Data Protection in Transactions in the Digital Era	OJK Institute	May 30, 2024
	ESG Training (Capacity Building) Introduction and Implementation Plan of IFRS S1 & S2 in Indonesian Banks	BCA	November 7, 2024
	Indonesia Knowledge Forum (IKF): Linear to Limitless: Advancing Business Exponential Growth	BCA	November 12-13, 2024
Sulistiyowati	Opportunities and Challenges for Personal Data Protection in Transactions in the Digital Era	OJK Institute	May 30, 2024
	National Seminar on Financing Challenges Amidst Geopolitical and Economic Changes	Association of Indonesian Financing Companies (PAPI)	June 4, 2024
	ESG Training (Capacity Building) Introduction and Implementation Plan of IFRS S1 & S2 in Indonesian Banks	BCA	November 7, 2024
	Indonesia Knowledge Forum (IKF): Linear to Limitless: Advancing Business Exponential Growth	BCA	November 12-13, 2024
	Risk and Governance Summit (RGS) of 2024 "Strengthening The GRC Ecosystem in The Financial Sector Support The Golden Indonesia 2045 Vision"	OJK Institute	November 26, 2024
Gustiono Kustianto	Mandiri Investment Forum	Bank Mandiri	March 5, 2024
	Recognizing Emerging Risks and Opportunities in Portfolio Diversification	GRC Management	April 3, 2024
	GRC Masterclass and Summit	GRC	August 22-23, 2024
	The Future of Data Analytics in the Financial Industry: Trends and Innovations	OJK Institute	September 12, 2024
Pudjianto	Digital and Risk Management in Insurance 2024 DRIM AAJI 2024 "Insuring Tomorrow: Navigating the Digital Frontier in Life Insurance"	Indonesian Life Insurance Association (AAJI)	May 15-17, 2024
	The Forum Indonesia Professional Insurance Forum "Challenges and Embrace Emerging Opportunity in Insurance"	Association of Indonesian Insurance Management Experts (AAMAI)	July 10-12, 2024
	ESG Training (Capacity Building) Introduction and Implementation Plan of IFRS S1 & S2 in Indonesian Banks	BCA	November 7, 2024
Mathilda Simon	Banking Risk Management Recertification Briefing Qualification Level 6	Maisa Edukasi	March 18-19, 2024

Name	Education/Training	Organizer	Date
	Implementation of Effective Risk Management in the Decision-Making Process at Middle-Level Management or Managerial Level in Insurance Companies	Association of Indonesian Insurance Management Experts (AAMAI)	June 7, 2024
	Application of Very Complex Insurance Company Risk Analysis to Improve Company Performance (Main)	Association of Indonesian Insurance Management Experts (AAMAI)	June 8, 2024
	Banking Digitalization Risks	IBI - Banking Competency Centre	June 12, 2024
	International Seminar: The Fed's Interest and Enhancing Market Share through Technologies Transformation	Association of Indonesian Financing Companies	August 6, 2024
Ratna Yanti	Webinar on Handling Banking Crime with the Implementation of the P2SK & OJK Regulation Law 16 of 2023	FKDKP	February 29, 2024
	PAU PPT Sharing Session and Discussion of PAU PPT Implementation Report	BCA Syariah	May 7, 2024
	Sharing Session Refreshment DSN-MUI Fatwa 142 of 2021	BCA Syariah	May 28, 2024
	Sharing Session Regulatory Provisions OJK Regulation Number 5 of 2024, PLPS Number 1 of 2021, OJK Regulation Number 2 of 2024	BCA Syariah	June 11, 2024
	Risk Management Refreshment Qualification Level 6	Mualamat Foundation Institute	June 28, 2024
	Banking Risk Management Recertification Briefing Qualification Level 6	Mualamat Foundation Institute	July 12, 2024
	Webinar ESG Banking Aspects to Promote the Achievement of Sustainable Development Goals (SDG's)	Banking Compliance Director Communication Forum (FKDKP)	September 27, 2024
	Presentation of the ASEAN Corporate Governance Scorecard (ACGS)	BCA Syariah	October 14, 2024
	Sustainable Finance Capacity Building Program Towards Zero Emission	BCA Syariah	November 8, 2024
	National Work Meeting BCASyariah 2025 'Great Leader, Great Team, Great Result'	BCA Syariah	November 26, 2024
	Risk and Governance Summit (RGS) of 2024 "Strengthening the GRC Ecosystem in The Financial Sector Support the Golden Indonesia 2045 Vision"	OJK Institute	November 28, 2024
Sutedjo Prihatono	Risk Management Training and Certification Program	Karim Konsulting	March 15, 2024
	ESG Training (Capacity Building) Introduction and Implementation Plan of IFRS S1 & S2 in Indonesian Banks	BCA	November 7, 2024
Hendra Iskandar Lubis	Advanced Education and Training for Directors and Commissioners of Securities Companies with the theme of Risk Management.	Asosiasi Perusahaan Efek Indonesia (PAEI)	July 30, 2024
Janto Havianto	The Future of Data Analytics In The Financial Industry: Trends and Innovations	OJK Institute	September 12, 2024
	ESG Training (Capacity Building) Introduction and Implementation Plan of IFRS S1 & S2 in Indonesian Banks	BCA	November 7, 2024
	Banking Risk Management & Training Qualification Level 6	Maisa Edukasi	November 18, 2024
	LSP LSPP Communication Forum (Forum for Risk Management & Treasury Assessors)	LSP LSPP	November 19, 2024
	Risk and Governance Summit (RGS) of 2024 "Strengthening The GRC Ecosystem in The Financial Sector Support The Golden Indonesia 2045 Vision"	OJK Institute	November 26, 2024
	Risk Management Refreshment Seminar	BARa	December 12, 2024

Name	Education/Training	Organizer	Date
Ina Suwandi	Artificial Intelligence Changes The Face of The Financial Sector	OJK Institute	March 7, 2024
	Opportunities and challenges for Digital Assets in Indonesia	OJK Institute	March 14, 2024
	The role of the Taxonomy for Sustainable Finance (TKBI) in encouraging the Energy Transition towards Zero Emission Indonesia	OJK Institute	March 28, 2024
	Preparation Program for Banking Risk Management Update Qualification Level 6	PT Arfaidhams Secret	June 22, 2024
	Scary Life: Face Your Fear	Tanadi Santoso	October 31, 2024
	ESG Training (Capacity Building) Introduction and Implementation Plan of IFRS S1 & S2 in Indonesian Banks	BCA	November 7, 2024
	Risk and Governance Summit (RGS) of 2024 "Strengthening the GRC Ecosystem in The Financial Sector Support the Golden Indonesia 2045 Vision"	OJK Institute	November 26, 2024

## 6. Term of Office

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

- 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.
- The term of office of members of the IGC from Main Entity's Independent Parties will end when the term of office of the Main Entity's Board of Commissioners ends, and it can be reappointed.
- The terms of office of members of the Financial Services Institution Representative Committee (Independent Commissioner of Financial Services Institutions) 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).
- 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

- Members of the Board of Directors are prohibited from becoming members of the IGC.
- Independent parties who are members of the IGC are parties outside the Main Entity who do not have financial, management, ownership, and/or familial 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 familial 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. All IGC members also carry out their duties independently without any intervention from any party.

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

Independence Aspect	Cyrellus Harinowo	Prabowo	Sulistiyowati	Gustiono Kustianto	Pudjianto	Mathilda Simon <sup>*)</sup>	Ratna Yanti
Has no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√	√	√	√	√
Has no management relationship at the company, subsidiaries or affiliated companies.	√	√	√	√	√	√	√
Has no share ownership relationship at the company.	√	√	√	√	√	√	√
Has no familial 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	√	√	√	√	√	√	√

Note:

\*) In office since September 14, 2023 until August 31, 2024, as the merger of PT BCA Multi Finance took effect on September 1, 2024.

Independence Aspect	Sutedjo Prihatono	Hendra Iskandar Lubis	Janto Havianto	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 familial 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; and
  - 3) Integrated Risk Management Function.
- b. Carry out other activities in accordance with the Integrated Governance Guidelines delegated to the IGC by the Board of Commissioners.

## 11. IGC Member Concurrent Position

In accordance with OJK Regulation on the Implementation of Integrated Governance, membership of Independent Commissioners, independent parties, and members of the Sharia Supervisory Board on the Integrated Governance Committee in Financial Conglomerates is not counted as concurrent positions. Thus, the implementation of the concurrent position of BCA IGC is in accordance with applicable regulations.

Name of Committee Member	Position in the Committee	Other Positions (member of the Board of Commissioners, member of the Board of Directors, and/or member of Committees, and Other Positions)
Cyrrillus Harinowo	Chairman	Can be found on page 324
Prabowo	Member	-
Sulistiyowati	Member	-
Gustiono Kustianto	Member	-
Pudjianto	Member	-
Mathilda Simon	Member	-
Ratna Yanti	Member	-
Sutedjo Prihatono	Member	-
Hendra Iskandar Lubis	Member	<ul style="list-style-type: none"> <li>• Member of the Planning and Risk Monitoring Committee of Perum Perumnas</li> <li>• Member of the Audit Committee of PT Hasnur International Shipping Tbk</li> <li>• President Director of PT Central Sudirman Development</li> </ul>
Janto Havianto	Member	-
Ina Suwandi	Member	-

Note:

\*) In office since September 14, 2023 until August 31, 2024, as the merger of PT BCA Multi Finance took effect on September 1, 2024.

## 12. Policies and Implementation of IGC Meetings

The provisions for holding the IGC meeting are as follows:

- a. The IGC holds meetings as needed, at least once every semester or 2 (two) times a year.
- b. 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.
- c. The IGC Meeting can be held:
  - 1) In person at the BCA domicile or at another place determined by the Chairman of the IGC; or
  - 2) 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:

- a. 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.

- b. 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.
- c. 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.
- d. Throughout 2024, the IGC has held 6 (six) meetings.

Data on the attendance of Committee members in the IGC Meeting throughout 2024 is as follows:

Name	Number of Meetings	Attendance	Percentage
Cyrillus Harinowo	6	6	100%
Prabowo	6	6	100%
Sulistiyowati	6	6	100%
Gustiono Kustianto	6	6	100%
Pudjianto	6	5	83.33%
Mathilda Simon *)	4	4	100%
Ratna Yanti	6	6	100%
Sutedjo Prihatono	6	6	100%
Hendra Iskandar Lubis	6	5	83.33%
Janto Havianto **)	3	3	100%
Ina Suwandi	6	6	100%

Note:

\*) In office since September 14, 2023 until August 31, 2024, as the merger of PT BCA Multi Finance took effect on September 1, 2024.

\*\*) Serving since June 20, 2024, until the closing of the 2026 AGMS

The agenda for the implementation of the IGC meetings throughout 2024 is as follows:

No.	Date	Agenda
1	January 10, 2024	Implementation of Governance for Commercial Banks at PT BCA Syariah Bank and PT BCA Digital Bank In accordance with OJK Regulation No.17 of 2023 concerning Implementation of Governance for Commercial Banks
2	March 20, 2024	Reporting of the Integrated Governance Committee Semester II/2023 to the Board of Commissioners of the Main Entity
3	May 15, 2024	Implementation of Good Corporate Governance (GCG) at PT BCA Finance and PT BCA Multifinance
4	July 10, 2024	Fraud Trends and Mitigation Efforts at PT Bank Central Asia Tbk
5	September 18, 2024	The First Semester of 2024 Integrated Governance Committee Reporting to the Board of Commissioners of the Main Entity
6	November 20, 2024	Implementation of Business Continuity Program (BCP) at PT Asuransi Umum BCA and PT Asuransi Jiwa BCA

### 13. Realization of the Work Program and Implementation of IGC Activities in 2024

Throughout 2024, 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

### I. ASSET LIABILITY COMMITTEE

Asset Liability Committee (ALCO) is a 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 Board of 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 member)	President Director	
Member	<ul style="list-style-type: none"> <li>• Deputy President Director I – IT &amp; Digital Banking</li> <li>• Deputy President Director II – Business Banking &amp; Operation</li> <li>• Risk Management Director</li> <li>• Corporate Banking &amp; Treasury Director</li> <li>• Commercial &amp; SME Banking Director</li> <li>• Branch &amp; Network Director</li> <li>• Credit Risk &amp; Legal Director</li> <li>• Transaction Banking Director</li> <li>• Finance &amp; Corporate Planning Director</li> <li>• Consumer Banking Director</li> <li>• Executive Vice President (EVP) in charge of Treasury and International Banking</li> <li>• Executive Vice President (EVP) in charge of Corporate Banking &amp; Transaction</li> <li>• Executive Vice President (EVP) CFO Office</li> <li>• Head of International Banking (DPI)</li> <li>• Head of Treasury (DTR)</li> <li>• Head of Finance &amp; Accounting (DKP)</li> <li>• Head of Corporate Strategy &amp; Planning (DCSP)</li> <li>• Head of Corporate Banking, Transaction &amp; Finance (GBKF)</li> <li>• Head of Commercial &amp; SME Banking (DCE)</li> <li>• Head of Transaction Banking Product Development (DPD)</li> <li>• Head of Transaction Banking Business Development (DTB)</li> <li>• Head of Transaction Banking Partnership Solution Development (DST)</li> <li>• Head of Consumer Finance (DBK)</li> <li>• Head of Risk Management (MRK)</li> </ul>	Reserve voting right
Secretary	Senior Adviser 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 fund 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, provided that it does not exceed the authority of 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-taking 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 inputs 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.
  - Determination of 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 provisions 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 2024

As of December 31, 2024, ALCO held 21 (twenty one) meetings with details of the attendance of ALCO members as follows:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja) <sup>1)</sup>	21	21	100%
Deputy President Director I – IT & Digital Banking (Gregory Hendra Lembong)	21	18	86%
Deputy President Director II – Business Banking & Operation (Armand W. Hartono)	21	17	81%
Risk Management Director (Antonius Widodo Mulyono)	21	21	100%
Corporate Banking & Treasury Director (Rudy Susanto)	21	20	95%
Commercial & SME Banking Director (John Kosasih)	21	13	62%
Branch & Network Director (Frengky Chandra Kusuma)	21	19	90%
Credit Risk & Legal Director (Subur Tan)	21	18	86%
Transaction Banking Director (Santoso)	21	17	81%
Finance & Corporate Planning Director (Vera Eve Lim)	21	20	95%
Consumer Banking Director (Haryanto T. Budiman)	21	20	95%
Executive Vice President (EVP) in charge of Treasury and International Banking	21	15	71%
Executive Vice President (EVP) in charge of Corporate Banking & Transaction	21	15	71%
Executive Vice President (EVP) CFO Office	21	15	71%
<b>Member Head of Division or official representative:</b>			
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 Commercial & SME Banking (DCE)	21	21	100%
Head of Transaction Banking Product Development (DPD)	21	19	90%
Head of Transaction Banking Business Development (DTB)	21	21	100%
Head of Transaction Banking Partnership Solution Development (DST)	21	20	95%
Head of Consumer Finance (DBK)	21	21	100%
Head of Risk Management (MRK)	21	21	100%

Note:

1) Chairman of ALCO

The details of the implementation of ALCO meetings throughout 2024 are as follows:

No.	Date	Agenda
1	January 12, 2024	At ALCO meetings, among other things, the following are discussed:
2	January 29, 2024	a. Follow-up report on previous ALCO Meeting Decisions.
3	February 12, 2024	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 26, 2024	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 15, 2024	d. Banking Book Interest Rate Risk based on Earnings Perspective (NII Method) and Economic Value Perspective (EVE Method).
6	March 27, 2024	e. Development of Interest Rate Risk in Trading Book and Forex.
7	April 19, 2024	f. Yield and Cost of Fund Rupiah and Foreign Currency.
8	April 30, 2024	g. Assets Liabilities Management Analysis.
9	May 27, 2024	h. Stress Test for Liquidity Risk and Stress Test for Exchange Rate Risk and Trading Book Interest Rates.
10	June 12, 2024	i. Development of Bank Funds towards Total Banking.
11	June 21, 2024	j. Proposed Interest Rates for Funds, Credit and Credit Base Interest Rates (SBDK).
12	July 15, 2024	k. Profit/loss projection.
13	July 26, 2024	
14	August 13, 2024	
15	August 26, 2024	
16	September 12, 2024	
17	September 30, 2024	
18	October 25, 2024	
19	November 11, 2024	
20	November 26, 2024	
21	December 20, 2024	

## 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 2024

Throughout 2024, 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 2025

ALCO has established work plans for 2025 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, 2023, regarding the structure and charter 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 permanent member)	Director in charge of the risk management function.	Reserve voting right
Permanent member <sup>1)</sup>	<ul style="list-style-type: none"> <li>• All members of the Board of Directors</li> <li>• Executive Vice President of the Credit Risk Analysis Group</li> <li>• Head of Compliance Division</li> <li>• Head of Internal Audit Division<sup>3)</sup></li> </ul>	
Non-Permanent Members <sup>2)</sup>	<ul style="list-style-type: none"> <li>• Executive Vice President with the exception of Executive Vice President of the Credit Risk Analysis Group</li> <li>• All Heads of Divisions/Work Units/Groups, Except the Permanent Members</li> </ul>	
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 inputs to the RMC secretary in the form of topics to be discussed at the RMC meeting, as well as meeting materials.
- b. Provide inputs 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 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 more than 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 2024

As of December 31, 2024, 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	3	100%
Deputy President Director (Gregory Hendra Lembong)	4	2	50%
Deputy President Director (Armand W. Hartono)	4	3	75%
Director of Credit and Legal (Subur Tan)	4	4	100%
Director of Commercial Banking & SME (John Kosasih)	4	4	100%
Director of Regional & Branch Network (Frengky Chandra Kusuma)	4	4	100%
Director of Corporate Banking & Treasury (Rudy Susanto)	4	2	50%
Director of Compliance and Human Resources (Lianawaty Suwono)	4	4	100%
Director of Banking Transactions (Santoso)	4	3	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 (GARK)	4	4	100%
Head of Compliance Division	4	4	100%
Head of Risk Management Division (Secretary)	4	4	100%
Head of Internal Audit	4	3	75%
EVP, Strategic Information Technology Group <sup>1)</sup>	2	2	100%
EVP Grup Corporate Banking, Transaction, and Finance <sup>1)</sup>	1	1	100%
EVP CFO Office <sup>1)</sup>	1	1	100%

Position	Number of Meeting	Attendance	Percentage
Head of Enterprise IT Architecture, Data Management & Service Quality Group <sup>1)</sup>	1	1	100%
Head of Corporate Strategy & Planning <sup>1)</sup>	2	2	100%
Head of Legal Group <sup>1)</sup>	1	1	100%
Head of Consumer Credit Business Division <sup>1)</sup>	1	1	100%
Head of Banking Transaction Cooperation Solution Development Division <sup>1)</sup>	1	1	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 2024 are as follows:

No.	Date	Agenda
1	February 21, 2024	<ul style="list-style-type: none"> <li>Proposed Changes to Limits of Secondary Reserves</li> <li>OJK Regulation Draft concerning Transparency and Publication of Credit Interest Rates (SBDK) for Conventional Commercial Banks</li> </ul>
2	June 4, 2024	BCA Risk Appetite Statement Review
3	June 19, 2024	<ul style="list-style-type: none"> <li>OJK Regulation No. 5 of 2024 concerning Determination of Supervisory Status and Handling of Commercial Bank Problems</li> <li>2023 BCA Digital Maturity Assessment Reporting</li> </ul>
4	October 23, 2024	BCA's proposed credit interest rate as of October 31, 2024

## 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 2024

The realization of the RMC work program in carrying out its management duties in 2024 is as follows:

- Providing information on the changes in Secondary Reserves limits and mandatory credit interest rate transparency.
- Providing Information on the proposed changes to risk appetite and risk tolerance.
- Providing Information on the OJK Regulation regarding the Determination of Supervisory Status and Handling of Commercial Bank Problems and the results of BCA's digital maturity assessment in 2023.
- Informing the proposed results of the calculation of the Prime Lending Rate as of October 31, 2024.

## 8. Work Plan of RMC in 2025

RMC has developed the following work plan for 2025:

- Reviewing issues pertaining to the topic of RMC meetings.
- Providing 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 the Board of 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 member)	Director who oversees the integrated risk management function	Reserve voting right
Permanent member <sup>1)</sup>	<ul style="list-style-type: none"> <li>• All members of the Board of Directors</li> <li>• Head of Compliance Division</li> <li>• Head of Internal Audit Division<sup>3)</sup></li> </ul>	
Non-Permanent member <sup>2)</sup>	<ul style="list-style-type: none"> <li>• All Executive Vice Presidents (EVP)</li> <li>• All Heads of Divisions/Groups/Work Units related to Subsidiaries, excluding Permanent Members</li> </ul>	
1. Executive Officer		
2. Director of Subsidiary <sup>1)</sup>	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.

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

2) 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 2024

As of December 31, 2024, the IRMC has held 3 (three) meetings with the following details:

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) <sup>1)</sup>	3	3	100%
Deputy President Director 1 (Gregory Hendra Lembong) <sup>1)</sup>	3	3	100%
Deputy President Director II (Armand W. Hartono) <sup>1)</sup>	3	2	67%
Credit Risk & Legal Director (Subur Tan) <sup>1)</sup>	3	2	67%
Corporate Banking & Treasury Director (Rudy Susanto) <sup>1)</sup>	3	2	67%
Compliance & Human Capital Mgmt. Director (Lianawaty Suwono) <sup>1)</sup>	3	3	100%
Banking Transaction Director (Santoso) <sup>1)</sup>	3	3	100%
Finance and Corporate Planning Director (Vera Eve Lim) <sup>1)</sup>	3	2	67%
Consumer Banking Director (Haryanto T. Budiman) <sup>1)</sup>	3	2	67%
Regional and Branch Network Director (Frengky Chandra Kusuma) <sup>1)</sup>	3	3	100%
Commercial & SME Banking Director (John Kosasih) <sup>1)</sup>	3	3	100%
Risk Management Director (Antonius Widodo Mulyono) <sup>1)</sup>	3	3	100%
Head of Compliance Division <sup>1)</sup>	3	3	100%
Head of Risk Management Division (Secretary) <sup>1)</sup>	3	3	100%

Position	Number of Meeting	Attendance	Percentage
Head of Internal Audit <sup>1)</sup>	1	1	100%
Head of Contact Center & Digital Service <sup>2)</sup>	1	1	100%
Head of Corporate Communication & Social Responsibility <sup>2)</sup>	1	1	100%
Head of Marketing Communication Subdivision <sup>2)</sup>	1	1	100%
Director of PT BCA Finance <sup>2)</sup>	3	3	100%
Director of PT BCA Multi Finance <sup>2)3)</sup>	1	1	100%
Director of PT Bank BCA Syariah <sup>2)</sup>	3	3	100%
Director of BCA Finance Limited <sup>2)</sup>	3	3	100%
Director of PT BCA Sekuritas <sup>2)4)</sup>	3	3	100%
Director of PT Asuransi Umum BCA <sup>2)</sup>	3	3	100%
Director of PT Asuransi Jiwa BCA <sup>2)</sup>	3	3	100%
Director of PT Central Capital Ventura <sup>2)</sup>	3	3	100%
Director of PT Bank Digital BCA <sup>2)</sup>	3	3	100%

1) Permanent Member.

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

3) As of September 1, 2024, PT BCA Multi Finance has merged into PT BCA Finance.

4) Represented by Support Function Director of PT BCA Sekuritas.

The implementation of the IRMC meetings throughout 2024 is as follows:

No.	Date	Agenda
1	March 8, 2024	BCA Financial Conglomeration (KK) Integrated Risk Profile Report Semester II - 2023
2	September 10, 2024	BCA Financial Conglomeration (KK) Integrated Risk Profile Report Semester I - 2023
3	November 7, 2024	- Reputation Risk - BCA Digital Integrated Risk Limit

## 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).

## 7. Realization of the Work Program in 2024

In 2024, the IRMC has realized the following work programs:

- Providing information on the Semester II - 2023 BCA Financial Conglomerate (KK) Integrated Risk Profile Report.
- Providing information on the Semester I - 2024 BCA Financial Conglomerate (KK) Integrated Risk Profile Report.
- Informing BCA Digital Integrated Risk Limit suggestion.
- Informing Reputation Risk.

## 8. Work Plan of IRMC in 2025

The IRMC has prepared a work plan for 2025, including:

- Providing Information on the Semester II - 2024 BCA Financial Conglomerate Integrated Risk Profile Report.
- Providing Information on the Semester I - 2025 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 Committeee	Served By	Voting Right Status
Chairman (concurrently member)	President Director	Reserve voting right
Member <sup>1)</sup>	<ul style="list-style-type: none"> <li>• Deputy President Director I – IT &amp; Digital Banking</li> <li>• Credit Risk &amp; Legal Director</li> <li>• Risk Management Director</li> <li>• Compliance &amp; Human Capital Management Director</li> <li>• Corporate Banking &amp; Treasury Director <sup>2)</sup></li> <li>• Commercial &amp; SME Banking Director <sup>2)</sup></li> <li>• Consumer Banking Director <sup>2)</sup></li> <li>• Transaction Banking Director <sup>2)</sup></li> <li>• Executive Vice President (EVP) in charge of Credit Risk Analysis <sup>2)</sup></li> <li>• Executive Vice President (EVP) in charge of Corporate Banking &amp; Transaction <sup>2)</sup></li> <li>• Executive Vice President (EVP) in charge of Treasury &amp; International Banking <sup>2)</sup></li> <li>• Head of Credit Risk Analysis and/or Head of SME &amp; Commercial Business and/or Head of Corporate Banking, Transaction &amp; Finance and/or Head of Consumer Finance and/or Head of Transaction Banking Services and/or Head of International Banking or Substitute Officer <sup>2)</sup></li> <li>• Head of Internal Audit or Substitute Officer</li> <li>• Head of Compliance or Substitute Officer</li> </ul>	
Secretary (concurrently member)	Head of Risk Management or Substitute Officer	

Notes:

1) Other directors have the right to attend CPC meetings, but without voting rights.

2) According to the topic discussed.

#### 2. Main Functions, Authorities, Duties, and Responsibilities of CPC

##### Main Functions of CPC

CPC has the following main functions:

- Assist the Board of Directors in formulating credit policies, especially those relating to prudential principle in credit.
- Monitor and evaluate the implementation of credit policies in order to be implemented consistently and consequently.
- Conduct periodic reviews of the 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 inputs to the CPC secretary in preparing the agenda and meeting materials.
- Provide inputs 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  $\frac{2}{3}$  (two-thirds) of the total members.

### 4. Decision Making

The decision-making provisions of the CPC are as follows:

- Decision making regarding to the use of the CPC's authority can be carried out through circulation to CPC members or through legitimate CPC meetings.
- Decisions through meetings or circulations to CPC members will be considered valid and binding if approved by more than  $\frac{1}{2}$  (one-half) of the members present.

### 5. Frequency of CPC Meetings in 2024

As of December 31, 2024, the CPC had held 1 (one) meeting, with the following details on CPC member attendance:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)	1	1	100%
Deputy President Director 1 (Gregory Hendra Lembong)	1	1	100%
Credit Risk & Legal Director (Subur Tan)	1	1	100%
Risk Management Director (Antonius Widodo Mulyono)	1	1	100%
Compliance & Human Capital Mgmt. Director (Lianawaty Suwono)	1	1	100%
Corporate Banking & Treasury Director (Rudy Susanto) <sup>1)</sup>	1	1	100%
Commercial & SME Banking Director (John Kosasih) <sup>1)</sup>	1	1	100%
Consumer Banking Director (Haryanto T.Budiman) <sup>1)</sup>	-	-	-
Transaction Banking Director (Santoso) <sup>1)</sup>	-	-	-
Executive Vice President in charge of Credit Risk Analysis <sup>1)</sup>	1	1	100%
Executive Vice President in charge of Corporate Banking & Transaction <sup>1)</sup>	1	1	100%
Executive Vice President in charge of Treasury & International Banking <sup>1)</sup>	-	-	-
Head of Credit Risk Analysis or substitute officer <sup>1)</sup>	1	1	100%
Head of SME & Commercial Business or substitute official <sup>1)</sup>	1	1	100%
Head of Corporate Banking, Transaction & Finance or substitute officer <sup>1)</sup>	1	1	100%

Position	Number of Meetings	Attendance	Percentage
Head of Consumer Finance or substitute officer <sup>1)</sup>	-	-	-
Head of Transaction Banking Services or substitute officer <sup>1)</sup>	-	-	-
Head of International Banking or substitute officer <sup>1)</sup>	-	-	-
Head of Internal Audit or substitute officer	1	1	100%
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, if they are not related to the topic under discussion, then they are excluded from the Meeting.

Details of the implementation of CPC meetings throughout 2024 are as follows:

No.	Date	Agenda
1	November 29, 2024	<ol style="list-style-type: none"> <li>Corporate &amp; Commercial Credit Category Review</li> <li>Corporate Cash Collateral and Currency Equivalent Cash Collateral Loans</li> </ol>

## 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.
- Data and other information relating to the results of supervision, monitoring and evaluation of activities.

## 7. Realization of Work Program in 2024

Throughout the implementation of its management duties in 2024, the CPC has implemented a work program, namely providing recommendations related to:

- Corporate & Commercial Credit Category Review
- Corporate Cash Collateral and Currency Equivalent Cash Collateral Loans

## 8. CPC Work Plan in 2025

CPC has established work plans for 2025 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.014/2021 dated June 29, 2021 concerning the Form and Content of the Annual Report 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.

The scope regulated in the Board of Directors' Decree No. 176/SK/DIR/2023 dated October 23, 2023 concerning the Structure and Charter of the Credit Committee 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

Based on the Board of Directors' Decree No. 176/SK/DIR/2023 dated October 23, 2023, regarding the Structure and Charter of the Credit Committee, it regulates the structure, membership, and status of CC voting rights, namely as follows:

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

Position in the Committee	Served By	Voting Right Status <sup>1)</sup>
Chairman (concurrently member)	Credit Risk & Legal Director (DKR)	Reserve voting right
Permanent member	<ul style="list-style-type: none"> <li>• President Director (PD)</li> <li>• Deputy President Director 1 (DPD1)</li> <li>• Corporate Banking &amp; Treasury Director (DBK)</li> <li>• EVP GARK</li> <li>• EVP GBKF<sup>2)</sup></li> <li>• EVP DTR-DIB<sup>2)</sup></li> </ul>	No voting right
	<ul style="list-style-type: none"> <li>• Head of GBKF<sup>2)</sup></li> <li>• Head of DIB<sup>2)</sup></li> </ul>	
Non-permanent member	Other directors who have the authority to decide on credit	Reserve voting right
Secretary (concurrently 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 in the Committee	Served By	Voting Right Status <sup>1)</sup>
Chairman <sup>2)</sup> (concurrently member)	Head of GARK based on suitability for the commercial credit exposures being handled	Reserve voting right
Permanent member	<ul style="list-style-type: none"> <li>• Commercial &amp; SME Banking Director (DKS)</li> <li>• Credit Risk &amp; Legal Director (DKR)</li> <li>• EVP GARK</li> <li>• Head of Regional Office</li> </ul>	
Secretary (concurrently 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 suitability to 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 corporate credit and commercial credit, as stated in the Digital Work Guideline (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 2024

In 2024, Corporate CC meetings were held 18 (eighteen) times, while Commercial CC meetings were held 7 (seven) 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 2024

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja) <sup>2)</sup>	18	17	94%
Deputy President Director 1 (Gregory Hendra Lembong) <sup>2)</sup>	18	8	44%
Credit Risk & Legal Director (Subur Tan) <sup>1)</sup>	18	14	78%
Corporate Banking & Treasury Director (Rudy Susanto) <sup>2)</sup>	18	17	94%
Compliance & Human Capital Mgmt. Director (Lianawaty Suwono) <sup>3)</sup>	18	6	33%
Commercial & SME Banking Director (John Kosasih) <sup>3)</sup>	18	6	33%
Consumer Banking Director (Haryanto T. Budiman) <sup>3)</sup>	18	3	17%
Branch & Network Director (Frengky Chandra Kusuma) <sup>3)</sup>	18	1	6%
Risk Management Director (Antonius Widodo Mulyono) <sup>3)</sup>	18	-	0%
Executive Vice President GARK <sup>2)</sup>	18	17	94%
Executive Vice President GBKF <sup>2)</sup>	18	11	61%
Executive Vice President DTR-DIB <sup>2)</sup>	18	-	0%
Head of GARK <sup>2)</sup>	18	18	100%
Head of GBKF <sup>2)</sup>	18	17	94%
Head of DIB <sup>2)</sup>	18	-	0%
Head of Compliance Division or Substitute <sup>4)</sup>	18	18	100%

Note:

1) Chairman (Concurrently Permanent Member).

2) Permanent Members.

3) Non-Permanent Members.

4) Supervisor.

### Meeting Frequency and Attendance Level of Commercial CC Members in 2024

Position	Number of Meetings	Attendance	Percentage
Credit Risk & Legal Director (Subur Tan) <sup>2)</sup>	7	7	100%
Commercial & SME Banking Director (John Kosasih) <sup>2)</sup>	7	7	100%
Executive Vice President GARK <sup>2)</sup>	7	7	100%
Head of GARK <sup>1)</sup>	7	7	100%
Head of Regional Office <sup>2)</sup>	7	5	71%
Credit Adviser <sup>2)</sup>	7	7	100%

Note:

1) Chairman (Concurrently Permanent Member).

2) Permanent Members.



The implementation of Corporate CC meetings in 2024 is as follows

No.	Date	Agenda
1	January 18, 2024	
2	February 20, 2024	
3	March 19, 2024	
4	March 28, 2024	
5	April 30, 2024	
6	May 30, 2024	
7	June 11, 2024	
8	August 8, 2024	
9	August 15, 2024	In these meetings, decisions or recommendations are provided on the draft corporate credit decisions submitted by the recommender/proposer.
10	September 3, 2024	
11	September 12, 2024	
12	October 1, 2024	
13	October 8, 2024	
14	October 22, 2024	
15	October 29, 2024	
16	November 7, 2024	
17	November 26, 2024	
18	December 17, 2024	

The implementation of Commercial CC meetings in 2024 is as follows:

No.	Date	Agenda
1	January 29, 2024	
2	April 18, 2024	
3	June 4, 2024	
4	July 5, 2024	In these meetings, decisions or recommendations are provided on the draft commercial credit decisions submitted by the recommender/proposer
5	July 22, 2024	
6	September 18, 2024	
7	November 13, 2024	

#### 6. Accountability Reporting

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

#### 7. Realization of the 2024 Work Program

In 2024, 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 2025

CC has established a work plan for 2025, namely recommending and/or deciding on the provision of credit (new, additional, reduction and/or extension, and 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. 216/SK/DIR/2024, concerning the Information Technology Steering Committee (KPTI) Charter.

### Guideline/Charter

The ITSC carry out its duties and responsibilities in accordance with the Board of Directors' Decree No. 216/SK/DIR/2024 dated December 17, 2024 concerning Information Technology Steering Committee (KPTI) 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
- ITSC Charter Periodic Review

### 1. Structure, Membership of ITSC, and Status of Voting Rights

Based on the Board of Directors' Decree No. 216/SK/DIR/2024 dated December 17, 2024 concerning Information Technology Steering Committee (KPTI) Charter, the Board of Commissioners' Decree 138/SK/KOM/2022 dated August 15, 2022, concerning the division of duties and responsibilities of the Board of Directors and the Main Framework of PT Bank Central Asia Tbk Organization, and the Board of Directors Decree No. 022/SK/DIR/2024 dated January 31, 2024, concerning Adjustment of the Organizational Structure of Strategic Information Technology Group (GTI), the structure, membership, and voting rights status of ITSC are as follows:

Position in the Committee	Served By	Voting Right Status
Chairman (concurrently member)	Deputy President Director - IT & Digital Banking	Reserve voting right
Secretary	Head Of IT Management Office	No voting right
Member	<ul style="list-style-type: none"> <li>• Risk Management Director</li> <li>• Branch Network Director</li> <li>• Head of Risk Management Division</li> <li>• Head of Compliance Division</li> <li>• Executive Vice President Strategic Information Technology Group (GSIT)</li> <li>• Executive Vice President Operation Strategy &amp; Development Group (POL)</li> <li>• Head of IT Main User Work Unit <sup>1)</sup></li> </ul>	Reserve voting right
	<ul style="list-style-type: none"> <li>• Head of Internal Audit</li> </ul>	No voting right

Note:

1) Participation in the meeting depends on the meeting topic 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 corporate plans.
- Conduct regular evaluations of IT performance along with efforts to improve its performance in supporting BCA business activities
- Ensure the cost-effectiveness of IT investments to provide added value to the company.

### 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

ITSC is responsible for providing recommendations related to, among others:

- IT strategic plan in line with BCA's corporate plan.
- IT policies, standards and procedures.
- Conformity between IT development plan and IT strategic plan.
- Conformity between IT development implementation and IT development plan.
- Evaluation of IT cost effectiveness against the achievement of planned benefits.
- Monitoring of IT performance and efforts to improve IT performance.
- Efforts to resolve various IT-related problems that cannot be resolved by the IT user and organizer work units effectively, efficiently and in a timely manner.
- Adequacy and allocation of BCA's IT-related resources.

### 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.
- Meetings attended non-physically are conducted through teleconference, video conferences, or other electronic media facilities that must allow all ITSC meeting participants to see and/or hear each other directly and participate in the meeting.

### 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 2024

As of December 31, 2024, the ITSC had held 4 (four) meetings with the following details:

Position	Number of Meetings	Attendance	Percentage
Deputy President Director – IT & Digital Banking <sup>1)</sup>	4	4 <sup>3)</sup>	100%
Risk Management Director	4	4	100%
Branch Network Director	4	4 <sup>3)</sup>	100%
Head of Risk Management Division	4	4 <sup>3)</sup>	100%
Head of Compliance Division	4	4 <sup>3)</sup>	100%
Executive Vice President Strategic Information Technology Group (GSIT)	4	4 <sup>3)</sup>	100%
Executive Vice President Operation Strategy & Development Group (POL)	4	3 <sup>3)</sup>	75%
Head of Internal Audit <sup>2)</sup>	4	3 <sup>3)</sup>	75%

Note:

1) Chairman of the Committee, Director in charge of IT

2) No Voting Rights

3) Present, represented once

The following are the agenda for ITSC meetings throughout 2024:

No.	Date	Agenda
1	April 30, 2024	<ul style="list-style-type: none"> <li>IT Strategic Project</li> <li>IT Availability</li> </ul>
2	July 16, 2024	<ul style="list-style-type: none"> <li>DC DRC Updates</li> <li>DR Exercise</li> <li>Modernisasi EAI</li> <li>BI Fast Update</li> <li>MPP &amp; Budget Update</li> </ul>
3	October 7, 2024	<ul style="list-style-type: none"> <li>SAP-EBI Updates</li> <li>Mainframe Monitoring System</li> <li>Java Oracle Migration</li> <li>Q3 Status Update</li> <li>Subsidiaries Services</li> </ul>
4	December 11, 2024	<ul style="list-style-type: none"> <li>BCA's DR Process</li> <li>GSIT Performance Update 2024</li> </ul>

## 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 2024

As of December 31, 2024, ITSC realized the following work programs:

- Evaluate and supervise the IT initiatives implemented to support the delivery of IT strategic projects, as follows:
  - Update on the progress of the construction of the new data center to support BCA's IT infrastructure needs in the long term, including the migration strategy to the new data center, as well as new aspects that have a positive impact on the availability of BCA services.
  - Progress of strategic projects such as: myBCA Individual, myBCA Business, and others.
  - IT infrastructure modernization project, BI Fast connector migration.
  - Disaster Recovery Process using Tabletop Scenario.
  - Services for Subsidiaries.

- Evaluate and supervise:
  - implementation of strategic IT projects that are in line with BCA's strategic corporate objectives and BCA's business direction.
  - Implementation of compliance with regulatory rules.
- Conduct assessment and monitoring:
  - Realization of MPP and IT Budget in 2024.
  - Strategic steps to improve IT service levels and optimize disaster recovery.
  - Follow-up to mitigate cyber-attacks.

## 8. ITSC Work Plan in 2025

ITSC has set a work plan for 2025 as follows:

- 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.

## VII. PERSONNEL CASE ADVISORY COMMITTEE

The Personnel Case Advisory Committee (PCAC) is formed by and reports to the Board of Directors based on the Board of Directors' Decree No. 145/SK/DIR/2021 dated July 28, 2021, concerning the Charter of the Personnel Case Advisory Committee (PCAC). The PCAC was established with the mission to provide independent recommendations to the Board of Directors regarding the resolution of cases that adhere to the principles of justice and equality by reviewing cases of violations and/or crimes committed by employees.

Position in the Committee	Served By	Voting Right Status
Chairman (concurrently permanent member)	Head of Human Capital Management Division	
Permanent member	<ul style="list-style-type: none"> <li>• Head of Internal Audit Division</li> <li>• Head of Legal Group</li> <li>• Executive Vice President Operation Strategy &amp; Development Group (POL)</li> </ul>	Reserve voting right
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:

- Review 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 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 Advisory 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:

#### 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 2024

As of December 31, 2024, the PCAC had held 18 (eighteen) meetings with details regarding the dates and attendance of PCAC members as follows:

Position	Number of Meetings	Attendance	Percentage
Head of Human Capital Management Division <sup>*)</sup>	18	18	100%
Head of Internal Audit Division <sup>1)</sup>	18	18	100%
Head of Legal Group <sup>1)</sup>	18	18	100%
Executive Vice President Operation Strategy & Development Group (POL) <sup>1)</sup>	18	14	78%
Head of Network Management and Regional Development Division <sup>2)</sup>	18	16	89%

Note:

\*) Chairman.

1) Permanent Member.

2) Non-Permanent Members.

The following are the agenda for PCAC meetings throughout 2024:

No.	Date	Agenda
1.	January 3, 2024	
2.	January 11, 2024	
3.	February 12, 2024	
4.	March 8, 2024	
5.	March 27, 2024	
6.	April 4, 2024	
7.	April 25, 2024	
8.	June 20, 2024	
9.	June 25, 2024	Providing recommendations/suggestions to the Board of Directors regarding the imposition of sanctions on employees for several cases of violations where sanctions require a decision by the Board of Directors (authority of the Board of Directors).
10.	June 27, 2024	
11.	July 10, 2024	
12.	July 16, 2024	
13.	August 1, 2024	
14.	September 3, 2024	
15.	September 27, 2024	
16.	October 16, 2024	
17.	October 17, 2024	
18.	November 25, 2024	

## 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 2024

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 2025

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 employment cases that occur in 2025.



## CORPORATE SECRETARY

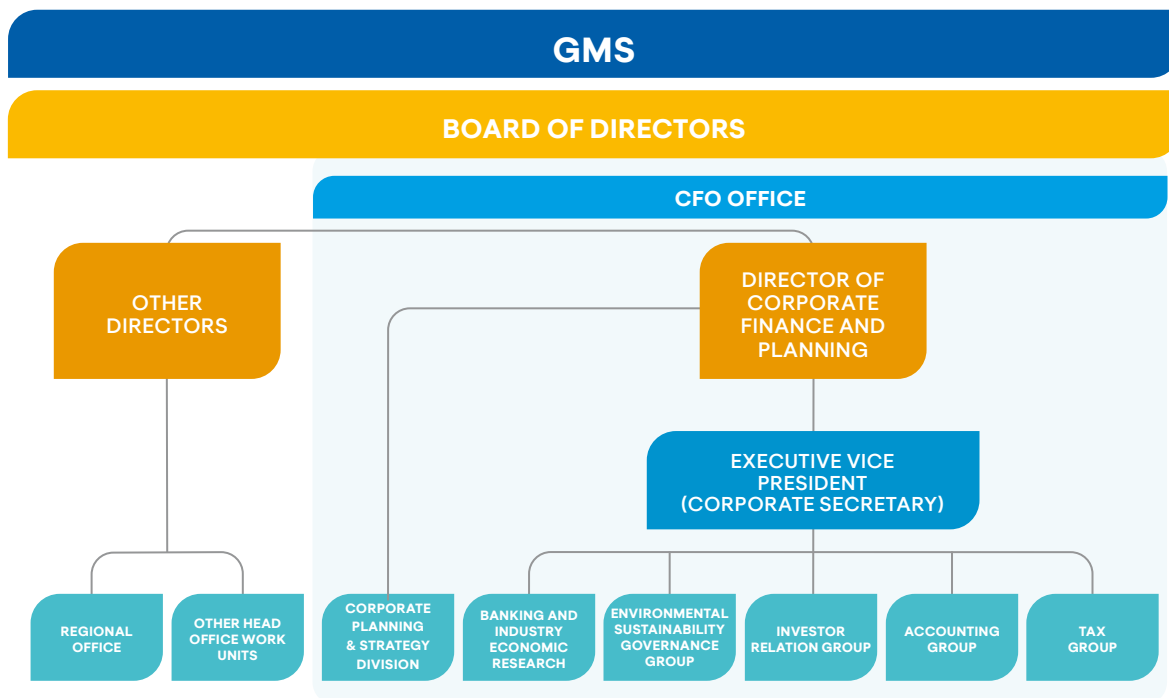
BCA has a corporate secretary who carries out duties and responsibilities including:

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**



### Legal Basis and Company Secretary Profile

Raymon Yonarto has served as the BCA Corporate Secretary since 2019 until present, 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, in compliance with OJK Regulation No. 35/POJK.04/2014 dated December 8, 2014. This 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 2024, 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/Workshop Program	Organizer	Date	Location
1	Mandiri Investment Forum 2024	Mandiri Sekuritas	March 7-8, 2024	Jakarta
2	Risk Management Certification Provision Lv 6	LSPP & Learning & Development Division	March 18-19, 2024	Jakarta
3	Risk Management Certification Lv 6	LSPP & Learning & Development Division	March 21, 2024	Jakarta
4	JP Morgan's 7 <sup>th</sup> ASEAN TMT & Fintech	JP Morgan Securities	April 25, 2024	Jakarta
5	Morgan Stanley Virtual ASEAN Conference 2024	Morgan Stanley	May 16, 2024	Jakarta
6	CITI Pan Asia Regional Investor Conference	Citi Group Securities	May 30, 2024	Jakarta
7	Risk Management Certification Provision Lv 7	LSPP & Learning & Development Division	June 6-7, 2024	Jakarta
8	Risk Management Certification Lv 7	LSPP & Learning & Development Division	June 12, 2024	Jakarta
9	20 <sup>th</sup> CITIC CLSA ASEAN Forum	CLSA	June 13, 2024	Jakarta
10	BoFA Financial and REIT Equity Credit Conference	Bank of America - Merrill Lynch	June 19, 2024	Jakarta
11	Capital Market Legal Consultants Association Seminar - Share Buyback by Public Companies	Capital Market Legal Consultants Association - AEI	July 17, 2024	Jakarta
12	Capital Market Legal Consultants Association Seminar - Share Buyback by Public Companies	Capital Market Legal Consultants Association - AEI	July 17, 2024	Jakarta
13	National Seminar - Strengthening the Quality of Financial Reporting in Support of the Indonesian Economy and Capital Market	Indonesian Institute of Accountants	July 23, 2024	Jakarta
14	Sustainable Finance Taxonomy	Financial Service Authority	August 22, 2024	Jakarta
15	Impact Leader - Cultivating Collaboration, Agility and Empathy	DPP Prasetya Mulya	September 30, 2024	Bogor
16	FGD Economist Meeting 2024	Industrial Economics Research	October 1, 2024	Jakarta
17	JP Morgan Virtual ASEAN Financials Forum	JP Morgan Securities	October 2, 2024	Jakarta
18	UOB Kay Hian Asian Gems Conference	UOB Kay Hian	October 8, 2024	Jakarta
19	Macquarie International Conference	Macquarie Securities	November 18-19, 2024	Sydney
20	IKF - Linear to Limitless: Advancing Business Exponential Growth	BCA Bakti Foundation - DPP	December 12-13, 2024	Jakarta
21	New Corporate Governance Leadership Program: Internalizing Integrated Mindset Toward Sustainable Long Term Values Creation	IICD	December 5-6, 2024	Bali

### Functions of the Corporate Secretary

The function of the BCA Corporate Secretary is based on Article 5 of OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretaries of Issuers or Public Companies, the BCA Governance Guidelines, and the Board of 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 2024

Throughout 2024, the Corporate Secretary performed the following duties and responsibilities:

No.	Subject	Description
1.	Implementation of capital market, stock exchange and other provisions	<ol style="list-style-type: none"> <li>a. Coordinated the distribution of dividend financial year 2024.</li> <li>b. Organized a blackout period for the Board of Commissioners and the Board of Directors.</li> <li>c. Organized Live Public Expose on August 28, 2024</li> <li>d. Organized 2024 Analyst Meeting includes: <ul style="list-style-type: none"> <li>• January 25, 2024 (position as of Quarter IV - 2023).</li> <li>• April 22, 2024 (position as of Quarter I - 2024).</li> <li>• July 24, 2024 (position as of Semester I -2024).</li> <li>• October 23, 2024 (position as of Quarter III -2024).</li> </ul> </li> <li>e. Conducted Self-Assessment of the Implementation of Integrated Governance for Semester I and Semester II of 2024.</li> <li>f. Conducted Self-Assessment of Corporate Governance Implementation for Semester I and Semester II of 2024.</li> </ol>
2.	Participated in the socialization and developments of the latest provisions, particularly those applicable to the capital markets sector	<ol style="list-style-type: none"> <li>a. Socialization of OJK Regulation No. 26 of 2023 concerning Users of International Financial Accounting Standards in the Capital Market</li> <li>b. Socialization of OJK Regulation No. 29 of 2023 concerning Buyback of Shares Issued by Public Companies</li> <li>c. Socialization of OJK Regulation No. 4 of 2024 concerning Reports on Ownership or Any Changes in Ownership of Public Company Shares and Reports on Activities of Pledge of Public Company Shares</li> <li>d. Socialization of Implementation of New Version of Statistical Publication to IDX Listed Companies</li> <li>e. Socialization Draft of OJK Regulation concerning Conglomerates and Holding Companies of Financial Conglomerates</li> <li>f. Socialization Draft of OJK Regulation concerning Written Orders</li> <li>g. Socialization Draft of OJK Regulation concerning Bank Secrecy</li> </ol>
3.	Providing input/ opinions to comply with laws and regulations in the capital markets sector	<ol style="list-style-type: none"> <li>a. Providing input or review to BCA affiliated transactions.</li> <li>b. Ensuring the implementation of meetings and training for members of the Board of Commissioners and Directors.</li> <li>c. Providing input and coordinating the Sustainable Financial Action Plan.</li> <li>d. Following up on the fulfillment of the ASEAN Corporate Governance Scorecard (ACGS) criteria.</li> <li>e. Reviewing and coordinating 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 affiliated transaction policy, and the policy on adjusting the Procedures for Submitting Customer-Based Deposit Guarantee Data Reports.</li> </ol>
4.	Enhancing the implementation of the governance based on applicable regulations/legal provisions	<ol style="list-style-type: none"> <li>a. Organizing integrated governance mapping in the BCA financial conglomerate every semester in 2024.</li> <li>b. Conducting group discussion forums with Subsidiary Companies quarterly to discuss implementation related to ESG include the calculation of carbon emissions of BCA's subsidiaries, related party transactions and conflicts of interest, as well as the implementation of anti-fraud measures.</li> <li>c. Carrying 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.</li> </ol>

No.	Subject	Description
5.	Public disclosure of information, including the availability of information on the Issuer's or Public Company's website	<ol style="list-style-type: none"> <li>a. Periodically reviewing and improving the BCA website for the Governance, Investor Relations, and Sustainability sections; (Taking the Personal Data Protection Act into account).</li> <li>b. Providing information/investor news disclosure reports to both investors and the public. The report can be accessed on the BCA website: <a href="https://www.bca.co.id/en/tentang-bca/hubungan-investor/berita-investor">https://www.bca.co.id/en/tentang-bca/hubungan-investor/berita-investor</a></li> <li>c. Providing BCA reports on the BCA website, including: <ol style="list-style-type: none"> <li>1) Annual Reports (<a href="https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-tahunan">https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-tahunan</a>);</li> <li>2) Monthly, Quarterly and Annual Financial Statements (<a href="https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-keuangan">https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-keuangan</a>);</li> <li>3) Corporate Governance Reports (<a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporan-acgs">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporan-acgs</a>);</li> <li>4) Integrated Corporate Governance Reports (<a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporan-acgs">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporan-acgs</a>);</li> <li>5) Sustainability and/or Corporate Social Responsibility Reports (<a href="https://www.bca.co.id/en/tentang-bca/keberlanjutan/laporan-keberlanjutan">https://www.bca.co.id/en/tentang-bca/keberlanjutan/laporan-keberlanjutan</a>).</li> </ol> </li> <li>d. Disclosed the Action Plan (Recovery Plan) which can be accessed at the BCA website: (<a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</a>)</li> <li>e. Managed the implementation of capital participation in subsidiary companies as stated on the BCA website: (<a href="https://www.bca.co.id/en/tentang-bca/hubungan-investor/berita-investor">https://www.bca.co.id/en/tentang-bca/hubungan-investor/berita-investor</a>)</li> <li>f. Provided Share Ownership Transaction Reports for the Board of Commissioners and the Board of Directors via the Indonesian Stock Exchange website.</li> </ol>
6.	Submitting reports to OJK in a timely manner	<ol style="list-style-type: none"> <li>a. Submitted the Audited Financial Statement.</li> <li>b. Submitted reports or correspondence related to the implementation of governance and fulfillment of capital market provisions to the OJK and the Indonesia Stock Exchange, including but not limited to affiliated transaction reports, monthly reports on registration of securities holders, and reports on share ownership of the Board of Commissioners and the Board of Directors as described in the Access to Information section in this Annual Report.</li> <li>c. Submitted a Report on the Implementation of Good Corporate Governance per year.</li> <li>d. Submitted Reports or correspondence related to the implementation of integrated governance to the OJK and the Indonesia Stock Exchange as described in the Access to Information section in this Annual Report.</li> <li>e. Submitted other reports related to capital market and stock exchange regulations.</li> </ol>
7.	Implementation and documentation of the General Meeting of Shareholders (GMS)	<ol style="list-style-type: none"> <li>a. Held the Annual GMS for the 2023 Financial Year on March 14, 2024.</li> <li>b. Properly documented BCA Annual GMS data consisting of announcements, summons, and results of Annual GMS resolutions, including through: <ol style="list-style-type: none"> <li>1) The BCA website which can be accessed at: <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi">https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi</a>.</li> <li>2) Softcopy and hardcopy documentation of data, which is managed by the Corporate Secretary &amp; the Integrated GCG Bureau - Environment Sustainability Governance (ESG) Group for data collection.</li> </ol> </li> </ol>
8.	Implementation and documentation of meetings of the Board of Directors and/or Board of Commissioners	Prepare minutes and organize the minutes of the Board of Directors and/or Board of Commissioners meetings.
9.	Implementation of communication facilities and providing internal events	<p>Filling the BCA internal portal, namely the MyBCA hotspot section, with related GCG Article links:</p> <ol style="list-style-type: none"> <li>a. Assessment of Digital Maturity Level of Commercial Banks</li> <li>b. Use of International Financial Accounting Standards in the Capital Market</li> <li>c. Buyback of Public Company Shares</li> <li>d. Provisions for Reporting Ownership of Public Company Shares</li> <li>e. Relisting and Delisting</li> <li>f. Implementation of Financial Sector Technology Innovation</li> <li>g. Full Periodic Call Auction Mechanism on the Special Monitoring Board</li> <li>h. Implementation of Anti-Fraud Strategy for Financial Services Institutions</li> <li>i. Transparency and Publication of Basic Credit Interest Rates for Conventional Commercial Banks</li> <li>j. Users of Carbon Exchange Services</li> <li>k. Utilization of Information Technology with Financial Sector Technology Innovation Providers</li> <li>l. Integrity of Bank Financial Reporting</li> </ol>

No.	Subject	Description
10.	Manage BCA communication materials	<ul style="list-style-type: none"> <li>a. Updated information on the Corporate Governance, Investor Relations, and ESG section.</li> <li>b. Managed and update information on BCA's website in accordance with applicable regulations.</li> <li>c. Coordinated with the Public Relations team to prepare press release materials related to BCA's performance and development. The 2024 press release report is detailed in the Access to Information and Company Data Section in this Annual Report.</li> <li>d. Conducted roadshows, seminars, and meetings with foreign investors.</li> </ul>

### Information Disclosure Report

Throughout 2024, the Corporate Secretary has conveyed various information related to BCA to the public both in Indonesian and English through mass media, the BCA website, and the IDX website. The Corporate Secretary has also submitted periodic and incidental reports to the IDX, the Capital Market OJK and/or the Banking Supervisory OJK, and the IDXnet and SPEOJK e-reporting sites. The Disclosure of Information Report can be seen in the Information Access and Company Data section on page 470 of this Annual Report.

## 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:

- Preparing and implementing communication strategies, providing updates to all stakeholders including investors (institutional and retail), fund managers and analysts regarding performance developments, strategies and business achievements. Investor Relations also conveys other important information related to company activities (corporate actions) in a proportional, accurate, timely manner, and in accordance with applicable regulations.
- Maintaining good relationships with the financial community including analysts, investors, and other external parties to obtain updated information regarding the company and also banking industry and economy developments.
- Regularly monitoring, analyzing, and conducting research on developments in the banking industry, financial industry, competitors, BCA share performance developments, the capital market (equity market) as input, opinions, and recommendations to the Board of Directors, the Board of Commissioners, business work units, subsidiary companies, and other divisions.
- Participating in road shows & conferences and holding analyst meetings & performance presentations, company visits, and conference calls to strengthen relationships with stakeholders.
- Conveying updated information on the website and other communication materials for the benefit of investors, as well as supporting the preparation of the company's Annual Report.
- Striving to obtain good corporate ratings so that BCA is able to maintain its financial reputation and credibility in accessing capital markets and wholesale financial markets.
- Supporting and/or collaborating with other divisions related to corporate action activities, such as fund/capital raising, acquisitions, mergers, investments, and sale of assets/investments.

### 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 BCA's performance results over 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 relationships with a diverse group of investors and potential investors, both retail and institutional.

In 2024, meetings with analysts and investors took place in a hybrid format, both online and person. In total, Investor Relations activities increased by 2.48% YoY to reach 413 (four hundred thirteen) activities in 2024. Investor Relations also held an Analyst Expo Day, where analysts were invited to attend the BCA Expoversary which was held in February 2024. To strengthen relationships, especially with retail investors, Investor Relations collaborated with several asset management companies and securities companies to conduct talk shows on investment/updates on market dynamics that have been held 4 times during 2024.

Statistics on BCA's Investor Relations Activities in 2024 and 2023 are as follows:

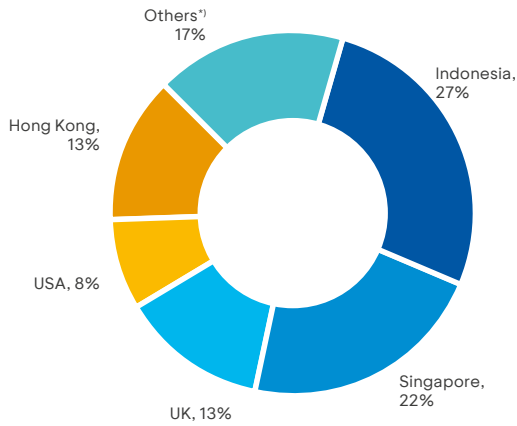
	2024	2023
Analyst Meeting & Public Expose <sup>1)</sup>	5	5
Investor & analyst Calls & Virtual Meeting (domestic and overseas) <sup>2)</sup>	267	254
Investor Visits <sup>3)</sup>	141	144
<b>Total</b>	<b>413</b>	<b>403</b>

Description:

- 1) Financial and non-financial performance results are presented to investors, analysts, and media partners.
- 2) BCA holds meetings with local/foreign investors and analysts, including retail investors, to provide updates on BCA's performance and strategy.
- 3) BCA provides facilities for local/foreign investors to meet in person with the Board of Directors/Management of BCA.



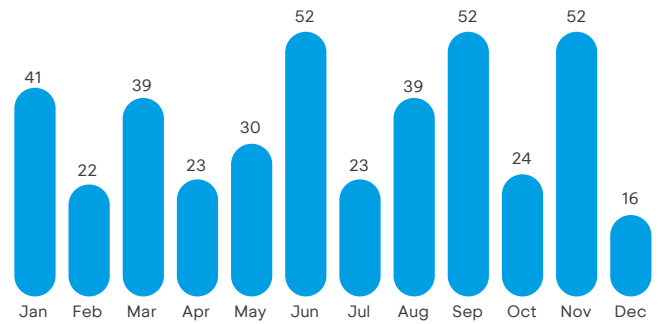
1,046 (one thousand forty-six) participants who attended conferences, investor calls and meetings both online and physically, with the following composition by country of origin:



Description

<sup>1)</sup> Others came from: Malaysia, Australia, India, Japan, Thailand, China, Canada, Switzerland, Denmark, United Emirate Arab, Ireland, Taiwan, France, Finland, Sweden, Netherlands, South Africa, Belgium, Norway, German.

**Monthly Investor Relations Activity Frequency in 2024**



The average frequency of Investor Relations activities in 2024 is 34 (thirty-four) activities per month.

**Investor Relations Contact**

BCA Investor Relations can be contacted via:

**PT Bank Central Asia Tbk**

Menara BCA Grand Indonesia 20<sup>th</sup> Floor

Jl. M.H. Thamrin No. 1, Jakarta

Tel.: +62 21 235 88000

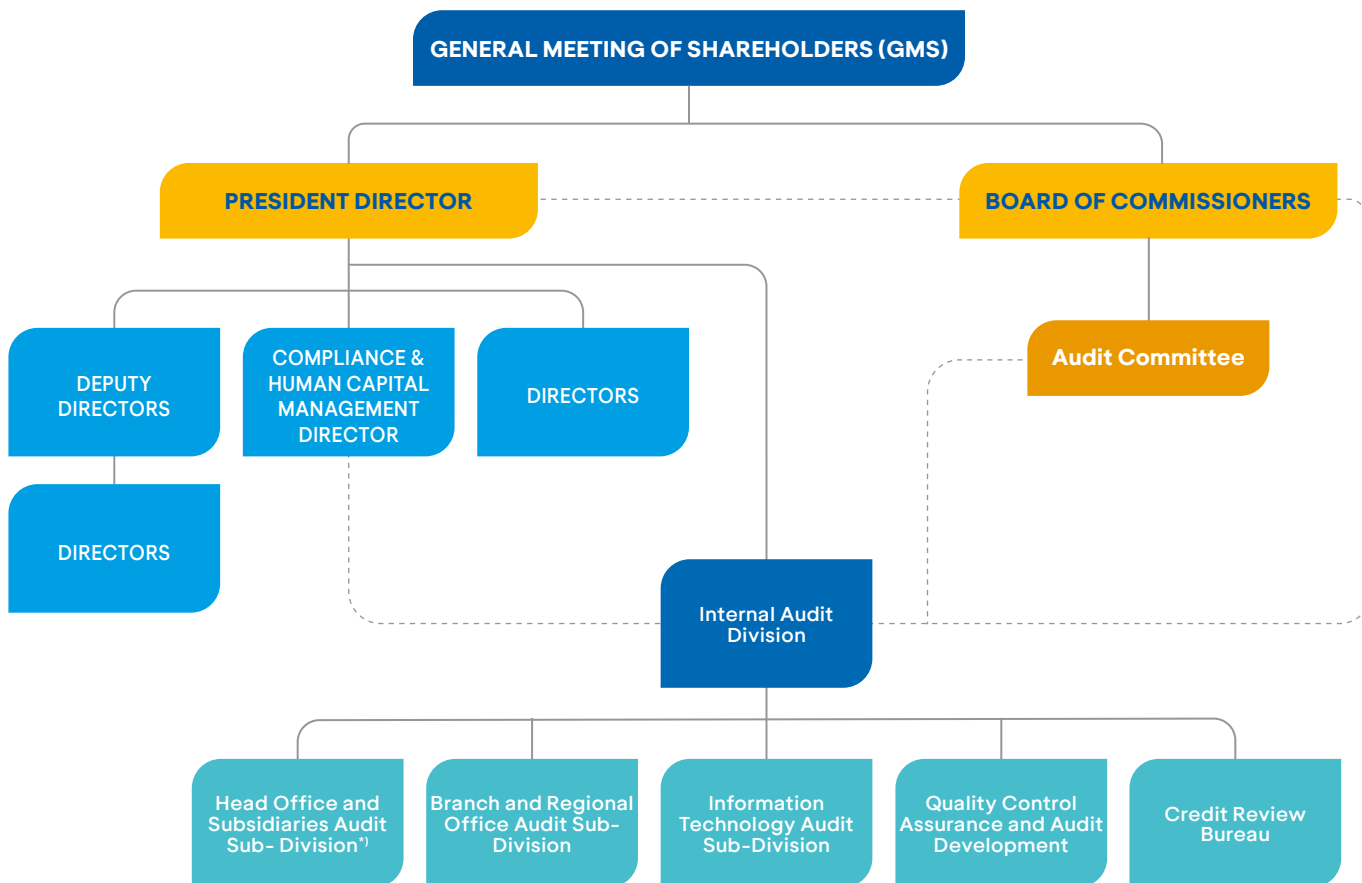
E-mail: investor\_relations@bca.co.id

## INTERNAL AUDIT DIVISION

Internal Audit Division (DAI) performs its duties and responsibilities independently and objectively, led by the Head of the Division, whose responsible to the President Director. The head of DAI is appointed and dismissed by the President Director after obtaining the approval of the Board of Commissioners, considering the Audit Committee’s recommendations. DAI was formed to strengthen the company’s ability to create, protect, and maintain BCA value by providing assurance, advice, insight, and foresight that are independent, risk-based, as well as objective, also acting as a strategic partner of management in building BCA into a leading bank in Indonesia. The audit carried out by DAI aims to assess the adequacy and effectiveness of BCA’s governance, risk management, and internal control processes. The implementation of DAI functions is guided by OJK Regulation No. 1/POJK.03/2019 concerning the Implementation of the Internal Audit Function in Commercial Banks and the International Professional Practices Framework established by The Institute of Internal Auditors as a professional standard for internal audit.

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

Description	Experience	Education
The Head of the Internal Audit Division was led by Mr. Leo Ariston since 2024, based on Employee Appointment Decree number 0572/SK/HCM-KP/A/2024 dated February 1, 2024.	<ul style="list-style-type: none"> <li>- Head of Internal Audit Division (February 2024-present)</li> <li>- Senior Vice President of Information Technology Audit Subdivision (2017-2023)</li> <li>- Senior Vice President of Branch &amp; Regional Office Audit Subdivision (2016-2017)</li> <li>- Vice President of Branch &amp; Regional Office Audit Subdivision (2011-2016)</li> </ul>	<ul style="list-style-type: none"> <li>- Bachelor of Civil Engineering from Parahyangan Catholic University in 1996</li> </ul>

## Table of Development

No.	Development Program	Organization Institution	Date
1	Risk & Governance Summit 2024	Otoritas Jasa Keuangan	November 26, 2024
2	Indonesia Knowledge Forum XIII 2024	Bank Central Asia	November 12-13, 2024
3	State of Cybersecurity 2024	ISACA	October 1, 2024
4	ACIIA Regional Conference	Institutes of Internal Auditors	August 28-29, 2024

## 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 2024 in which it was approved by the President Director and Board of Commissioners, taking into account the recommendations of the Audit Committee. The Internal Audit Charter refers to OJK Regulation No. 56/POJK.04/2015 concerning the Establishment and Guidelines for the Preparation of the Internal Audit Charter and is in accordance with to OJK Regulation No. 1/POJK.03/2019 concerning the Implementation of the Internal Audit Function in Commercial Banks and applicable internal audit 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 familial/financial/other interests in the audit object and/or the party being audited (auditee) that could affect the objectivity of the audit. During 2024, 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 by considering the recommendations of the Audit Committee.

DAI has the authority:

1. The Head of DAI is given the freedom to determine the audit methodology which is carried out in accordance with the profession and internal audit standards.

2. Gain access to all data, personnel/property, and resources from BCA and its subsidiaries relevant to the implementation of their duties and responsibilities.
3. Communicate directly with the Board of Directors, Board of Commissioners, and Audit Committee.
4. The Head of DAI can hold regular and incidental meetings with the Board of Directors, Board of Commissioners, and Audit Committee.
5. Cooperate and coordinate with the internal audit work unit in the Subsidiary Company, and if necessary, communicate with the Board of Commissioners in the Subsidiary Company in order to implement the integrated internal audit function.
6. Coordinate activities with external auditors.
7. Participate in strategic Company meetings without having 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
- International Professional Practices Framework established by The Institute of Internal Auditors
- Information Technology Audit Framework (ITAF) established by the Information System Audit and Control Association (ISACA) 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, Robotic Process Automation, Predictive Analytic Tools, and Machine Learning.

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

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

### Auditor Ethics and Professionalism

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. Demonstrate Integrity

Internal auditors demonstrate integrity in their work and conduct

#### 2. Maintain Objectivity

Internal auditors maintain an impartial and unbiased attitude when performing internal audit services and making decisions.

#### 3. Demonstrate Competency

Internal auditors apply knowledge, skills, and abilities to fulfill their roles and responsibilities well.

#### 4. Exercise Due Professional Care

Internal auditors apply professional care in planning and carrying out internal audit services.

#### 5. Maintain Confidentiality

Internal auditors use and protect information appropriately.

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

### Internal Audit Duties and Responsibilities

The following are the tasks and responsibilities of Internal Audit in performing its functions:

1. Assist the President Director and Board of Commissioners in decision-making and supervision by operationally explaining planning, implementation, and monitoring of audit results.
2. Assess the adequacy and effectiveness of the company's governance, risk management, and internal control processes.
3. Resource and budget usage effectiveness evaluation.
4. Provide the objective improvement recommendations for the activity being audited at all levels of management.
5. Act as an advisor for internal company parties who need it, especially regarding the scope of their duties
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 Subsidiaries' internal audit function.

Every semester, the integrated internal audit report is submitted to the Board of Commissioners, Audit Committee, and the Board of 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, 2024:

Position	Number of Auditor
Executive Vice President	1
Senior Vice President	5
Vice President	17
Assistant Vice President	33
Audit Officer	39
Associate Audit Officer	34
Assistant Audit Officer	81
Staff	1
Total	211

Internal auditors from BCA have been included in a variety of professional certification programs, with the following certifications held as of December 31, 2024:

Certification	Total <sup>*)</sup>
SMR Qualification Level 4	9
SMR Qualification Level 5	43
SMR Qualification Level 6	3
CBIA level Auditor	53
CBIA level Supervisor	61
CISA (Certified Information Security Auditor)	5
CFE (Certified Fraud Examiner)	3
ERMCP (Enterprise Risk Management Certified Professional)	5
ERMAP (Enterprise Risk Management Associate Professional)	2
CGI ( <i>Certificate in General Insurance</i> )	4
CLI (Certificate in Life Insurance)	1
CA (Chartered Accountant)	2
Computer Hacking Forensic Investigator (CHFI)	2
Offensive Security Certified Professional (OSCP)	1
COBIT 2019 Fondation Certificate	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 2024

In 2024, 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 2024 includes:

1. The quality of credit and restructuring.
2. Reliability of main applications that support bank operations, such as systems for treasury, trade finance and bookkeeping activities.
3. System Development Life Cycle (SDLC).
4. Procurement processes related to Information Technology.
5. Online account opening process.
6. Implementation of Anti-Money Laundering, Prevention of Terrorism Financing, and Funding for the Proliferation of Weapons of Mass Destruction (AML, PTF, and PPSPM).
7. Treasury.
8. Increase audit coverage through continuous auditing and data analytics and develop predictive analytic tools/machine learning as Early Warning Systems (EWS) to detect potential errors/fraud.
9. Improve the integrated internal audit function through assurance, monitoring, and consultation/support processes provided to Subsidiary Companies.
10. Continue to develop auditor professionalism on an ongoing basis.

During 2024, 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.

### Internal Audit Division Advisory Activities in 2024

During 2024, DAI carried out advisory activities related to governance processes, risk management, and internal control, which include various aspects such as conducting independent reviews, post-implementation reviews, facilitating discussions regarding risks and controls, etc.

In advisory activities, audit provides advice without providing assurance or taking management responsibility to maintain objectivity.

### Focus of Audit Activities in 2025

The focus of the audit examination in 2025 is in accordance with the results of the risk assessment, especially related to credit, operational, market risk, and liquidity risk, including:

1. Treasury activities.
2. Complaint handling process and EDC operations.
3. Reliability of applications that support bank operations, such as Mobile Banking & Credit Card applications.
4. Information Security and Cyber Resilience and Personal Data Protection.
5. Conducting credit quality reviews and credit rescue.
6. Implementation of Risk Management.
7. Increased audit coverage through continuous auditing and data analytics.
8. Improving the integrated internal audit function.

## 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.03/2023, 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 AP is limited to a maximum audit period of 7 (seven) cumulative years starting from the 2017 financial year. 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 determined by the GMS, who will consider the Board of Commissioners' recommendations. The proposal must consider the Audit Committee's suggestions. If the GMS is unable to decide on the appointment, it may delegate the intended authority to the Board of Commissioners, together with an explanation of the reasons for the delegation of authority and the criteria or constraints for PA/PAF who may 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.03/2023, concerning Procedures for Using PA and PAF Services in Financial Services Activities.
  - 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. The Audit Committee's recommendations and considerations to be weighed when recommending the appointment of a PA and/or PAF.  
Results of AP's assessment of compliance with audit service restrictions and the applicable cooling-off period.

The Annual GMS on March 14, 2024, 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 Rintis, Jumadi, Rianto & Rekan (previously known as 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, 2024.
- II. Appointed Mrs. Lucy Luciana Suhenda who is a PA and affiliated with KAP Rintis, Jumadi, Rianto & Rekan (previously known as 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, 2024.
- III. Granting power and authority to the Board of Commissioners to:
  - a. Appoint a replacement PAF, in the event that KAP Rintis, Jumadi, Rianto & Rekan (previously known as 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, 2024;
  - b. Appoint a replacement PA who is affiliated with KAP Rintis, Jumadi, Rianto & Rekan (previously known as 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, 2024; 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 Rintis, Jumadi, Rianto & Rekan (Formerly 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, 2024–December 31, 2024

As of May 16, 2024, KAP Tanudiredja, Wibisana, Rintis & Partners, a member firm of the PwC global network, changed its name to KAP Rintis, Jumadi, Rianto & Rekan, a member firm of the PwC global network (hereinafter referred to as "PwC Indonesia"). In connection with this, BCA has carried out an Information Disclosure on the Change of Name of the Public Accounting Firm on June 10, 2024 on Company's website [www.bca.co.id](http://www.bca.co.id) and IDX website [www.idx.co.id](http://www.idx.co.id).

In 2024, the appointment of AP Lucy Luciana Suhenda is the 5<sup>th</sup>-year assignment, and PwC Indonesia, is for the 8<sup>th</sup> term assignment.

In 2024, there were no former members of the Board of Directors, managerial staff, or BCA employees who became BCA external auditors.

Regarding the appointment of PwC Indonesia, BCA has submitted a report to the OJK via the Board of Directors' Letter No.0894/DIR/2024 dated July 24, 2024. This is in accordance with the provisions stipulated in OJK Regulation No. 9 of 2023 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No.18/SEOJK.03/2023 concerning Procedures for Using Public Accounting Services and Public Accounting Firms in Financial Services Activities.

BCA has received a letter from PwC Indonesia No. OL202412110014/LLS/LLS dated 11 December 2024 in connection with the proposal to replace the Public Accountant who will audit/examine BCA's books and records for the financial year of 2024. In response to the letter, BCA has signed an amendment to the Engagement Letter between Public Accountant Firm Rintis, Jumadi, Rianto & Rekan and PT Bank Central Asia Tbk no. EL202407150002/LLS/LLS dated 15 July 2024.

Engagement Letter No. EL202412130004/MJW/MJW dated 13 December 2024, related to the replacement of Public Accountant who will audit/examine BCA's books and records for the financial year ending on 31 December 2024, from Mrs. Lucy Luciana Suhenda to Mr. M. Jusuf Wibisana who is a Public Accountant and a member of PwC Indonesia.

#### PA Name

M. Jusuf Wibisana

#### PAF Name

KAP Rintis, Jumadi, Rianto & Rekan  
a member firm of 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, 2024–December 31, 2024

In 2024, the appointment of AP M. Jusuf Wibisana is the 1<sup>st</sup> assignment, and PwC Indonesia, is for the 8<sup>th</sup> term assignment.

For the replacement of the public accountant who will audit/review the books and records of BCA for the financial year ending December 31, 2024 from Ms. Lucy Luciana Suhenda to Mr. M. Jusuf Wibisana, BCA has submitted a report to OJK by Board of Directors Letter No.1638/DIR/2024 dated December 20, 2024. This is in accordance with the provisions of 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.03/2023 concerning the Procedures for the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities. In order to comply with the provisions of Article 2 paragraph (1) jo. Article 6 letter q of the OJK Regulation No. 31/POJK.04/2015 regarding Disclosure of Material Information or Facts by Issuers or Public Companies and provision III.2.1.1 of the Annex to the Decree of the Board of Directors of Indonesia Stock Exchange No. Kep-00066/BEI/09-2022 regarding the Amendments to Regulation No. I-E regarding Obligation to Submit Information, BCA has also published information on December 13 regarding the replacement of Public Accountants who are assigned to audit the Issuer or Public Company. The information is available on the BCA's website in the Investor News section through the link <https://www.bca.co.id/en/tentang-bca/hubungan-investor/berita-investor> (non-material issue).

Every year BCA submits an annual published report accompanied by a Comment Letter (Management Letter) on the annual financial statement audit to the 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:

- Conformity of audit implementation by PA and/or PAF with applicable audit standards;
- Adequacy of field work time;
- Assessment of the scope of services provided and the adequacy of sampling test; and
- Recommendations for improvements provided by the PA and/or PAF.

The report on the evaluation results of the Audit Committee was submitted by the Board of Directors

of BCA using the form contained in the attachment to OJK Circular Letter No.18/SEOJK.03/2023, concerning Procedures for Using the Services of Public Accountants and Public Accounting Firms in Financial Services Activities and signed by the Audit Committee on February 7, 2024.

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

To ensure that the audit process goes smoothly BCA keeps external auditors informed on audit implementation plans, audit progress, and other significant issues during audits. OJK receives the audit results report in compliance with relevant rules and regulations.

### 3. 2024 Audit Fees

PwC Indonesia, was appointed as the auditor of BCA and certain of its Subsidiaries to audit the financial statements for the year ending December 31, 2024, with details of fees charged to each Subsidiary as shown in the table below:

No.	Company	Services Performed in 2024	Service fee <sup>1)</sup>
1	PT Bank Central Asia Tbk	Audit	Rp8,884,026,000.00
2	PT BCA Finance	Audit	Rp1,500,000,000.00
3	PT Asuransi Umum BCA	Audit	Rp730,000,000.00
4	PT BCA Sekuritas	Audit	Rp500,000,000.00
		AUP Reconciliation of Securities Ledger <sup>2)</sup>	Rp50,000,000.00
		NAAE MKBD <sup>2)</sup>	Rp65,000,000.00
5	PT Bank Digital BCA	Comfort Memo ECL	Rp130,000,000.00

Notes:

<sup>1)</sup> Does not include VAT.

<sup>2)</sup> Included in audit fees

Based on the disclosure provisions of IESBA (International Ethics Standards Board for Accountants)

### 4. Services provided by PAF/PA other than Audit

In 2024, PwC Indonesia also provided the following services other than audit to BCA:

No.	Services Performed in 2024	Service fee <sup>1)</sup>
1	AUP (Agreed Upon Procedures) Custodian <sup>2)</sup>	Rp50,000,000.00
2	AUP VoNB Sharing for AIA (AUP for AIA, BCA as the informed party)	Rp174,915,520.00

Notes:

<sup>1)</sup> Does not include VAT.

<sup>2)</sup> Included in audit fees

### 5. Historical PAF and PA that conducted the audit

Information regarding the PAF and PA that performed audit services for BCA since 2017 is as follows:

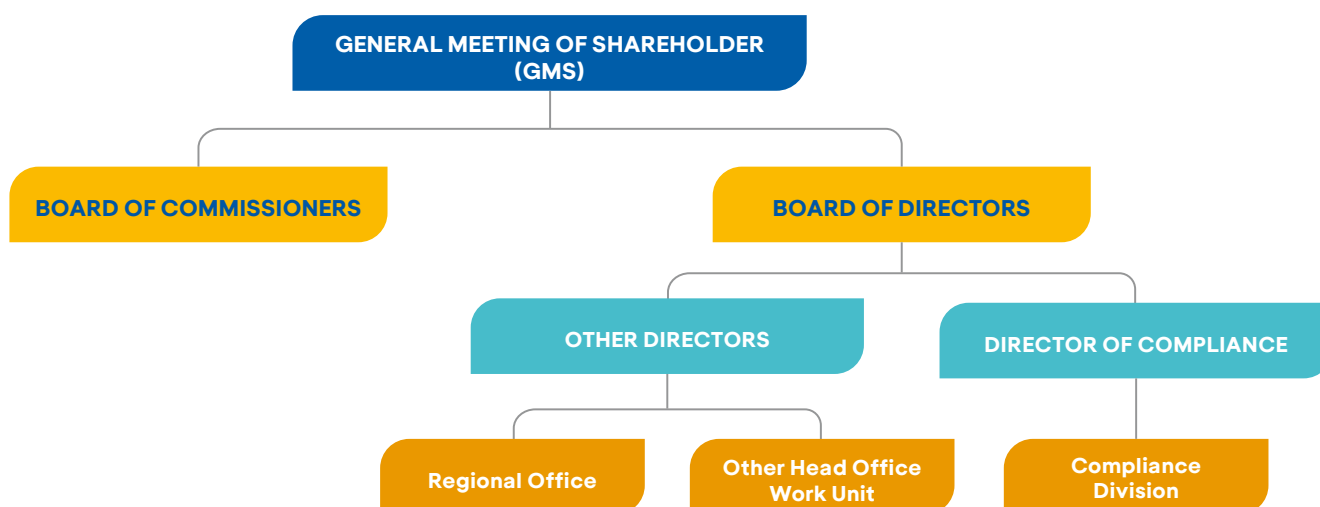
Year	PAF	PA
2024	KAP Rintis, Jumadi, Rianto & Rekan (member firm of PwC global network, formerly KAP Tanudiredja, Wibisana, Rintis & Rekan)	M. Jusuf Wibisana
2023		Lucy Luciana Suhenda
2022		Jimmy Pangestu
2021		Jimmy Pangestu
2020		Jimmy Pangestu
2019		Lucy Luciana Suhenda
2018		Lucy Luciana Suhenda
2017		Lucy Luciana Suhenda

## COMPLIANCE FUNCTION

In order to carry out its compliance functions as regulated under OJK Regulation No. 46/POJK.03/2017 on the Implementation of Commercial Bank Compliance Functions, BCA formed a Compliance Division (DCP) as an autonomous work unit free of influence from other work units. Furthermore, BCA, as the Main Entity in the BCA Financial Conglomeration, has broadened the DCP organizational structure to include an Integrated Compliance Function to implement Integrated Governance for the Financial Conglomeration.

### 1. Organizational Structure of DCP

The DCP organizational structure is established in the Board of Directors' Decree No. 247/SK/DIR/2022, dated December 28, 2022. The DCP is led by the Head of the Compliance Division, whose appointment was reported to the OJK. The DCP reports directly to the Director of Compliance. The designation and appointment of the Compliance Director have met the requirements required and are being carried out in accordance with OJK regulations.



### 2. DCP Responsibilities

The DCP's responsibilities are as follows:

- Monitor BCA's level of compliance with OJK, BI, PPATK, 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 to implement Integrated Governance in accordance with OJK Regulation No. 18/POJK.03/2014 on the Implementation of Integrated

Governance for Financial Conglomerates. The primary responsibility of the DCP's integrated compliance function is to monitor and evaluate the compliance function's implementation and level of compliance at each Financial Services Institution (FSI) in the BCA Financial Conglomeration, including the implementation of the AML, CTF, and PFPWMD programs.

To ensure the implementation of BCA's compliance role, the Board of Directors and Board of Commissioners have exercised active oversight, including policy and procedure approval, periodic reporting, requests for explanations, and meetings.

### 4. Implementation of Compliance Function Work in 2024

In 2024, DCP carried out the following functions:

- Promote the development of a compliance culture.
  - Communicate and inform the Board of Directors, Board of Commissioners, and work units on new regulations issued by regulators.

- Provide information regarding OJK, BI, PPATK and other laws and regulations on the BCA portal site for work units to 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 (FKDKP).
  - Provide suggestions/responses to questions from work units or branches in order to perform consultative functions about the implementation of applicable regulations.
- b. 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 gap analysis, assess the impact of new provisions on BCA operations, and propose for adjustment to internal manuals, policies, and procedures.
  - Create a Compliance Matrix Diary as a monitoring tool to verify compliance with regulatory reporting requirements.
  - 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 (RPIM).
- 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 the BCA Financial Conglomerate 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.
- c. 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.
- d. 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.

The Anti-Corruption and Bribery Policy is explained in page 455 of this year's report.

- e. 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.
  - Coordinate 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 following 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. 2024 Compliance Indicators

The following compliance indicators for 2024 represent BCA's commitment to, and level of compliance with, applicable laws and regulations:

Table of Compliance Indicators for 2024

No.	Compliance Indicator	Applicable Provisions	BCA Achievement	Description
1	Minimum Capital Adequacy Requirement (KPPM)	Min. 14% up to <15%	29.36%	Complied with the applicable provisions
2	Non-Performing Loan (NPL) Net	Max. 5%	0.59%	
3	Maximum of Legal Lending Limit (BMPK)	Max. 10% of total capital	4.04%	
4	Minimum Statutory Reserve (GWM) Rupiah	Min. 5%	5.76%	
5	Macroprudential Liquidity Buffer (PLM)	Min. 5%	30.56%	
6	Minimum Statutory Reserve (GWM) Foreign Currency	Min. 4%	4.22%	
7	Net Open Position (PDN)	Max. 20%	0.27%	
8	Liquidity Coverage Ratio (LCR)	Min. 100%	323.01%	
9	Macroprudential Intermediation Ratio (RIM)	84% - 94%	80.48% <sup>*)</sup>	In accordance with RIM's description below
10	RIM Current Account	Min. according to the provisions	0.72%	In accordance with RIM's description below
11	Net Stable Funding Ratio (NSFR)	Min. 100%	155.85%	Complied with the applicable provisions
12	Macroprudential Inclusive Financing Ratio (RPIM)	Min. 21.5%	21.51%	

Note:

\*) BCA's Macroprudential Intermediation Ratio (RIM) from October to December 2024 is lower than the lower limit of RIM target set by BI at 84% in PADG No. 22/11/PADG/2020 dated April 29, 2020 on Amendments to PADG No. 21/22/PADG/2019 on Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units, therefore BCA is required to establish a RIM Reserve in Rupiah equal to the calculation between the lower limit of RIM and the difference between BCA's RIM and Target RIM against Rupiah deposits.

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, which is that since January 2022, the Lower Disincentive Parameter for Banks with RIM conditions < 84 %, NPL < 5% and Minimum Capital 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 2024, the following activities were 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 (DTTOT), 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 PFPWMD 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).
- Ongoing 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 the Implementation of AML, CTF, and PFPWMD.
- 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 related to the National Consultation
  - c. Hold a meeting on the Collecting and Integrating Initial Data PPP Project regarding Investment Fraud.
  - d. Implementation of Focus Group Discussions related to the Onsite Visit of the Second Round of AEOI

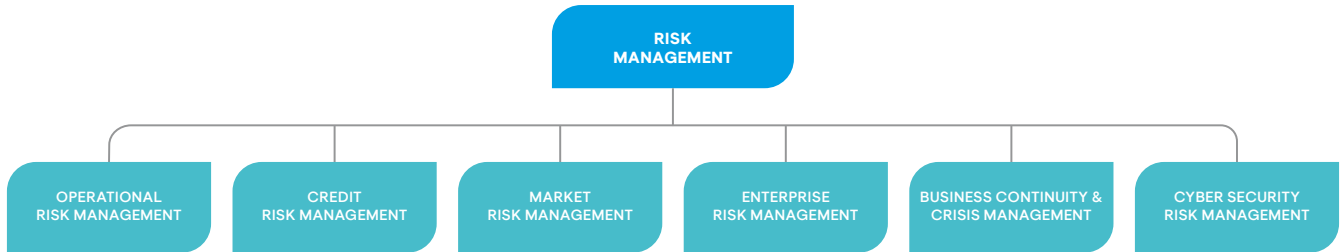


## RISK MANAGEMENT SYSTEM

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 risk management and internal control systems at BCA and its subsidiaries integratedly.

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

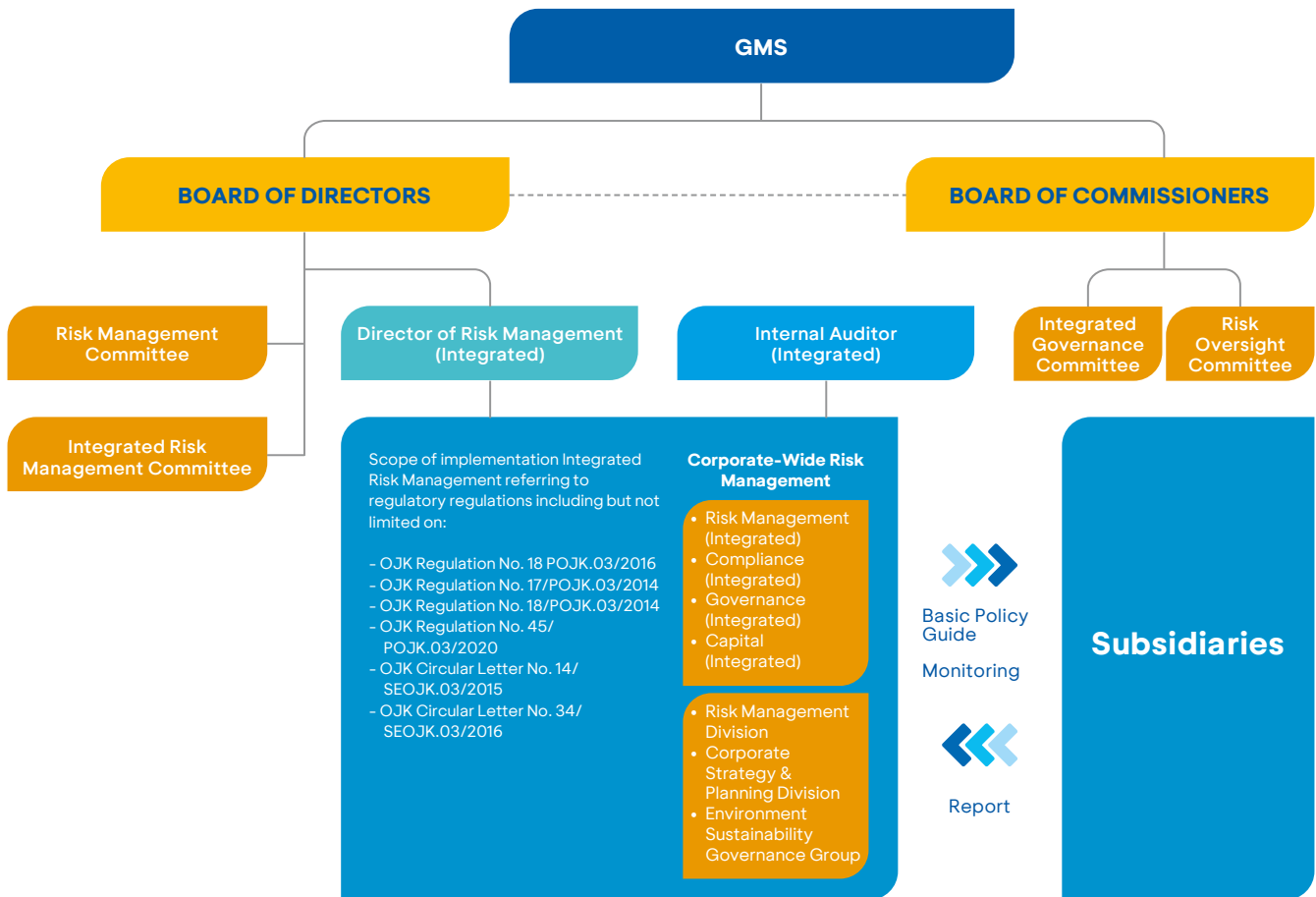
### Risk Management Organizational Structure



### Risk Management System Overview

BCA has implemented an integrated Risk Management System Framework to manage risk. This framework is used as a tool 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 identified, measured, monitored, controlled, and reported correctly.

### Risk Management System Framework



The framework for BCA's and integrated risk management implementation describes a risk management framework and process that have interrelationships and reciprocal relationships, both between the Board of Commissioners, the Board of Directors, Supporting Committees under the Board of Commissioners and the Board of Directors, and between Divisions as well as 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 Risk Management Committee (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 Board of Director, which at least includes the following:
    - Formulate policies, strategies, and guidelines for implementing risk management.
    - 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. Integrated Risk Management Committee (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 (ITSC), and the Asset Liability Committee (ALCO).
3. Risk Management Division (MRK) is 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, concerning the Implementation of Risk Management for Commercial Banks, including:
      - Provide input to the Board of Directors and/or Committees under the coordination of the Board of Directors and/or Board of Commissioners in the context of preparing and improving policies, strategies, and risk management frameworks.
      - Develop procedures and tools for identifying, measuring, monitoring, and controlling risks, including cyber security risks.
      - Identify, measure, monitor, control and report all risks arising from the bank's business activities in accordance with the risk appetite.
      - Review and provide recommendations on strategy, organization, business plans/new products, policies, provisions, guidelines, methodology, and infrastructure in accordance with risk management implementation guidelines.
      - Review the accuracy of the risk assessment methodology, the adequacy of risk mitigation, the implementation of the risk management information system, and the accuracy of policies, procedures, and limit determination.
      - Design and review company policies relating to the continuity of business activities, crisis management, employee safety and health in normal and emergency/crisis conditions, as well as ensuring the company's ability to deal with emergency situations and crisis conditions that threaten the continuity of business activities.

- Develop strategies, manage, and monitor cyber resilience testing to determine the impact of implementing cybersecurity risk management policies and strategies on the bank's overall risk profile.
- b. Carry out integrated risk management authority and responsibility in accordance with OJK Regulation concerning the Implementation of Integrated Risk Management 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. Perform risk management and ensure 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. Ensure that operational and business aspects, as well as the level of risk that may occur in a work unit, have been considered in the process of developing work systems and procedures.
3. In accordance with regulatory provisions, BCA has a Basic Risk Management Policy (KDMR) and a Basic Integrated Risk Management Policy (KDMRT) 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. Have 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. Develop a management information system that is tailored 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. Prepares and submits a Risk Profile Report quarterly, and an Integrated Risk Profile Report semesterly.

- **Comprehensive Internal Control System**

The complete implementation of the internal control system to support BCA's risk management implementation is presented on page 445 under the Internal Control System section of this Annual Report

### Types of Risk and Its Management

Referring to OJK Regulation No. 18/POJK.03/2016, concerning the Implementation of Risk Management for Commercial Banks, BCA manages 8 (eight) types of risk, and in accordance with OJK Regulation No. 17/POJK.03/2014, 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 reviews internal credit provisions to ensure that they are in line with BCA developments, regulatory requirements, prudential banking principles, and international best practices.
- Develop and refine:
  - 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, both per credit category (Corporate, Commercial, Small and Medium Enterprise (SME), Consumer, and Credit Card), per industrial sector, and overall credit portfolio, including restructured credit and problem loans resolution
  - 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.
- Routinely monitored and controlled credit risk in Subsidiary Companies, and ensure that Subsidiary companies have good and effective Credit Risk Management Policies
- Develop:
  - Credit monitoring tools such as the Early Warning System (EWS) as a forward-looking loan monitoring system.
  - Credit Scoring System and Credit Quality Risk Model using Advanced Analytics approach to support sustainable credit business growth.
- Following the regulator's determination of the end of the credit restructuring relaxation policy on March 31, 2024, debtors who were previously granted COVID-19 credit restructuring and still require time for business recovery after the end of the relaxation policy can be granted normal restructuring if they meet the restructuring criteria based on BCA and regulator provisions.

## 2. Market Risk

- In order to manage foreign exchange rate risk, BCA has set NOP limits per branch and combined, and measurements have been performed using the Value at Risk (VaR) method with a Historical Simulation approach for internal reporting.
- 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.
- Measures banking book interest rate risk using 2 (two) perspectives, namely:
  - Economic Value Perspective, using the Economic Value of Equity (EVE) method, which 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, which 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.
- Conducts stress testing on a regular basis with various scenarios, deepening the factors and parameters in stress testing.
- Calculate the Minimum Capital Adequacy Requirement (MCAR) Reporting using regulatory-compliant method governed by the 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 operationally.
- 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.
- 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 (Macprudential Intermediation Ratio) in the form of Rupiah current account with Bank Indonesia.
  - Foreign currency SMR in the form of foreign currency current account with Bank Indonesia.
  - MLB (Macprudential 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.
- Referring to the regulatory provisions, BCA uses the Standardized Approach method to allocate capital for reserve to losses from operational risks. Good and high-quality operational risk event data is required for calculating the capital charge for operational risk in accordance with the bank's operational loss exposure. As a result, BCA has established internal provisions 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 as a tool 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 charge, continuous monitoring of events that can cause operational losses for BCA, and analyzing the risks faced by the bank, allowing for necessary corrective/preventive actions to be taken to minimize/mitigate the potential 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.
- Carry out a risk assessment process in developing new products or activities that will be carried out. In addition, materiality measurements or assessments are carried out for increases in risk exposure from product development or activities that BCA has previously owned.
- In order 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).
- In order to maintain data privacy, BCA has a Data Protection Officer (DPO)/Personal Data Protection Officer whose job is to ensure that BCA complies with Law no. 27 of 2022 concerning Personal Data Protection. The DPO carries out this task by ensuring all activities comply with BCA's internal policies, increasing awareness of the importance of data security and privacy, monitoring BCA as a controller and processor of personal data, acting as BCA's contact person for issues related to personal data processing, and conducting regular reviews to ensure BCA always complies with the PDP Law.
- In order to anticipate risks posed by nature 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 socialization and testing of the BCP, which includes cyber incident simulation.

#### 5. Legal Risk

- Carrying out risk measurements and assessments based on 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.
- In order to mitigate legal risks, the Legal Group (GHK) has done the following, among other things:
  - Develop a Legal Risk Management Policy
  - Holding a legal communication forum to improve the competency of legal staff.
  - 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 modus operandi of banking crimes, as well as guidelines for dealing with them legally.

- Develop a credit security strategy plan in conjunction with bad credit problems (in collaboration with other work units, including the Credit Recovery Group).
- Register Intellectual Property Rights (IPR) on BCA products with the authorized agency and secure ownership of BCA assets as well as monitor and take legal action for BCA IPR violations.
- In order to identify, measure, monitor, and control legal risks, BCA has established a Legal Group (GHK) at the Head Office, and Legal Work Units in all Regional Offices, as well as carrying out, among other things:
  - Preparation of standard agreements to support BCA business activities and review of agreements with other parties, including amendments (addendum).
  - Review draft policies or procedures, especially those related to operational and credit law.
  - Legal review of new products/activities.
  - Inventorize legal case data and assess legal risk profiles based on historical quantitative data on cases that have occurred.
  - Legal defense and monitoring of case developments in civil and criminal cases involving BCA and Subsidiary Companies that are currently in the litigation process;
  - Monitoring and analysis of cases related to:
    - > Business activities of BCA and Subsidiary Companies, which are currently in the process of litigation, with the position of BCA and Subsidiary Companies and/or officials of BCA and Subsidiary Companies as plaintiff/defendant/reporter/respondent/suspect/defendant;
    - > Credit and/or financing problems and human resources at BCA and Subsidiaries that are currently in the process of litigation;

## 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 Halo BCA Telephone Service and 24-hour WhatsApp/WA Chat, BCA CRM Contact Center, Web Chat via [www.bca.co.id](http://www.bca.co.id), and the Halo BCA application that can be used by mobile phones users with IOS and Android platforms), as well as the development of a better procedures and work management to facilitate monitoring and management information systems that can support organizational quickness and quality.
- Monitor and collaborate with related work units in handling negative news.
- The implementation of reputation risk management based on regulatory provisions
- Regular evaluation of the parameters for assessing and implementing reputation risk management

## 7. Strategic Risk

- Strategic risk measurement and assessment is carried out by analyzing the suitability of strategies to business environmental conditions and high-risk strategies, as well as measuring BCA's business position in the banking industry and the achievement of the Bank's Business Plan.
- The Board of Commissioners and the Board of Directors understand the strategic risks that can affect BCA's financial condition. The Board of Directors plays an active role in monitoring internal conditions and developments in external factors that influence BCA's business strategy directly or indirectly.
- Preparation of business plans/strategies also considers various dynamics of global and domestic economic and business conditions as well as business conditions by paying attention to risk appetite and risk tolerance. The strategic plan is outlined in a long-term plan in the form of a Corporate Plan and a medium-short plan in the form of a Bank Business Plan (RBB) as a 3 (three) year business strategy blueprint.
- Have procedures to monitor and measure company performance through financial control, which aims to monitor the achievement of business plans and performance periodically.



## 8. Compliance Risk

- In accordance with OJK Regulation No. 46/POJK.03/2017, 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 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 implementation of AML, CFT, PFPWMD programs in accordance with regulatory provisions.
- Have compliance policies and procedures in place, including AML, CTF and PFPWMD, 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.
- Utilize information technology, also known as Regulatory Technology (RegTech), to improve efficiency and effectiveness in the process of regulatory provisions management.
- 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.

- 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

- Measure and assess intra-group transaction risk through analysis of quantitative indicators such as intra-group transaction composition ratios in the Financial Conglomerate, as well as qualitative indicators such as agreement documentation, transaction fairness, and other information.
- Monitor intra-group transactions by preparing intra-group transaction recapitulation reports within the BCA Financial Conglomerate and periodically recapitulating intra-group transaction agreements in accordance with regulatory provisions.
- Have an internal policy regarding intra-group transaction risk management that is in accordance with regulatory provisions and is reviewed regularly.
- Ensure that every intra-group transaction within the BCA Financial Conglomerate is carried out in accordance with the Arm's Length Principle.

## 10. Insurance Risk

- Carrying out insurance risk measurements and assessments through analysis of quantitative and qualitative indicators such as technical risk ratios, insurance risk dominance over overall business lines, product risk mix and types of benefits, and reinsurance structure.
- Conduct regular monitoring to ensure the adequacy of the risk selection process (underwriting), premium determination (pricing), use of reinsurance, and/or claims handling.
- Have an internal policy related to insurance risk management guided by regulatory provisions and is reviewed regularly.

## Results of the Risk Management System Effectiveness Review

Based on the results of the self-assessment, BCA's risk profile rating in 2024 is "low to moderate" both individually and integratedly 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. Macroeconomic conditions in the coming period are not expected to have a negative impact on BCA. This is also supported by the policy mix of Bank Indonesia (BI) and the Government to maintain Indonesia's economic growth amidst persistent high global uncertainty. In line with these conditions, BCA FC continues to strive to maximize business performance and performance achievements while continuing to manage risks in all business activities based on the principle of prudence.
- The quality of the integrated risk management implementation will continue to be high. 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 continuously reviews risk management in all of its activities to ensure that all risks encountered by the BCA FC can be identified, measured, monitored, controlled, and reported correctly.

The risk management policies of BCA and its Subsidiaries are constantly updated in accordance with regulatory provisions, the direction of developments in the most recent Basel implementation, prudential banking principles, and international best practices. BCA FC is always pay attention to 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 Review of the Effectiveness of the Risk Management System

In 2024, 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 Oversight 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

The internal control system is a monitoring mechanism established by BCA's management on an ongoing basis and adjusted to the objectives, size and complexity of BCA's business activities. The implementation of BCA's internal control system is guided by OJK Circular Letter No. 35/SEOJK.03/2017, dated July 7, 2017, on guidelines for internal control system standards for commercial banks.

The objective of implementing an effective internal control system is to ensure:

1. Compliance with laws and regulations as well as applicable internal policies/provisions.
2. The availability of complete, accurate, efficient, and timely financial and management information required for appropriate and accountable decision making.
3. Effectiveness and efficiency of operational activities.
4. Effectiveness of risk culture in the BCA's organization as a whole.

Additionally, in order to support OJK Regulation concerning the Implementation of Integrated Risk Management, 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. The availability of complete, accurate, appropriate, and timely financial and management information; and
- c. The effectiveness of the risk culture in the Financial Conglomerate organization as a whole

### 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 interests of stakeholders.

#### 2. First and Second Line

- The first line is responsible for the delivery of products and services to customers. It also manages the associated risks.
- The second line provides support related to risk management including responsibility for enterprise risk management. The second line role is performed by the Compliance Director, Risk Management Director, Risk Management Division (MRK), Compliance Division (DCP) and Operation Strategy and Development Group (GPOL).

#### 3. Third Line

The third line role is carried out by the Internal Audit Division (DAI) to strengthen BCA's ability to create, protect, and maintain BCA value by providing assurance, advice, insight, and foresight that are independent, risk based, and objective, as well as acting as a strategic partner for management in building BCA into a leading bank in Indonesia through assessing the adequacy and effectiveness of BCA's governance, risk management, and internal control processes. DAI communicates audit results reports to the President Director, Board of Commissioners, and Audit Committee.

In performing their roles, all lines communicate and collaborate on a regular basis and contribute to create and protect value that is aligned with the stakeholders' interest.

### Main 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, Risk Oversight 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 operational risks inherent in the main function of each work unit.

## III. Control Activities and Segregation of Duties

Based on the internal control framework and components, BCA implements internal controls to ensure the adequacy of financial controls, operational effectiveness and efficiency, and compliance with applicable laws and regulations. In addition, the establishment of policies, manuals and operating procedures guide the implementation of duties and segregation of functions in each work unit so that each individual in his/her position does not have the opportunity to make mistakes/deviations in the implementation of these 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 governance, risk management, and internal control processes is reported 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 renewed in accordance with applicable law 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) Every banking operational transaction carried out at BCA has work procedures outlined in the work manual, to ensure that operational risks that may exist in these activities have been properly mitigated.
  - 3) Establish employee rotation policies.
  - 4) Setting up limit and 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 work unit 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 adequate accounting, information, and communication systems to assist in the identification of problems that may arise and to be used as a means of exchanging information to carry out tasks in accordance with their responsibilities. BCA's accounting system produces accurate, precise, and consistent financial information because BCA has accounting policies in accordance with applicable principles/regulations, supported by an effective recording system and a well-documented reconciliation process. The information system continues to evolve in line with the Bank's business and technological developments to support all of BCA's operational activities. BCA 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 that meets the provisions, 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 Deviation 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 follow-up by work unit on finding result and recommendations from DAI, external auditors, and the result of supervision by 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 significant audit results follow-up 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, Risk Oversight Committee, and 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 2024 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 in the event of changes in internal and external factors that may affect BCA's ability to achieve its targets.
2. BCA prioritized monitoring on its key risks and functions as part of daily activities, including periodic evaluations to detect and prevent the occurrence of new 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 and objectively 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 its review and discussion with the Audit Committee of the assessment report submitted by management, the Board of Commissioners is of the opinion that BCA's system of internal control is adequate and effective.



## IMPLEMENTATION OF THE ANTI-FRAUD STRATEGY

### 1. Introduction

In accordance with OJK Regulation No. 12 of 2024 on the Implementation of Anti-Fraud Strategies for Financial Services Institutions, BCA has an Anti-Fraud Strategy Implementation Policy that refers to the OJK Regulation. The Policy Guidelines have been approved by the Decision of the Board of Directors No. 009/SK/DIR/2025 dated January 20, 2025 on the Adjustment of the Anti-Fraud Strategy Policy. The policy is a manifestation of BCA management's commitment to prevent fraud through the implementation of an effective and continuous fraud control system. This fraud control system guides BCA in establishing 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) Corruption, which includes:
  - a. Conflict of interest that is detrimental to BCA and/or customers
  - b. Bribery
  - c. Gratification
  - d. Extortion
- 2) Misuse of assets, which includes:
  - a. Misuse of cash
  - b. Misuse of supplies
  - c. Misuse of other assets.
- 3) Financial statement fraud, which includes:
  - a. Overstating net worth and/or net income
  - b. Reducing net worth and/or net income

- 4) Fraud
- 5) Leaking confidential information
- 6) Other actions that can be equated with Fraud in accordance with statutory provisions.

In developing and implementing an effective Anti-fraud Strategy, BCA has paid attention to the following matters:

- 1) internal and external environmental conditions;
- 2) complexity of business activities;
- 3) type of fraud;
- 4) risk of fraud; and
- 5) adequacy of required resources.

In order to support the implementation of the Anti-fraud strategy, BCA has also established an Anti-Fraud Bureau whose task is to carry out the function of implementing the Anti-fraud strategy at BCA. The Anti-Fraud Bureau is independent and responsible to the President Director. The Anti-Fraud Bureau has a line of communication and reporting to the Board of Commissioners and has a line of coordination with the Head of Internal Audit Division. However, with the issuance of with Decree no. 224/SK/DIR/2024 regarding the Organisational Structure of the Anti Fraud Bureau (BAF) dated 20 December 2024, there is a change in the reporting of the BAF from the President Director to the Risk Management Director and a change in the coordination line of the BAF from the Head of the Internal Audit Division to the Risk Management Division Head. This change is effective from 1 January 2025.

### 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 operation personnel to comply with applicable procedures and regulations.

**Pilars and Implementation of Anti-Fraud Strategy**



\*) The Policy Guidelines have been approved by the Decision of the Board of Directors No. 009/SK/DIR/2025 dated January 20, 2025 on the Adjustment of the Anti-Fraud Strategy Policy.

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**  
Tools to reduce the potential risk of fraud, which at a minimum should include the anti-fraud awareness (such as preparing and disseminating anti-fraud declarations, employee awareness programs, customer awareness).
- 2) Detection**  
Including the tools 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**  
The steps for investigations, a reporting system, and the imposition of sanctions with regard to incidents of fraud, which at the minimum should include investigation, reporting, and the imposition of sanctions.
- 4) Observation, Evaluation and Follow-Up**  
The steps to monitor and evaluate as well as follow up on fraud, which at least should include 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 for fraud through efforts to build strong pillars that function to prevent, detect, investigate, and continuously monitor risks, indications, and occurrences of fraud.

The contents of the BCA Anti-Fraud Declaration (based on Board of Directors Decree No. 139/SK/DIR/2020 has been updated in accordance with OJK Regulation No. 12 of 2024 with the Board of Directors' Decree No. 004/SK/DIR/2025 dated January 10, 2025 regarding Anti-Fraud Declaration and Integrity Pact) are as follows:

*"In order to strengthen the internal control system, the implementation of Good Corporate Governance, and as a further implementation of the Financial Services Authority Regulation on the Implementation of Anti-Fraud Strategies for Financial Services Institutions, BCA hereby commits 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 are also obligated to fill out a yearly Integrity Pact 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, among others in the form of e-learning, in class training, and internal sharing to increase operational control, and so on.

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

#### Anti-Fraud Training Data in 2024 and 2023

Media	2024	2023
e-learning	35,299 participants	35,172 participants

#### 4. Internal Fraud Violations Data in 2024

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 Member of the Board of Commissioners		Permanent Employee		Non-Permanent Employee and Outsourced Workers	
	2024	2023	2024	2023	2024	2023
Total Fraud	-	-	3	2	3	4
Resolved	-	-	1	-	-	-
In the process of being resolved internally at BCA	-	-	2	-	3	-
Yet to be resolved	-	-	-	-	-	-
Has been followed up through the legal process	-	-	-	2	-	4

#### 5. Reporting

BCA submits a Report on the Implementation of the Anti-Fraud Strategy to OJK every semester as a form of monitoring towards 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. 12 of 2024, 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>). The policy has been aligned by the Decision of the Board of Directors No. 009/SK/DIR/2025 dated January 20, 2025 on the alignment of the Anti-Fraud Strategy Policy.

### Objectives of the Whistleblowing System

Implementation of the whistleblowing system at BCA aims to:

- Raise stakeholder awareness (employees, 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.

4) The types of fraud/violations to be reported:

Fraud	<p>A deliberate act of deviation and/or omissions to deceive, defraud, or manipulate BCA, customers, or other parties, which occur within BCA and/or using BCA facilities, resulting in BCA, customers, or other parties suffering losses, and/or the Fraud perpetrator obtains financial benefits either directly or indirectly.</p> <p>The types of acts that are classified as fraud are:</p> <ol style="list-style-type: none"> <li>1) Corruption including: <ol style="list-style-type: none"> <li>a. Conflict, of interest that is detrimental to BCA and/or customers</li> <li>b. Bribery</li> <li>c. Gratification</li> <li>d. Extortion</li> </ol> </li> <li>2) Misuse of assets, including: <ol style="list-style-type: none"> <li>a. Misuse of cash</li> <li>b. Misuse of inventory</li> <li>c. Misuse of other assets.</li> </ol> </li> <li>3) Financial statement fraud, including: <ol style="list-style-type: none"> <li>a. Overstating net worth and/or net income</li> <li>b. Reducing net worth and/or net income</li> </ol> </li> <li>4) Fraud</li> <li>5) Information leakage</li> <li>6) Other actions that can be equated with Fraud in accordance with the provisions of statutory regulation</li> </ol>
Business/ Code of Conduct Violations	<p>Actions that are not in line with the BCA culture, which has been formulated based on positive values to be grown and developed within all BCA individuals for the purpose of achieving common goals and also as a reference for BCA individuals in making decisions and taking action.</p>

## 1. Whistleblowing Procedure

### A. Reporting Channel

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

### B. Acceptable 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) Information on the whistleblower's identity should be provided, at a minimum including:
  - The whistleblower's name (anonymous is permitted);
  - A phone/handphone number or an email address that can be contacted;
- 3) Provide preliminary indication of fraudulent act or violations that are accompanied by supporting data (if any) which cover 4W1H, as follows:
  - Action/Reported actions (What);
  - Alleged Parties (Who);
  - Time of events (When);
  - Place/location of events (Where);
  - Chronology of events (How).

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.

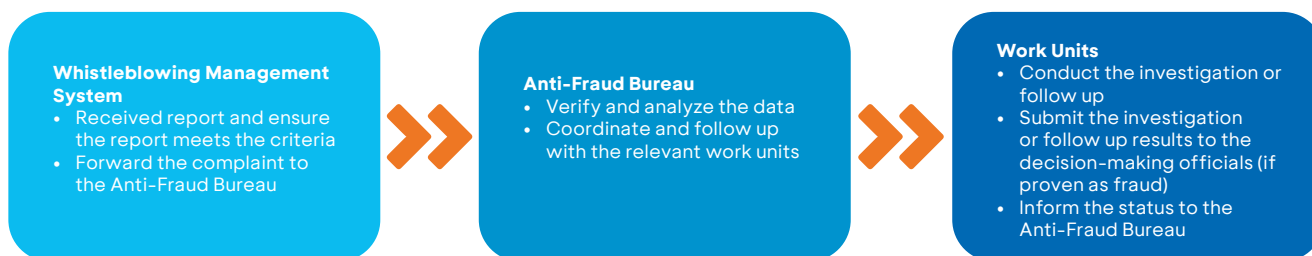
**2. Whistleblower Protection**

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 any potential perpetrator’s threats, intimidations, punishments or any unpleasant act from the reported party;
- Prohibition of retaliation against whistleblowers.

**3. Complaint Handling Flow**

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



**4. Parties who Manage 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.

Status	Total	Description
Open (Still in process)	7	In process
Closed (Resolved)	52	Proven: 6 Not proven: 6  Does Not Meet Reporting Criteria: - Informative/ Customer Complaints (16) - The data is incomplete and the Reporting Party does not provide the requested additional information/data (24)

**5. Disclosure of Internal Fraud and Complaints through the Whistleblowing System in 2024**

**A. Number of Complaints Through the Whistleblowing System**

As of December 31, 2024, the number of complaints received through the whistleblowing system was recorded at 59 (fifty-nine) reports, of which 12 (twelve) reports were valid for investigation while 24 (twenty-four) reports were invalid/pre-closed and 7 (seven) reports were still waiting for additional data/information from the Whistleblower. From 59 (fifty-nine) reports, 12 (twelve) reports or 20.34% have been investigated and 6 (six) reports proven to be valid, 6 (six) invalids, while 7 (seven) reports are still in the investigation process. The details of the status of the report on the whistleblowing system are as follows:

**B. Sanctions and Follow-Up on Whistleblowing System Complaints**

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

Type of Sanction	Total
Verbal Warning	1
Reprimand Letter	1
1 <sup>st</sup> Warning Letter	2
2 <sup>nd</sup> Warning Letter	-
3 <sup>rd</sup> Warning Letter	-
Work Termination	1



## ANTI-CORRUPTION AND GRATIFICATION CONTROL POLICY

### 1. Background

The trust of the public trust as well as market actors in BCA is greatly influenced by the ethical behavior of all levels of BCA Personnel, from the Board of Commissioners to the Board of Directors, the management, and all employees. This trust is critical for establishing and maintaining business relationships with customers and other third parties which interact with BCA.

Related to this, to strengthen public trust and support Law No. 20 of 2001, which is an amendment to Law No. 31 of 1999 concerning the Eradication of Corruption Crimes, the BCA Board of Directors considers it necessary to establish provisions regarding anti-corruption and gratuity control, which are intended to support the implementation of the principles of Good Corporate Governance as well as provide guidelines for BCA's personnel as individuals in dealing with customers and partners as well as fellow employees.

### 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. 219/SK/DIR/2003, dated November 10, 2003, concerning the Provision of Conflict of Interest.
2. The Board of Directors' Decree No. 269/SK/DIR/2021, dated December 31, 2021, concerning the Anti-Corruption and Gratification Control Policies.
3. Circular Letter No. 336/SE/POL/2022, dated September 15, 2022, concerning Gratification Control Reporting.
4. BCA Code of Ethics on Anti-Corruption (detailed information can be found on page 487 in the Code of Ethics section of this Annual Report).
5. Anti-Fraud Strategy Implementation Guidelines (detailed information can be found on pages 449 in the Anti-Fraud Strategy Implementation Section of this Annual Report).
6. Conflict of Interest Policy (detailed information can be found on pages 457 in the Affiliated Transactions and Conflict of Interest Transactions 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 behavior that could harm the image of the profession or 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 religious holidays or other celebrations, in which:
  - the gift is believed to negatively impact and influence BCA's decisions, and
  - the cost of the gift exceeds reasonable limits;

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

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 constantly strives 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 People 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 293 in the Internalization section of this Annual Report.

#### 2. Integrity Pact

As part of implementing the Anti-fraud strategy in the form of a statement that must be prepared periodically every year for all BCA personnel, BCA personnel are required to make an Integrity Pact statement, which can be accessed via digital means on mybcaportal.

#### 3. Socialization and Internalization of Anti-Corruption Values and Gratification Control

The implementation of socialization and internalization of anti-corruption and gratification control values is done through sharing sessions, socialization, e-learning, socialization/awareness, among others through BCA's social media.



#### 4. Corruption and Gratification Control Reporting

To support the implementation of its anti-corruption policy, BCA already has a 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 2024. Detailed information on the Complaint Handling Policy via the Whistleblowing System can be found on pages 453 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 internal reporting facilities for BCA in the case that gratification is received. There were 2 (two) reports received through this facility in 2024.

#### 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 and Conflict of Interests Transactions

BCA already has a policy on Affiliated Party Transactions and Conflict of Interest Transactions as set forth in the Board of Directors' Decision No. 151/SK/DIR/2023 dated September 12, 2023 on Related Party Transactions and Conflict of Interest Transactions and Circular Letter No. 155/SE/POL/2024 dated May 15, 2024, concerning the Implementation of Affiliated Transactions and Conflict of Interest Transactions. The main points of the Affiliated Transactions and Conflict of Interest Transactions 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, members of Board of Directors, and members of Board of 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 members of Board of Director or members of Board of 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 Subsidiaries that are not Public Companies, and their financial statements are consolidated with BCA's:

1. BCA Finance Limited
2. PT BCA Finance
3. PT Bank BCA Syariah
4. PT Asuransi Umum BCA
5. PT BCA Multi Finance \*)
6. PT Central Capital Ventura
7. PT BCA Sekuritas

8. PT Asuransi Jiwa BCA

9. PT Bank Digital BCA

\*) PT BCA Multi Finance has merged into PT BCA Finance on September 1, 2024

Information and share ownership structure related to BCA's Subsidiaries can be seen in this Annual Report on page 497-499.

## 1. Affiliated Transactions

### Disclosure of Affiliated Transactions in the 2024 Annual Report

BCA's Disclosure of Affiliate Transaction Reports in the 2024 Annual Report takes into account the provisions of Article 22 of OJK Regulation No. 42/POJK.04/2020, namely in the case of Affiliated Transactions and/or Conflict of Interest Transactions carried out by a Controlled Company that is not a Public Company and whose financial statements are consolidated with the Public Company, the Public Company is required to carry out the procedures as stipulated in OJK Regulation No. 42/POJK.04/2020. In this sub-chapter, the Controlled Company is defined as a Subsidiary of BCA as described on page 101-102 of this Annual Report, where the term Subsidiary is defined, among others, in OJK Regulation concerning the Implementation of Integrated Governance and OJK Regulation concerning the Implementation of Integrated Risk Management.

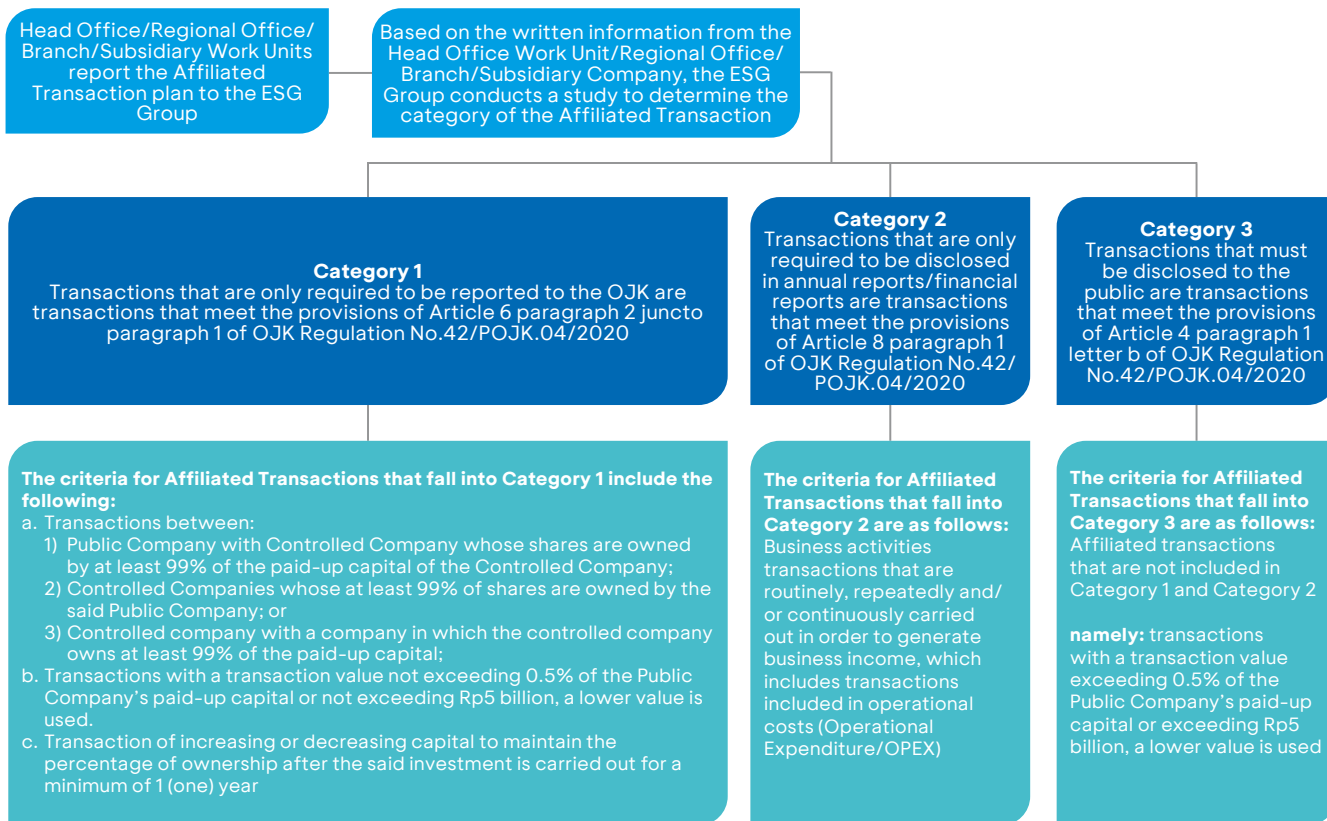
Affiliated Transactions disclosed in this 2024 Annual Report are:

- Affiliated Transactions between BCA and BCA Subsidiaries;
- Transactions between BCA and BCA Affiliated Parties other than BCA Subsidiaries;
- Affiliated Transactions between BCA Subsidiaries; and
- Affiliated Transactions between BCA Subsidiaries and BCA Affiliated Parties (other than BCA Subsidiaries).

### Review and Approval Mechanism for Affiliated Transactions and/or Conflicts of Interest

Each work unit and Subsidiary Company that will conduct transactions with affiliated parties must inform the Environment Sustainability Governance Group (ESG Group) in writing along with the required data. The ESG Group coordinates with related work units to conduct an analysis to determine the follow-up actions that need to be taken in accordance with applicable regulations. In order to ensure that transactions are carried out in the best interests of the company and prevent potential conflicts of interest that are detrimental to the Company, in accordance with its duties and responsibilities, the Audit Committee will review and provide advice to the Board of Commissioners regarding potential conflicts of interest.

**Affiliated Transactions and Conflict of Interest Transactions Flow Mechanisms in BCA**



All affiliated transactions in categories 1, 2 and 3 are presented in this Annual Report. Category 1 transactions have been reported to OJK and Category 3 transactions have been disclosed.

**Affiliated Transactions Disclosure in 2024**

Article 22 OJK Regulation 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 OJK Regulation 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 OJK Regulation No. 42/POJK.04/2020 above, the following is the disclosure of Affiliated Transactions and/or Conflict of Interest 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 2024, there were 31 (thirty one) Affiliated Transactions with a total value of Rp19,242,087,301.87 which were included in Category 1, as follows:

No	Transaction Date	Transaction Type	Affiliated Parties	Transaction Value	Nature of Relationship
1	January 9, 2024	Room rental agreement	PT Central Capital Ventura	Rp97,435,800.00	Transactions between BCA and BCA Subsidiaries
2	January 15, 2024	Rental agreement for room in the KCP Summitmas Building	PT Sentul Damai Resort	Rp267,099,300.00	Transactions between BCA and companies controlled by BCA Pension Fund

No	Transaction Date	Transaction Type	Affiliated Parties	Transaction Value	Nature of Relationship
3	January 16, 2024	Managed Network Service Provision Agreement	PT BCA Finance	Rp153,402,000.00	Transactions between BCA and BCA Subsidiaries
4	January 16, 2024	Managed Network Service Provision Agreement	PT Asuransi Umum BCA	Rp2,299,994.37	Transactions between BCA and BCA Subsidiaries
5	January 24, 2024	Rental Agreement for Room in the BCA Antapani Building, Bandung	PT Abacus Cash Solution	Rp1,261,537,200.00	Transactions between BCA and companies controlled by BCA Pension Fund
6	February 28, 2024	Cooperation in Receiving Documents of Heirs of BCA Digital Customers at BCA Branch Offices.	PT Bank Digital BCA	Rp61,549.50.00	Transactions between BCA and BCA Subsidiaries
7	April 1, 2024	IT Operation Management Service Provision Agreement	PT BCA Sekuritas	Rp85,630,950.00	
8	May 2, 2024	LED TV Purchase	PT Sarana Kencana Mulya	Rp7,179,480.00	Transactions between BCA and companies controlled by BCA's major shareholders
9	May 13, 2024	Sale and Purchase Agreement for Used Lenovo M920S Personal Computer (PC)	PT Bank Digital BCA	Rp15,000,000.00	Transactions between BCA and BCA Subsidiaries
10	May 15-16, 2024	Auction of 75 Used Macbook Air	BCA Employees	Rp615,895,313.00	Transactions between BCA and BCA employees
11	May 16-17, 2024	Auction of 21 Used Macbook Air	BCA Employees	Rp172,137,263.00	
12	May 31, 2024	LED TV Purchase	PT Sarana Kencana Mulya	Rp7,251,630.00	Transactions between BCA and companies controlled by BCA's major shareholders
13	June 26, 2024	Peripheral GSIT Q2 2024 - Software Perpetual	PT Global Digital Niaga	Rp966,741,180.00	
14	July 15, 2024	Procurement of FLUKE	PT Global Digital Niaga	Rp33,353,280.00	
15	July 26, 2024	Cooperation in the Provision of Outbound Contact Center Halo BCA Services to BCA Digital Customers	PT Bank Digital BCA	Rp2,188,062,081.00	Transactions between BCA and BCA Subsidiaries
16	August 13, 2024	Procurement of 2 (two) Tablets	PT Global Digital Niaga	Rp13,300,020.00	Transactions between BCA and companies controlled by BCA's major shareholders
17	August 19, 2024	LED TV Purchase	PT Sarana Kencana Mulya	Rp12,746,130.00	
18	September 26, 2024	Sale and Purchase Agreement for Used Servers and IP Phones	PT BCA Sekuritas	Rp15,040,000.00	Transactions between BCA and BCA Subsidiaries
19	October 1, 2024	Cooperation Agreement for Use of the Low Code Platform	PT Bank Digital BCA	Rp107,004,000.00	
20	October 1, 2024	Cooperation Agreement for Use of the Low Code Platform	PT Bank BCA Syariah	Rp107,004,000.00	
21	October 1, 2024	Second Hand Furniture Sales	PT Abacus Cash Solution	Rp3,500,000.00	Transactions between BCA and companies controlled by BCA Pension Fund
22	October 7, 2024	Sale of Unused Fixed Assets	PT Abacus Danapensiuntama	Rp42,500,000.00	
23	October 16, 2024	Cooperation Agreement for Use of the Lowcode Platform	PT BCA Finance	Rp107,004,000.00	Transactions between BCA and BCA Subsidiaries



No	Transaction Date	Transaction Type	Affiliated Parties	Transaction Value	Nature of Relationship
24	October 17, 2024	Second Hand Furniture Sales	PT Abacus Cash Solution	Rp8,500,000.00	Transactions between BCA and companies controlled by BCA Pension Fund
25	October 30, 2024	Sell and Purchase of X86 Servers in 2024 and Installation	PT Akar Inti Solusi	Rp4,369,648,000.00	Transactions between BCA and companies controlled by BCA's major shareholders
26	October 30, 2024	Sale of 3 (three) used HPE brand servers, type DL 380 G9	PT BCA Sekuritas	Rp9,000,000.00	Transactions between BCA and BCA Subsidiaries
27	October 31, 2024	Sale of 1 (one) set of Used Private Automatic Branch Exchange	PT Abacus Danapensiuntama	Rp3,000,000.00	Transactions between BCA and companies controlled by BCA Pension Fund
28	November 19, 2024	Implementation of the Whatsapp catalog provision pilot for BCA Merchants	PT Alto Network	Rp532,800,000.00	Transactions between BCA and companies controlled by BCA's major shareholders
29	November 21, 2024	Sell and Purchase of X86 Servers in 2024 and Installation	PT Akar Inti Solusi	Rp4,369,648,000.00	
30	December 12, 2024	Sell and Purchase of Business Internet Banking Applications	PT Bank Digital BCA	Rp2,775,000,000.00	Transactions between BCA and BCA Subsidiaries
31	December 30, 2024	Purchase of Krisbow Brand Mobile Lifter	PT Global Digital Niaga	Rp7,142,850.00	Transactions between BCA and companies controlled by BCA's major shareholders

### (I.2) Category 2

- 1) Throughout 2024, there were 35 (thirty-five) Affiliated Transactions, which are included in Category 2 that are relatively large in transaction value (above Rp1 billion), as follows:

No	Transaction Date	Transaction Type	Affiliated Parties	Transaction Value (after VAT)	Nature of Relationship
1	January 9, 2024	EDC Management	PT Dana Purna Investama	Rp1,177,952,556.00	Transactions between BCA and companies controlled by the BCA Pension Fund
2	February 1, 2024	Job outsourcing agreement for physical processing of money	PT Sentral Layanan Prima	Rp25,403,944,658.00	
3	February 21, 2024	Renewal Communication Link & Dark Fiber Bndc WSA2	PT Iforte Solusi Infotek	Rp39,305,219,026.00	Transactions between BCA and companies controlled by BCA's main shareholders
4	February 21, 2024	Link Communication	PT Iforte Solusi Infotek	Rp32,466,509,665.00	
5	February 23, 2024	Miscellaneous Service Work	PT Dana Purna Investama	Rp1,036,494,402.00	Transactions between BCA and companies controlled by the BCA Pension Fund
6	February 26, 2024	Cooperation Agreement Development of Solutions Based on Artificial Intelligence And Machine Learning	PT Darto Media Indonesia	Rp1,300,000,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
7	March 13, 2024	Cash Management Services	PT Sentral Layanan Prima	Rp8,953,039,169.00	Transactions between BCA and companies controlled by the BCA Pension Fund
8	March 13, 2024	Cash Management Services	PT Sentral Layanan Prima	Rp7,063,848,516.00	
9	March 13, 2024	Cloud	PT Global Distribusi Nusantara	Rp6,048,843,795.00	Transactions between BCA and companies controlled by BCA's main shareholders



No	Transaction Date	Transaction Type	Affiliated Parties	Transaction Value (after VAT)	Nature of Relationship
10	March 13, 2024	Cash Management Services	PT Sentral Layanan Prima	Rp4,225,213,376.00	Transactions between BCA and companies controlled by the BCA Pension Fund
11	March 13, 2024	Cash Management Services	PT Sentral Layanan Prima	Rp1,963,950,247.00	
12	March 13, 2024	Cloud	PT Global Distribusi Nusantara	Rp1,192,627,303.00	Transactions between BCA and companies controlled by BCA's main shareholders
13	March 15, 2024	Management & Support Of Office Facilities	PT Dana Purna Investama	Rp86,204,024,725.00	Transactions between BCA and companies controlled by the BCA Pension Fund
14	March 15, 2024	Management & Support Of Office Facilities	PT Dana Purna Investama	Rp76,488,921,251.00	
15	March 15, 2024	Management & Support of Office Facilities	PT Dana Purna Investama	Rp75,805,104,562.00	
16	March 19, 2024	Promotion Outside Mass Media	PT Dynamo Media Network	Rp3,062,046,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
17	March 22, 2024	Business Entity Gebyar Lottery Program Organizer Services	PT Danamas Insan Kreasi Andalan	Rp2,339,616,000.00	Transactions between BCA and companies controlled by the BCA Pension Fund
18	March 29, 2024	Agreement of the Provision of Google Cloud Platform Software Subscription Facilities	PT Global Distribusi Nusantara	Rp10,248,372,783.94	Transactions between BCA and companies controlled by BCA's main shareholders
19	April 26, 2024	Promotion Outside Mass Media	PT Danamas Insan Kreasi Andalan	Rp2,542,969,600.00	Transactions between BCA and companies controlled by the BCA Pension Fund
20	May 15, 2024	Agreement: BCA Wealth Summit, 2 <sup>nd</sup> until 5 <sup>th</sup> September 2024	PT Grand Indonesia	Rp2,947,560,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
21	May 31, 2024	Renewal Security Key Development for Mobile Applications Using Unbound	PT Akar Inti Teknologi	Rp43,290,000,000.00	
22	June 3, 2024	Addendum to Lease Agreement	PT Marga Sadhya Swasti	Rp3,060,920,016.00	
23	June 26, 2024	PERIPHERAL GSIT Q2 - 2024	PT Global Digital Niaga Tbk	Rp1,016,468,070.00	
24	July 1, 2024	Solar Panel Construction, Operation and Authorization Agreement Between PT Iforte Energi Nusantara and PT Bank Central Asia Tbk	PT Iforte Energi Nusantara	Rp1,277,262,457.27	
25	July 19, 2024	OCR Bank Statement	PT Darta Media Indonesia	Rp1,264,373,250.00	
26	September 19, 2024	Extension of the Period Of Cooperation with Cermati Regarding Software Management for Life Style Features on BCA Mobile	PT Dwi Cermat Indonesia	Rp4,381,339,572.00	
27	October 2, 2024	Purchase for lucky draw prize of Gebyar BCA 2024	PT Global Digital Niaga Tbk	Rp6,021,600,000.00	
28	October 8, 2024	Training Organizer Services	PT Grand Indonesia	Rp1,534,500,000.00	
29	October 22, 2024	Cooperation Agreement for Organizing BCA MSMEs Fest No.0010/PKS/DBKM-DTB/VI/2024	PT Global Digital Niaga Tbk	Rp1,666,452,971.00	

No	Transaction Date	Transaction Type	Affiliated Parties	Transaction Value (after VAT)	Nature of Relationship
30	October 24, 2024	Outsourcing Services	PT Dana Purna Investama	Rp1,786,905,409.00	Transactions between BCA and companies controlled by the BCA Pension Fund
31	October 29, 2024	Cooperation Agreement for Providing Google Cloud Platform Services Consulting Services	PT Global Distribusi Nusantara	Rp18,230,772,441.00	Transactions between BCA and companies controlled by BCA's main shareholders
32	October 29, 2024	Google Cloud Platform Services	PT Global Distribusi Nusantara	Rp7,006,834,103.00	
33	October 29, 2024	Base24 System Support Services	PT Akar Inti Solusi	Rp4,689,479,750.00	
34	October 30, 2024	Cooperation Agreement for Software Development for Digital Solutions	PT Darta Media Indonesia	Rp5,000,000,000.00	
35	November 19, 2024	Niki World Tour Jakarta 2025 Sponsorship Agreement	PT Darta Media Indonesia	Rp3,950,000,000.00	

- 2) In addition to the 35 (thirty-five) Affiliate Transactions above, there were 336 (three hundred thirty-six) other transactions with a total value of Rp23,372,911,684.00, (twenty-three billion three hundred seventy-two million nine hundred eleven thousand six hundred eighty-four rupiah), which are not described in detail in this Annual Report, considering 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, 2024 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 Statement Section Note 46 page 682 of this Annual Report, while the Affiliated Transactions conducted by BCA with BCA Subsidiaries are as follows:

No.	Transaction Type	Affiliated Parties	Transaction Value	Nature of Relationship
1	Loan granted	PT BCA Finance	Rp21,851,216,204.00	Transactions between BCA and BCA Subsidiaries
2	Loan received			
3	Overdraft granted	PT BCA Finance	Rp99,436,446,674.00	
4	Overdrafts received	PT Bank BCA Syariah	Rp109,903,239.00	
5	Placement of funds (in the form of current accounts, deposits, and equivalent)	BCA Finance Limited	Rp2,276,838,703.74	
6	Deposits of funds (in the form of current accounts, deposits, and equivalents)	PT BCA Finance	Rp130,966,555.00	
		PT Bank BCA Syariah	Rp11,577,188,987.89	
		PT Bank Digital BCA	Rp62,622,974,994.00	
		PT Asuransi Umum BCA	Rp13,875,104,420.88	
		PT Asuransi Jiwa BCA	Rp1,210,615,612.94	
		PT Central Capital Ventura	Rp399,651,500.00	
		PT BCA Sekuritas	Rp7,252,545,873.90	

**(I.3) Category 3**

Throughout 2024, there was 1 (one) affiliated transactions with a total value of Rp16,345,058,400.00 (sixteen billion three hundred forty-five million fifty-eight thousand four hundred rupiah) which was included in Category 3, as follows:

No	Transaction Type	Affiliated Parties	Transaction Value	Nature of Relationship
1.	40 <sup>th</sup> Floor Room Rental	PT Grand Indonesia	Rp16,345,058,400.00	Transaction between BCA and companies controlled by BCA's Majority Shareholder

**II. Realization of Affiliated Transactions conducted by the Subsidiaries with Subsidiaries or Affiliated Parties of BCA****(II.1) Category 1**

Throughout 2024, there were 1 (one) Affiliated Transactions which were included in Category 1, as follows:

No	Transaction Type	Affiliated Parties	Nature of Relationship
1.	Merger between PT BCA Multi Finance and PT BCA Finance	PT BCA Finance dengan PT BCA Multi Finance	Transaction between BCA and companies controlled by BCA's main Shareholder

**(II.2) Category 2**

1) In 2024, there were 3 (three) Affiliated Transactions carried out by BCA's subsidiaries, which are included in Category 2 that are relatively large in transaction value (above Rp1 billion), as follows:

No	Transaction Type	Affiliated Parties	Transaction Value	Nature of Relationship
1	Joint Financing	PT Bank Digital BCA with PT BCA Finance	Rp499,987,000,000.00	Transactions between BCA Subsidiaries
2	Indodana Channeling	PT Bank Digital BCA with PT Artha Dana Teknologi	Rp300,000,000,000.00	Transactions between BCA Subsidiaries and companies controlled by BCA's main shareholders
3	3 <sup>rd</sup> Addendum AWS Service Agreement	PT Bank BCA Syariah with PT. Darta Media Indonesia	Rp12,583,100,602,00	

2) In addition to the 3 (three) Affiliated Transactions above, there were 14 (fourteen) other transactions with a total value of Rp816,450,833,503.00 (eight hundred sixteen billion four hundred fifty million eight hundred thirty-three thousand five hundred three rupiah), 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 were also Affiliated Transactions in the form of loans, overdrafts, placements and/or deposits with a position value as of December 31, 2024 conducted among BCA Subsidiaries. The aforementioned Affiliated Transactions are as follows:

No	Transaction Type	Affiliated Parties	Transaction Value	Nature of Relationship
1	Loan granted/received	-	-	
2	Overdraft granted/received	-	-	
3	Placement of funds/deposits of funds (in the form of current accounts, deposits, and equivalent)	PT Central Capital Ventura with PT Bank BCA Syariah	Rp23,072,446.00	Transactions between BCA Subsidiaries
		PT BCA Sekuritas with PT Bank BCA Syariah	Rp61,442,469,862.00	
		PT BCA Sekuritas with PT Bank Digital BCA	Rp69,839,789,32	
		PT Asuransi Jiwa BCA with PT Bank BCA Syariah	Rp26,226,784,037.00	
		PT BCA Finance with PT Bank BCA Syariah	Rp2,124,202.00	
		PT Asuransi Umum BCA with PT Bank BCA Syariah	Rp90,000,000,000.00	

### (II.3) Category 3

Throughout 2024, 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.
- Ensuring the feasibility, fair value, and terms of the transaction in question (arm's length transaction).

The affiliated transactions conducted by BCA and BCA's Subsidiaries in 2024 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 2024 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 the Board of 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 the context of integrated governance, the Board of Directors of BCA also ensures that the implementation of intra-group transaction risk management within the financial conglomerate is free from conflicts of interest between 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:

- 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.

#### **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.

#### **Compliance of Transactions Containing Conflicts of Interest with Applicable Policies**

Throughout 2024, members of the Board of Commissioners and members of the Board of Directors of BCA have managed the potential for conflicts of interest as regulated in the applicable provisions, including if a member of the Board of Commissioners or a member of the Board of Directors has a conflict of interest, then the member of the Board of Commissioners or member of the Board of Directors who has the conflict of interest does not participate in decision-making.

#### **Transactions Containing Conflicts of Interest in 2024**

In 2024, there were no transactions containing conflicts of interest that could harm BCA or reduce BCA's profits.

## LEGAL CASES

The legal issues covering criminal cases and civil cases faced by BCA throughout 2024, 2023, and 2022 are as follows.

### 1. Criminal Law Cases

The following are the details of criminal law cases faced by BCA in 2024, 2023, and 2022:

Criminal Law Cases	2024	2023	2022
Legally settled (a final and binding verdict has been issued)	6	13	6
In the process of settlement	1	4	7
<b>Total</b>	<b>7</b>	<b>17</b>	<b>13</b>

Throughout 2024, these criminal court cases all included allegations against BCA customers, employees, or other third parties of thievery, fraud, embezzlement in office, embezzlement of fiduciary collateral, fraud, forgery of letters, money counterfeiting, and money-counterfeiting, 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 2024, 2023, and 2022:

Civil Law Cases	2024	2023	2022
Legally settled (a final and binding verdict has been issued)	203	155	160
In the process of settlement	216	219	186
<b>Total</b>	<b>419</b>	<b>374</b>	<b>346</b>

BCA was involved in civil cases as a result of the following:

- 1) Lawsuits related to accounts by customers' heirs.
- 2) Customer lawsuits/resistance related to account confiscation/blocking carried out by BCA at the request of the Court, the 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 lawsuits 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 lawsuits/resistance related to compensation and account blocking.
- 9) Lawsuits/rebuttals from debtors (husband/wife), collateral owners, and/or other parties related to confiscation, auction, and/or vacating of collateral.
- 10) Lawsuits/rebuttals 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.



There were BCA civil law cases that are still ongoing in 2024 with a nominal claim of over Rp50 billion, however the value of the cases are immaterial and does not affect BCA's business continuity, including the following:

No.	Case No.	BCA Position	Lawsuit	Case Status	Risk for BCA
1.	41/ PDT.G/2022/ PN.Jkt.Sel	Co- Defendant II	The lawsuit of the RDN BCA customer against the securities company PT KS on the grounds that the customer felt that he had been given misleading promises of profits and the share buying and selling transactions carried out by PT KS were carried out without the customer's knowledge/approval so that the customer suffered losses from the transaction.	In the cassation process. BCA won at the appeal and first instance.	Potential compensation payments
2.	676/ PDT.G/2021/ PN.Jkt.Pst	Defendant I	The debtor's lawsuit against the auction on the grounds that according to the debtor, BCA had committed an unlawful act by violating the OJK Regulation regarding the COVID-19 stimulus policy because it did not provide credit restructuring to the debtor.	In the Judicial Review process. BCA won at the cassation level, lost at the appeal level, and won at the first instance.	Potential compensation payments
3.	272/ PDT.G/2022/ PN.Cbi	Defendant I	The debtor and collateral owner's lawsuit against the auction on the grounds that the auction limit value was far below the market value.	In the cassation process. BCA won at the appeal and first instance.	Potential compensation payments
4.	630/ PDT.G/2022/ PN.Jkt.Pst	Defendant I, II and III	The debtor's lawsuit challenges the warning letters sent by BCA on the grounds that according to the debtor, BCA had committed an unlawful act by not providing credit restructuring to the debtor.	In the cassation process. BCA won at the appeal and first instance level.	Potential compensation payments
5.	406/ Pdt.G/2024/ PN.Jkt.Pst	Defendant I	The debtor's lawsuit challenges the auction of execution of mortgage rights on the grounds that BCA committed an unlawful act because it did not fulfill the plaintiff's request regarding the elimination of interest and fines.	Currently undergoing trial proceedings at the first instance.	Potential compensation payments
6.	1093/Pdt. Bth/2023/ PN.Sby	Defendant I	The debtor's lawsuit challenges the auction on the grounds that the auction was invalid because it was not based on court fiat and the amount of debt must first be confirmed by the debtor through the anmaning process.	In the cassation process. BCA won at the appeal and first-instance level.	Potential compensation payments

Throughout 2024, BCA did not face significant risks regarding existing legal issues because, based on the results of its self-assessment, BCA's legal risk level is in a "low" position.

### 3. Legal Cases Faced by the Subsidiaries

The following are the details of civil and criminal legal cases that Subsidiaries faced in 2024:

Subsidiaries	Case Status	Civil	Criminal
PT BCA Finance	Legally settled (a final and binding verdict has been issued)	57	-
	In the process of settlement	67	-
BCA Finance Ltd	Legally settled (a final and binding verdict has been issued)	-	-
	In the process of settlement	-	-
PT Bank BCA Syariah	Legally settled (a final and binding verdict has been issued)	15	-
	In the process of settlement	27	1
PT Asuransi Umum BCA	Legally settled (a final and binding verdict has been issued)	-	-
	In the process of settlement	-	-
PT Asuransi Jiwa BCA	Legally settled (a final and binding verdict has been issued)	1	-
	In the process of settlement	4	-
PT BCA Sekuritas	Legally settled (a final and binding verdict has been issued)	-	-
	In the process of settlement	-	-
PT Central Capital Ventura	Legally settled (a final and binding verdict has been issued)	-	-
	In the process of settlement	-	-
PT Bank Digital BCA	Legally settled (a final and binding verdict has been issued)	-	-
	In the process of settlement	-	-
PT BCA Multi Finance	Cases that have been settled (there is a decision that has permanent legal force)	8 <sup>*)</sup>	2 <sup>*)</sup>
	In the process of settlement	13 <sup>*)</sup>	2 <sup>*)</sup>

Note:

\*) As of September 1, 2024, PT BCA Multi Dinance effectively merged into PT BCA Finance

## IMPORTANT CASES & ADMINISTRATIVE SANCTIONS

### 1. Significant Cases Facing Members of the Board of Directors and Members of the Board of Commissioners of BCA

Throughout 2024, no member of the Board of Directors or members of the Board of Commissioners have never been involved in any significant criminal or civil cases, as member of the Board of Directors or member of the Board of Commissioners of BCA.

### 2. Significant Cases Facing Members of Board of Directors and Board of Commissioners of Subsidiaries

Throughout 2024, no current members of the Board of Directors or members of the Board of Commissioners of Subsidiaries have ever been involved in any significant criminal or civil cases, as member of the Board of Directors or member of the Board of Commissioners of Subsidiaries.

#### Impact of Legal Issues on BCA and Subsidiaries

All legal issues encountered by BCA and its Subsidiaries throughout 2024 have no material impact on BCA's and its Subsidiaries' position or business continuity.

### 3. Administrative Sanctions from Related Authorities

Throughout 2024, BCA, member 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.

### 4. Sanctions for non-compliance with laws or regulations related to significant or material related party transactions

Throughout 2024, there were no cases of non-compliance with laws, rules, and regulations relating to transactions with related parties that are significant or material involving BCA.

### 5. Sanctions for legal violations related to labor/employment/bankruptcy/competition or environmental issues

Throughout 2024, BCA has never been sanctioned by a court decision that has been legally binding (inkracht) related to labour/employment/insolvency/competition or environmental issues.

### 6. Sanctions from regulators related to important events

Throughout 2024, BCA has never received sanctions from regulators due to not making announcements within the specified time period for important events.

### 7. Sanctions related to listing regulations

Throughout 2024, BCA has not received any sanctions related to violations of listing policies from regulators. BCA always strives to comply with listing rules, regulations, provisions and/or listing policies from regulators and SROs, both disclosure policies and other related policies.

### 8. Sanctions related to tax regulations

In the last 3 (three) years, there are taxation cases that are still under litigation. The tax cases were not caused by BCA's non-compliance with the applicable tax laws and regulations.

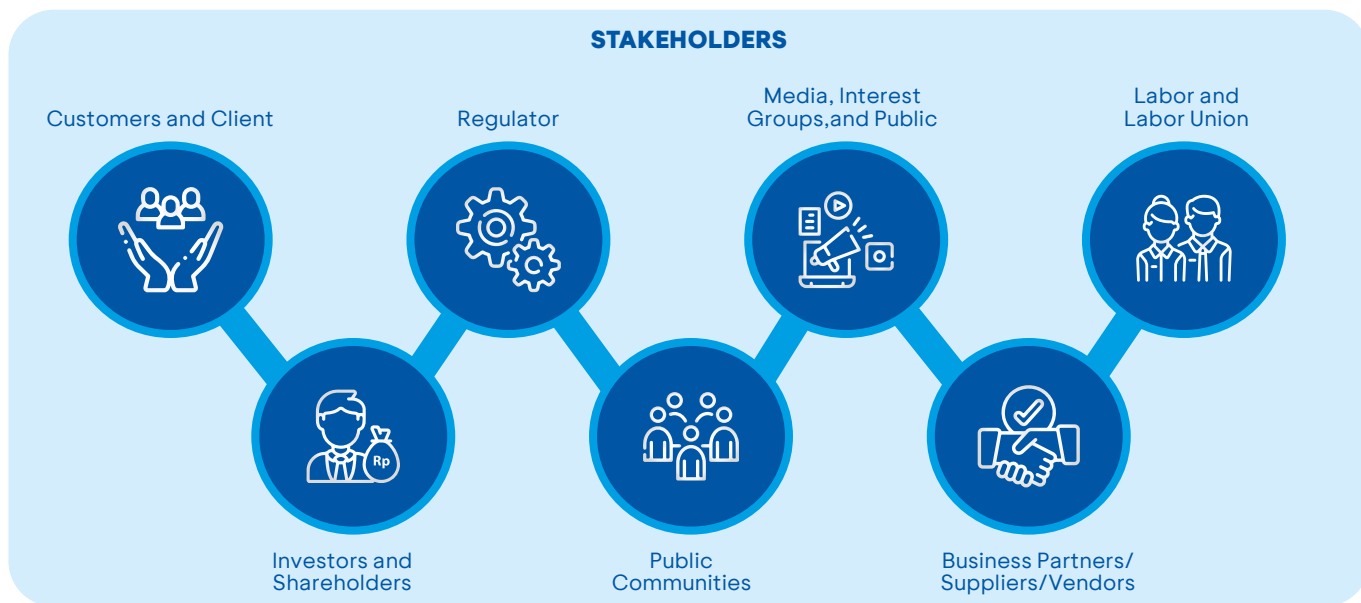
## INFORMATION ACCESS AND CORPORATE DATA

BCA maintains continuous 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 relations with its stakeholders.

BCA's communication policy is set out in the Communication and Information Functions and Information Disclosure chapters of the BCA Governance Guidelines. BCA provides the public with access to corporate information and data through, among others, the communication channels described below.

### 1. Communication Channels of Stakeholders

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



BCA engages and interacts with stakeholders through formal processes and at the appropriate level of engagement. 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 Stakeholder	Interest	Communication Channel	Frequency
Customer and Client	<ul style="list-style-type: none"> <li>Providing information about banking products and services as well as the security of customer privacy.</li> <li>Providing the best banking solutions for stakeholders.</li> <li>Solving problems in transactions involving banking products and/or services.</li> </ul>	<ul style="list-style-type: none"> <li>Halo BCA Contact Center</li> <li>BCA Website</li> <li>Social Media</li> </ul>	At all times

Name of Stakeholder	Interest	Communication Channel	Frequency
Investor or Shareholder	Financial performance, sustainability implementation, and implementation of prudential principles and good corporate governance.	<ul style="list-style-type: none"> <li>Annual GMS and/or Extraordinary GMS</li> <li>Annual Report and Sustainability Report</li> <li>Analyst Meeting</li> <li>Public Expose</li> <li>Investor Relations Contact: Tel: +62 21 235 88000</li> <li>E-mail: investor_relations@bca.co.id</li> </ul>	<ul style="list-style-type: none"> <li>Once a year</li> <li>Incidental</li> <li>Quarterly</li> <li>At all time</li> </ul>
OJK Regulators and BI	Compliance and implementation of the prudence principle and Good Corporate Governance	<ul style="list-style-type: none"> <li>Monthly report</li> <li>Quarterly Report</li> <li>Disclosure of information related to Affiliated Transactions</li> <li>Explanation of information in the mass media</li> <li>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</li> <li>Submission of press releases related to financial reports, and copies of the minutes of AGMS and/or EGMS,</li> <li>Submission of evidence of summons for the GMS and/or EGMS</li> <li>Report and announcement of dividend distribution schedule</li> <li>Report on ownership or changes in share ownership</li> </ul>	According to regulations (monthly, quarterly and incidental)
Public Community	Empowerment programs and opportunities through community programs and Corporate Social Responsibility (CSR).	<ul style="list-style-type: none"> <li>Sustainability Report</li> <li>Youtube Solusi BCA</li> <li>Instagram GoodLifeBCA</li> </ul>	<ul style="list-style-type: none"> <li>Once a year</li> <li>At all times</li> </ul>
Media, Interest Groups and General Public	BCA information and data, including regarding BCA's financial condition, products and corporate actions.	<ul style="list-style-type: none"> <li>Press release via printed and electronic media</li> <li>BCA corporate communication contact: corcom_bca@bca.co.id</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> <li>At all times</li> </ul>
Business Partner/ Supplier/Vendor	<ul style="list-style-type: none"> <li>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.</li> <li>Vendor input, suggestions, and information.</li> </ul>	<ul style="list-style-type: none"> <li>BCA website</li> <li>Beauty Contest</li> <li>Code of ethics related to vendors</li> <li>Logistics Division PIC Contact (Procurement Aspect)</li> </ul>	As needed
Employee and Labor Union	Industrial relations and issues related to employees' welfare, rights and obligations.	Internal communication via Info BCA e-magazine, BCA update, MyBCAPortal, audio visual facilities, Halo SDM-call center for BCA employees, sharing sessions, GCG series articles, banking services, and/or facilities	At all times

## 2. Product Information and Transparency

BCA has provided information about BCA's products and services in a transparent, accurate and up-to-date manner in accordance with the provisions of the OJK and BI. 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 frontline staff, such as Relationship Officers, Account Officers and Customer Service, in all BCA offices, who are passionate about providing the product/service information and solutions that customers need.

Apart from using these facilities, BCA also conveys information about its products and services directly to customers. The dissemination of information to customers is based on the customer's consent given by signing the consent column for providing customer data on the account opening form. Publication of information on BCA's banking products, services and/or facilities is carried out in accordance with the regulatory provisions on transparency of banking product information and use of personal data of customers.

### 3. Company Information and Data Facilities

BCA's business management not only pursues profitability, but also strives to provide the best banking solutions for its stakeholders. BCA continuously provides customers with convenient access to BCA information. The best banking solutions are provided by BCA through communication facilities, namely:

#### 1. Halo BCA

Halo BCA can provide information regarding products and services needed by customers through:

- Telephone: 1500888
- E-mail: Halo BCA@bca.co.id
- Halo BCA Chat: [www.bca.co.id](http://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 Mall, Summarecon Mall Serpong, AEON Mall Sentul, UGM Yogyakarta);
  - myBCA Booth (Tangerang City, Supermall Karawaci, Cibinong City Mall, Royal Plaza, Mall of Indonesia, AEON Mall Deltamas).
  - Available also 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).
- Halo BCA's customer service plays an important role in helping customers transition to BCA's evolving digital ecosystem. One of the latest innovations is the ability to update customer information online through the Halo BCA application. This application has been integrated with all contact center services, including VoIP (no phone charges), email, Halo BCA Chat, and the @Halo BCA

social media account, making it easier for customers to access services without incurring communication costs. In November 2024, BCA added a VoIP calling feature to the myBCA application so that customers can easily and promptly access Halo BCA phone services through the myBCA application.

- Outbound Call Services 1500888
  - Digital Relationship Officer (DRO) is an outbound campaign service of Halo BCA that aims to convey information, transaction validation and confirmation, telesurvey, customer retention, and BCA business solution products offer to customers according to lead based.
  - Solution Assistant (SOLA) is a Relationship PIC for one of the customer segmentations which aims to explore needs, follow up and provide solutions related to BCA products and services according to customer needs.
  - SOLA outbound calls to customers using 1500888, while customers can call SOLA (inbound) on 1500118 with the PIC extension, which has been informed to customers.
  - Customers can also contact SOLA via WhatsApp to 0811 1500 998 with #Halo BCA, or via e-mail: sola\_doc@bca.co.id
- The Asset Under Management (AUM) service is a Relationship PIC and outbound campaign for customer segmentation that aims to carry out the function of acquiring and monitoring investment solutions such as Mutual Fund products and Government Bonds at competitive prices for potential BCA customers.

The communication facilities for the AUM outbound and inbound call services are the same as the SOLA service. Additionally, video call services related to investment solutions can also be used.

In addition, Halo BCA also manages online account opening services, accepts reports, and resolves customer complaints as follows:

- Online account opening services (via BCA mobile, myBCA, and marketplaces such as Bliibli, DANA, MyCampus, and Bayarind) and online credit card applications with a faster process with video calls.
- Halo BCA accepts customer reports and follows up on customer complaints with the following service levels and response times:

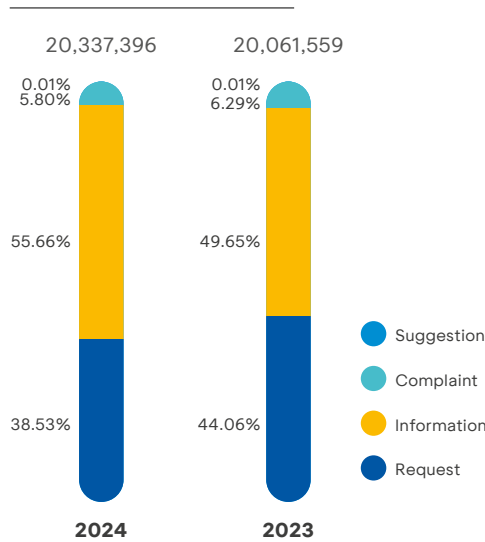


- a. Inbound call: 20 seconds
- b. Whatsapp: 2 minutes
- c. X: 25 minutes
- d. Hello BCA Chat: 2 minutes
- e. e-mail: 30 minutes

**Service Level Agreement (SLA)**

BCA has established SLAs for resolving internal and external complaints, depending on the type of complaint reported by the customer. By 2024, 97.40% of the total 1,178,989 (one million one hundred seventy-eight thousand nine hundred eighty-nine) complaints submitted through Halo BCA were resolved in accordance with the SLA. Below is a comparison of the types of reports submitted to Halo BCA in 2023 and 2024:

**Type of Report**



A comparison of the types of reports submitted to Halo BCA in 2023 and 2024 is as follows:

- a. Customer service requests (suspensions, activations, etc.) decreased by 5.53%.
- b. Information requests increased by 6.01%.
- c. Complaints decreased by 0.49%.
- d. Suggestions have not changed.

**2. BCA Website**

BCA’s official website, [www.bca.co.id](http://www.bca.co.id), is a trusted source of information for both individual and business customers. Through this website, BCA provides a variety of complete information regarding BCA banking products and services, the latest BCA promotional programs, news related to BCA, economic research reports, as well as various information about BCA as a corporation.

Currently, the official BCA website has been transformed into a digital channel that facilitates various customer needs by providing online forms (e-forms) as well as more complete tracking and checking features. Several e-forms and tracking and checking features available at [www.bca.co.id](http://www.bca.co.id) include:

**Application and Registration**

- Home Ownership Credit (KPR)
- BCA Credit Card
- Motor Vehicle Credit (KKB)
- Motorcycle Credit (KSM)
- BCA Insurance
- Business Credit and People's Business Credit (KUR)
- BCA EDC and QRIS
- BCA Payroll
- BCA Autopay
- API

**Tracking and Checking**

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

**Reports from the Community**

- Whistleblowing System

With the presence of an e-form on the BCA website, individual customers can apply for Home Ownership Credit (KPR), BCA Credit Card, Motor Vehicle Credit (KKB), Motorcycle Credit (KSM), and BCA Insurance online more practically. The availability of tracking and checking features will also make it easier for customers to check BCA Reward balances and track the status of money transfers (Firecash), BCA Bank Guarantees, and KPR applications as well as missing KPR documents.

For business customers, the official BCA website also offers convenience in accessing capital services through online Business Credit applications at [www.bca.co.id](http://www.bca.co.id). In fact, customers can optimize the credit simulation feature for calculating ceilings, estimating installments, and credit terms so that business credit applications are effective and according to their needs.

Apart from that, to support smooth business operations, registration for API (Application Programming Interface) cooperation, EDC and QRIS submissions, and BCA Payroll can also be done easily via [www.bca.co.id](http://www.bca.co.id).

In order to improve the experience of clients or prospective clients in using BCA e-Banking services, the BCA website provides access to download the myBCA application, BCA mobile application, BCA eBranch application, Halo BCA application, BCA Merchant application and Sakuku application on each service information page of the BCA e-Banking applications.

The presence of various online forms and tracking and checking features on [www.bca.co.id](http://www.bca.co.id) is in line with BCA's commitment to always strive to make it easy for every customer to enjoy a variety of BCA banking products and services, which are supported by the use of the latest technology.

Furthermore, BCA always maintains information disclosure in the context of implementing Good Corporate Governance and in accordance with regulatory provisions and the information needs required by investors, the Capital Market community, and shareholders. Therefore, information about BCA, information for investors and shareholders, corporate governance, commitment to sustainability, corporate responsibility, the latest news related to BCA, as well as economic research reports, are regularly presented on the BCA website.

Lastly, [www.bca.co.id](http://www.bca.co.id) continues to consistently present informative and educative articles in the BCA News, BCA EdukaTips, and AwasModus sections in an effort to improve customer experience in enjoying various features of BCA's newest services, products and programs.

### 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.

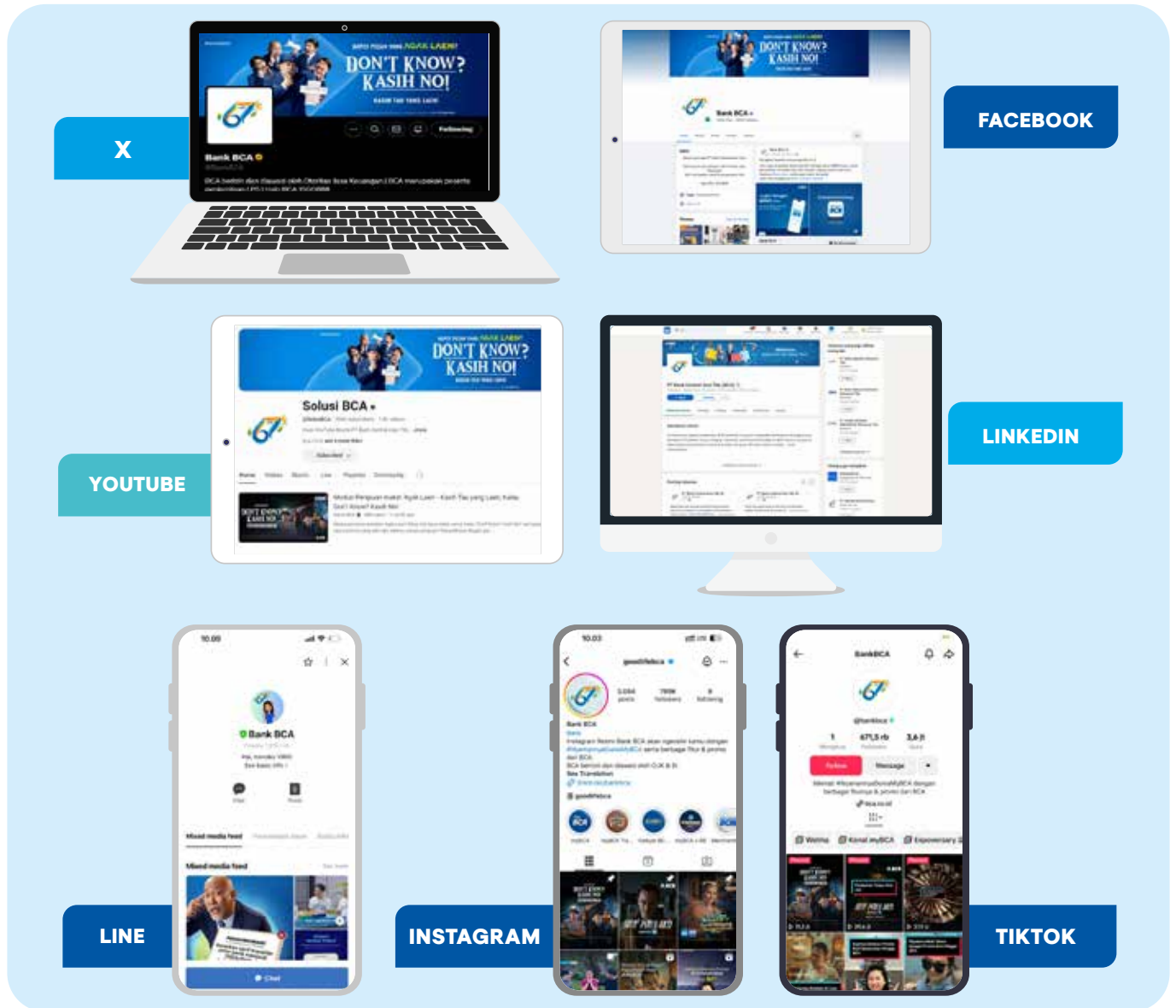
- X Account (@BankBCA, @Halo BCA, @XpresiBCA, @GoodLifeBCA, @KartuKreditBCA)
- Facebook (BankBCA, XpresiBCA, GoodLifeBCA, KartukreditBCA)
- YouTube (Solusi BCA)
- LinkedIn PT Bank Central Asia Tbk.
- Instagram (@GoodLifeBCA) and (@LifeAtBCA)
- Line (Bank BCA)
- Tiktok (@BankBCA)

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 BCA Bank accounts Facebook Messenger, LINE chat application and BCA Bank WhatsApp. 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 2024, 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 loan offering 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 2024 Press Releases**

BCA's press release is part of the implementation of the Good Corporate Governance principles, particularly the principle of transparency. In 2024, there were 192 (one hundred ninety-two) press releases made by BCA, as follows:

No.	Month	Date	Release Title
1	January	6	Hooray!! BCA Transaction Limit Increases Starting January 2024
2		25	Sustainable Growth with Solid Performance, Loans up 13.9%
3		27	BCA Signs Partnership with Jamkrindo, Committed to Promoting Quality KUR Disbursement
4		30	Boosting MSME Business, BCA Facilitates Issuance of 1,000 Halal Certificates in Various Regions
5	February	2	Special for MSMEs! BCA Inaugurates the First Pojok UMKM in Indonesia
6		3	BCA Confirms the Announcement of Interbank Transfer Changes to Rp150,000/month is a HOAX and Fraud
7		6	Synergizing with 'Desa Bakti BCA' Administrators, BCA Promotes Sustainable Tourism

No.	Month	Date	Release Title
8		7	BCA Operational Schedule During 2024 Isra Mikraj and Chinese New Year Holiday
9		18	Celebrating 67 <sup>th</sup> Anniversary, BCA Offers Various Promos, 67% Discounts, and Free Health Services
10		22	Celebrating 67 <sup>th</sup> Anniversary, BCA Produces Uniforms Made from Recycled Materials for Over 25,000 Employees
11		25	Supporting ESG Implementation, BCA Recycles 12.2 Tons of Uniform Waste
12		26	67 <sup>th</sup> Anniversary, BCA Provides Health Services, Blood Donation, Cataract Surgery, and Free Glasses
13		28	Supporting the Government to Preserve Orangutans, BCA Restores 4 Artificial Islands at BOSF Conservation Site
14		28	Join Us! Join us! BCA Expoversary 2024 Arrives on February 29, 2024, Featuring Fantastic Promotions, Discounts, and Low-interest rates at ICE BSD
15		29	Interest Rate Starts from 2,67% on KPR BCA, and 0% DP Vehicle Loans, Let's Get Your Dream Home and Vehicle at BCA Expoversary 2024!
16	March	1	BCA Offers Special Interest Rate of 2.67% for Mortgages, Perfect for New Families Looking for a Home
17		1	Attention Palembang People! BCA Delivers Sweet Gift of KPR Starting from 2.67% and 0% DP for Vehicle Loans at 2024 BCA Expoversary Palembang 2024
18		1	Celebrating 67 <sup>th</sup> Anniversary, BCA Offers Special Promos on Vehicles and Housing at BCA Autoshow Tegal 2024
19		1	In Addition to 0% Down Payment, BCA Expoversary Also Offers Special Interest Rate of 2.67% for Vehicle Loans
20		2	Joy in Bumi Pasundan, BCA Offers Special Interest for Mortgage 2.67% and 0% DP for Vehicle and Motorcycle Financing in BCA Expoversary Bandung 2024
21		2	Celebrates 67th Anniversary, BCA Offers Special Interest Rate of 2.67% to 0% Down Payment for KKB and KSM at BCA Expoversary Semarang 2024
22		2	CCV Reveals Several Digital Sectors That Are Attractive to Investors Amid Challenging Conditions
23		2	BCA Launches "Merchant BCA" Apps, Makes Entrepreneurs Become Versatile
24		3	Serves Hundreds of Thousands of Calls Daily, Halo BCA's Crucial Role in Providing Customer Convenience and Security in the Digital Banking Era
25		3	BCA Syariah Offers Gold Murabahah Financing at BCA Expoversary 2024
26		3	BCA Reveals Strategy to Attract More Gen Z Investors
27		3	Snaking Queue Seen as Visitors Hunt iPhone 15 Discounts & Promos at BCA Expoversary 2024
28		3	Pay Attention Arek-Arek Suroboyo! BCA Delivers Sweet Gift of KPR Starting from 2.67% and 0% DP Vehicle Loans at BCA Expoversary Surabaya 2024
29		3	Attention Arek-Arek Malang! BCA Offers a Special Mortgage Interest of 2.67% and 0% DP for Vehicle Loans at BCA Expoversary Malang 2024
30		4	Bakti BCA Encourages Indonesian MSME Products to Go International
31		4	BCA Reveals Reasons for Launching myBCA App
32		4	Offered up to Rp13.15 Billion, Here are Four High-End Car Types at BCA Expoversary 2024
33		5	BCA Sekuritas: Banking Sector Stocks Promising in 2024
34		5	Celebrating 67th Anniversary, BCA Provides Free Cataract Surgery in Namrole, Maluku
35		6	Supporting Puteri Indonesia 2024, BCA Boss Gives Financial Literacy to 42 Finalists
36		6	Not Only Become Crazy Rich, BCA Solitaire and Prioritas Allows Customers Earns More Profit Easier
37		9	Rejoice at BCA Expoversary 2024 Makassar, Enjoy Special Interest Rate of 2.67% KPR and 0% DP KKB & KSM
38		9	BCA Operational Schedule During Nyepi Day Saka New Year 1946 Holiday Period
39		9	BCA's Green Initiative Wisma BCA BSB Earns Green Building Certificate
40		13	Always Stands by Customer Side, BCA Wins Gallup Customer Engagement Award Three Years in a Row

No.	Month	Date	Release Title
41		14	BCA Holds Annual General Meeting of Shareholders, Set Dividend at Rp270.00 per Share
42		15	Euphoria at BCA Expoersary Medan 2024, Enjoy Special Interest Rates of 2.67% for Mortgages and 0% DP for Vehicle Loans
43		15	Continuously Committed to the Highest Quality Standards, BCA Successfully Maintains ISO 9001:2015 Certification
44		16	BCA Nominated as World's Strongest Banking Brand by Brand Finance
45		18	Supporting Indonesia Emas 2045, BCA SYNRGY Academy Batch 7 Fosters 250 New Digital Talent Candidates
46		19	Welcoming Eid Al-Fitr 2024, BCA Prepares Up to Rp68.80 Trillion in Cash
47		20	Giving Donation and Zakat through NU Care-LAZISNU Become Easier Using Lifestyle Feature in BCA Mobile
48		21	Collect 5,000 Plastic Bottles at the BCA Expoersary 2024, Bakti BCA Committed to Releasing 500 Sea Turtles
49		21	BCA Insurance Reminds the Importance of Home Protection Ahead of Eid Homecoming
50		28	Congratulations! 700 Bakti BCA 2024 Scholarship Recipients from 20 Campus in Indonesia will Join A Yearlong Special Program
51	April	2	BCA Operational Schedule During 2024 Eid and Public Holiday
52		5	Euromoney Awarded BCA as The Best Bank for Premium Customers
53		18	Celebrates Kartini Day, BCA Presents Special Interest Rates Starts from 3.21% for Women Entrepreneurs
54		22	BCA's Loan Book Grew 17.1%, Solid Performance Across All Segments
55		25	Dedicated Commitment to Indonesia, BCA Introduces Nicholas Saputra as Bakti BCA Brand Ambassador
56	May	1	BCA Holds Appreciation Day for 17 Bakti BCA Schools Rated Above National Average
57		3	Celebrating National Education Day, Bakti BCA Again Holds "BCA Berbagi Ilmu" at BINUS University
58		8	The Presence of Vice President Director of BCA Armand W. Hartono and Nicholas Saputra at "BCA Berbagi Ilmu" at UNDIP, Enthusiastically Welcomed by Students
59		8	BCA Operational Schedule During Ascension of Jesus Christ Holiday 2024
60		9	Aligning Ecofashion Trends with Tradition, Bakti BCA Holds Natural Dye Development for 50 East Sumba Weavers
61		14	Gebyar Hadiah BCA is Back, Customers Can Win Vespa to Mercedes-Benz!
62		15	BCA Berbagi Ilmu at ITB: BCA Deputy President Director Shares Tips to the Working World and How Technology Can Help
63		17	Reinforcing Commitment to Support Halal Economy, BCA Holds 2024 Halal Certification Workshop
64		17	Attended by 900 Sriwijaya University Students, BCA Director Lianawaty Suwono Shares Tips to 'Dance Beautifully' in the Midst of Uncertainty
65		21	BCA Operational Schedule During Vesak Day Holiday 2024
66		22	Strengthening Commitment to Support Indonesian Halal MSMEs, BCA Facilitates Bali MSMEs with Free Halal Certification Workshop
67		23	Strengthening Support for MSMEs, BCA distributes Working Capital Loans to coffee shop entrepreneurs in Bali
68		23	myBCA App Becomes Gen Z's "Top of Mind" for Mobile Banking, BCA Thanks All Customers
69		28	Commitment to Improve Public Health, BCA Holds Cataract Surgery Operations in East and West Indonesia
70		30	Bring Back The Glory Days of Retail, myBCA X Brightspot Mall 2024 Opens at Ratu Plaza
71		31	Support Inclusivity, BCA Provides Professional Makeup Training for Disabilities
72	June	1	Presenting BCA UMKM Pride 2024, BCA Provides a Platform for UMKM Growth
73		3	BCA Director Gives Udayana University Students Tips for Facing Technology Disruption and Social Change

No.	Month	Date	Release Title
74		4	Representing Indonesia, BCA Wins 4 Top Awards in Asia: CEO, CFO, CSR, and Investor Relations
75		4	Holds 115th Blood Donation, BCA and PPATK Collected 400 More Blood Bags
76		8	BCA Wins Best Workplace Award for The Sixth Time in A Row
77		11	BCA Helps Revitalize Cikoneng Bogor Coffee Plantation, Targeting 120% Increase in Production
78		14	BCA Operational Schedule During Eid al-Adha Holiday
79		17	Forbes Awarded BCA as the Best Bank in Indonesia
80		21	Promote UMKM Product Quality Improvement in Samarinda, BCA Holds a Free Halal Certification Workshop for 131 Participants
81		25	Jazz Gunung Bromo Returns, BCA has Supported The Event for 16 Years and Provides 15% Ticket Discounts
82	July	1	Strengthen Automotive Financing, PT BCA Finance and PT BCA Multi Finance Plan to Merge
83		5	Series of 'Bakti BCA' Achievements That Earned Asia's Best CSR Award
84		12	Work-Ready, 10 Individuals with Disabilities Earn BNSP Makeup Artist Certification After Training at Bakti BCA
85		15	Consistent Contribution to State Revenue, BCA Receives 2024 Taxpayer Award
86		16	Appreciation for Partners, BCA Brings 70 Merchants to Experience the Beauty of the Hijau Bilebante Tourist Village
87		17	Complementing Customers' Investment Options, BCA launches BIPI Stock Index Mutual Fund
88		18	Consistent In Conducting Blood Donation Drives, BCA Receives Award from PMI Jakarta on World Blood Donor Day
89		19	Groundbreaking History! Miss Supranational 2024 Winner Harastha Haifa Zahra Arrives in Indonesia, Welcomed by BCA and YPI
90		19	From Bengkulu to West Papua, BCA Announces Four New Fostered Schools in Bakti BCA Program
91		20	Continue Synergy with the Capital Market, BCA Signs Agreement as RDN Administrator Bank and Payment Bank 2024-2029
92		24	BCA's Loans Grew 15.5%, Positive Performance across All Segments
93		24	Participated by over 120 MSMEs in Malang, BCA Holds Halal Certification Workshop to Improve Product Quality and Market Access
94		25	Preserve Indonesian Traditional Fabrics, BCA Promotes the #InsanBCABerkebaya2024 Movement on National Kebaya Day
95		28	Bakti BCA Supports Cutting-Edge Innovation by Providing an Incubation Room for 15,000 Turtle Eggs
96		29	Held for the Second Time in Banjar City, BCA's Free Cataract Surgery Program Attracted Over 250 Participants
97	August	2	BCA Directors Perform with Regulators, Bankers, Journalists, and Artists at Ketoprak Financial Majapahit Ratu Kencono Wungu
98		3	Kantar Named BCA as Southeast Asia's Most Valuable Brand for 2024
99		3	BCA Named Official Banking Partner for GIGI's 30th Anniversary Concert, Offers 30% Discount on GIGINFINITY Tickets
100		6	From Festivals to Public Markets! Bakti BCA to Present 'Gebyar BCA Merah Putih: Indonesia Banget!' at the Prambanan Area
101		7	More than 1,200 Participants, BCA UMKM Fest 2024 Promotes Expansion of Market Access for Local Entrepreneurs
102		8	Supporting Local Economic Growth and Easing Customer Access, BCA Opens KCP Sumbawa Besar
103		10	Beasiswa BCA Offers Banking and IT Education with Various Free Facilities: High School/ Vocational School Graduates Apply Soon Before the Deadline!
104		12	BCA Expo is Back! Flooded with Special Promos and Discounts On Independence Month
105		12	Don't Miss Out! Tickets for Cultural Performance "Nusantara: Jiwa Surga Khatulistiwa" Available Starting August 13, 2024.



No.	Month	Date	Release Title
106		15	Spread the Chance to Win iPhone 15, BCA Inspires People to Contribute to Indonesia through the #BuktiBaktiku Competition
107		15	"Representing Indonesia, BCA Received 6 International Awards In a Single Month"
108		16	Hello Arek Suroboyo! BCA Expo Surabaya 2024 Offers Special Interest Rates for Mortgage Starting from 1.45% and Vehicle Loans Interest Starting from 2.45%
109		16	BCA Expo 2024 Presents the Lowest Interest Rates in History on Independence Day, Mortgages from 1.45% and Vehicle Loans from 2.45%
110		16	Om Swastiastu, Everyone! BCA Expo 2024 Here in Bali, Offers KPR Special Loans Start from 1.45% and Vehicle from 2.45%.
111		18	Luxury Cars Worth Billions of Rupiah Attract Public Attention At BCA Expo 2024
112		18	Indonesia Raya Anthem and Innovative Independence Day Competition enliven Independence Day Celebration at BCA Expo 2024
113		18	Various Special Offers from Bakti BCA Assisted MSMEs and BCA Bangga Lokal Bring Excitement to BCA Expo 2024
114		20	From Es Goyang to Dawet Ireng! Bakti BCA and Pasar Kangen Invite People to Try Dozens of Traditional Dishes in the Prambanan Area
115		20	Guiding Local Products to Shine Globally, BCA Presents UMKM Indonesia Go Export 2024
116		21	4,400 Plastic Bottle Waste Collected at BCA Expo 2024 for Recycling
117		24	Good News Arek-arek Malang! BCA Offers Special Interest Rates for Mortgages Starting from 1.45% and Vehicle Loans from 2.45%
118		24	Sampurasun Wargi Bandung! BCA Expo 2024 Comes to Bandung with Special Interest Rates for Home Loan from 1.45% and Motorcycle Loan from 2.45%
119		24	Gebyar BCA Merah Putih: Indonesia Banget," #BuktiBaktiBCA for Cultural Preservation and Empowerment of MSMEs
120		26	BCA Wins KEJAR AWARD from OJK, Evidence of Commitment to Support Financial Literacy Improvement of the Young Generation
121		27	"BCA Business Case Competition 2024 "The Mastermind of Strategic blueprint", For Young Generation Show Capabilities in the Digital Era"
122		29	BCA Wealth Summit is Back! Offer Various Gifts, Promos, and Cashback for Investment and Protection Products
123		29	People's Festival at Prambanan! "Gebyar BCA Merah Putih: Indonesia Banget!" Draws Over 10,000 Visitors
124		30	BCA and KPHL Synergize for The Environment and Local Economy, Wana Wisata Meranti Now Has a Compost House
125		30	Youngsters, Assemble! BCA Presents BYC Meet The Fest, A Platform for Collaboration Between Young Customers and Future Entrepreneurs
126		30	Horas! BCA Expo 2024 Comes To Medan, Offers Special Interest Rates Starting From 1.45% for Mortgages and 2.45% for Vehicle Loans
127		30	BCA Tegal Autoshow 2024 is Back with Special KKB Rates Starting at 2.45% and KSM Rates Starting at 5.67%
128		31	BCA Kediri Autoshow 2024, Enliven Kediri City with Special Interest Rates Start from 2% for Vehicle Loans and 1.45% for Mortgages
129		31	Still Ongoing Online, BCA Expo 2024 Offers Bikes Worth As Much As A House
130	September	1	Bakti BCA Invites Students to Connect with Nature Through "Student Goes to Nature" at the BOSF Orang Utan Conservation Area
131		3	BCA Holds UMKM Indonesia Go Export 2024 in Surabaya, Encouraging Local Businesses to Enter the Global Market
132		4	National Customer Day 2024, President Director of BCA: "A Moment of Reflection to Serve All Customer Segments"
133		4	Set in Prambanan Temple, the Cultural Performance Presented by Bakti BCA and Swargaloka Stunned 1,100 Spectators
134		7	How Are You Semarang? BCA Expo Semarang 2024 Offers Special Interest Rates Starting at 1.45% for Mortgages and 2.45% for Vehicle Loans

No.	Month	Date	Release Title
135		9	Featuring Many Experts, BCA Wealth Summit 2024 Successfully Attracts Over 2,000 Customers
136		10	Register Now! Bakti BCA Scholarship Reopens for Undergraduate Students: Offers Educational Funding and Personal Development Programs
137		10	BCA Partners with Queen Latifa Hospital Yogyakarta, Providing Ambulance to Improve Public Health Services
138		18	Represent Indonesia, BCA Nominated Again as The World's Most Trusted Bank by Newsweek Magazine
139		19	BCA Invites 92 Medan MSME's to Improve Product Quality Through Halal Certificate Workshop
140		21	BCA Director Shares Tips for Success in Navigating Globalization with Atma Jaya Yogyakarta Students
141		23	Appreciate Loyal Customers, BCA Announces Winners of Gebyar Hadiah BCA Program
142		26	Halo BCA Wins 66 Medals at TBCCI 2024, Defend Grand Champion Title 13 Years in a Row
143		26	East Sumba Weavers Produce Authentic and Eco Friendly Textile with Bakti BCA and WARLAMI
144	October	2	Wisma BCA Foresta Becomes Indonesia's First to Earn Green Mark Super Low Energy Building Certificate for Outstanding Efficiency
145		3	Officially Concluded, BCA Wealth Summit 2024 Successfully Attracts 2 Million Visitors
146		4	Pojok UMKM BCA: Successfully Empowers West Sumatra Businesses
147		10	Offering New Investment Opportunities, BCA Introduces the BISEU Sharia Equity Mutual Fund
148		10	Bring Services Closer to Customers, BCA Opens Kas Mayang Sub-Branch Office in Jambi
149		11	BCA Emerges as Grand Champion at Annual Report Award 2023
150		11	Support Financial and Health Balance, BCA To Launch the 'Runvestasi' Virtual Running and Walking Competition
151		14	Encourage Netizens to Inspire Each Other, #BuktiBaktiku Campaign by Bakti BCA Gathers Over 1,000 Social Media Posts
152		15	Merchants Can Now Quickly Disburse QRIS Transaction Funds Through BCA, up to 4 Times a Day!
153		16	Continuing Bukti Bakti Footprint, BCA Held Various Community Empowerment Programs in Labuan Bajo
154		17	Build Smart Generations, BCA Provides GASING Learning Method Training for 96 Teachers-Students in West Manggarai
155		22	5 Desa Bakti BCA Captivate International Tourism Industry at the Wonderful Indonesia Travel Fair 2024
156		22	Expand Investment Choices, BCA and Bahana TCW Launches the BIPA35 Mutual Fund
157		23	Solid Credit Growth across Segments, BCA Net Profit Grew 12.8%
158		26	Wealth Management BCA Goes to Campus at BINUS UNIVERSITY, Encouraging Students to Manage Finances Wisely
159		27	Reducing the Prevalence of Cataract Blindness in Indonesia, BCA Holds Cataract Surgery in Cianjur
160		28	First Time Held in North Sulawesi, BCA Berbagi Ilmu Inspires UNSRAT Students to Face the Era of Change
161		31	Classy! Silver Artisan from Desa Bakti BCA Participates in the Production of TULOLA's Latest Jewelry Collection
162	November	5	BCA Announces Gebyar Badan Usaha 2024 Winners, with Cars, Motorcycles, and Hundreds Gold Prizes
163		8	Inviting Customers to Be Healthy While Earning, BCA Holds Runvestasi
164		8	Presenting to 1,000 UNPAR Students, BCA Vice President Director Emphasizes the Importance of Innovation to Strive in the Future
165		12	BCA Distributes Interim Cash Dividend of Rp50 per Share
166		13	Officially Opens Indonesia Knowledge Forum 2024, BCA Supports the Strengthening of the Business Sector Towards Indonesia Emas 2045
167		15	GestureCam Innovation for Disabilities Brings BCA 1 <sup>st</sup> Place in AI Driven Bot Competition 2024

No.	Month	Date	Release Title
168		16	Packed with Knowledge and Insights from Practitioners and BCA Directors, IKF 2024 Attracts Over 1,600 Participants
169		16	More Than Just Tuition! 700 Bakti BCA Scholarship Recipients Receive Guidance from BCA Directors and Najwa Shihab
170		17	BCA Reveals the Key to Become a Dream Workplace
171		24	BCA Directors Embrace Creativity and Life Balance at IKF 2024
172		25	BCA Officially Concludes the Student Project Exhibition Titled Gelar Karya Sekolah Bakti BCA in 4 Regions
173		26	Bring Home the Title of Miss Cosmo International 2024, Ketut Permata Juliastrid Sari Proudly Welcomed by BCA and YPI
174		26	BCA Operational Schedule During the Regional Elections Holiday 2024
175		28	BCA Accompanies Taro Village Artisan to Expand Market Access Through TULOLA's Latest Art Wear Collection
176		30	Concluding Blood Donation Program, BCA Donates More Than 2,100 Blood Bags to PMI Throughout 2024
177	December	7	Show Outstanding Innovations, BCA Wins 4 Gold Medals at ICQCC 2024 in Sri Lanka
178		8	Runvestasi 2024 Starts Today! BCA Directors and Joe Taslim Encourage Wealth-Life Balance
179		9	Partnering with Indro Warkop and 'Agak Laen' Comedians, BCA Encourages the Public to Stay Vigilant Against Fraud Schemes
180		11	BCA Collaborated with Singapore Authority to Develop Eco-Friendly Buildings, Wisma BCA Foresta Recognized as Best Practice Model
181		12	BCA Provides Rp41.2 Trillion in Cash and Holds Discount Party to Welcome Christmas and New Year 2025
182		12	Encourage the Public to Support National Progress Through SBN Investments, BCA Wins 6 Awards from the Ministry of Finance
183		13	BCA Achieves ISO 27001:2022 International Standard Certification for Data Information Security Management
184		13	Collaborating with TNI, BCA Distributes Humanitarian Aid for the Eruption of Mount Lewotobi Laki-Laki in East Flores
185		14	Continuous Innovation Leads to Achievement: BCA Receives 2 Awards at OPEXCON 2024
186		16	Protect Customers from Financial Risks Due to Critical Illness, BCA Life and BCA Launch STAR Product
187		17	Committed to Support Patimban Toll Road Infrastructure Development, BCA Distributes Syndicated Loan to Jasa Marga
188		18	BCA and UKDW Officially Launch Virtual Account, Makes Tuition Fee Payment Easier
189		19	BCA Operational Schedule During the Nataru Holiday Period
190		21	Two More MSMEs to Go Export, Bringing the Total Export Value of BCA-Assisted MSMEs to Rp37 Billion by the End of 2024
191		23	"BCA Signs Women Entrepreneurs Finance Code Commitment, Strengthening Support for Women Entrepreneurs"
192		24	Enjoy a 30% Discount, It's Time to Visit Desa Bakti BCA This Holiday Season!

## 5. Correspondence to Financial Service Authority and Indonesian Stock Exchange

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 2024 is as follows:

**Financial Service Authority**

No.	Date	Letter No.	To	Subject
1	January 2, 2024	0001/ESG/2024	OJK Capital Market	Affiliated Transaction Report
2	January 10, 2024	0003/ESG/2024	OJK Capital Market	Affiliated Transaction Report
3	January 12, 2024	0004/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
4	January 12, 2024	0005/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
5	January 12, 2024	0006/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
6	January 12, 2024	0007/ESG/2024	OJK Capital Market	Response to Letter OJK No. S-8/PM.211/2024
7	January 16, 2024	0008/ESG/2024	OJK Capital Market	Affiliated Transaction Report
8	January 18, 2024	0009/ESG/2024	OJK Capital Market	Affiliated Transaction Report
9	January 18, 2024	0010/ESG/2024	OJK Capital Market	Affiliated Transaction Report
10	January 23, 2024	0104/DIR/2024	OJK Private Banking Supervision Department	Report and Working Paper on Self-Assessment of Good Corporate Governance Implementation of PT Bank Central Asia Tbk Second Semester Period 2023
11	January 24, 2024	0106/DIR/2024	OJK Capital Market	Notification of AGMS Agenda of PT Bank Central Asia Tbk
12	January 25, 2024	0012/ESG/2024	OJK Capital Market	Affiliated Transaction Report
13	January 26, 2024	0013/ESG/2024	OJK Capital Market	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT Bank Central Asia Tbk and Subsidiaries as of 31 December 2023
14	January 26, 2024	0014/ESG/2024	OJK Private Banking Supervision Department	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT Bank Central Asia Tbk and Subsidiaries as of 31 December 2023
15	January 26, 2024	0015/ESG/2024	OJK Private Banking Supervision Department	Submission of Financial Statements for the Fourth Quarter of 2023 (audited) PT Bank Central Asia Tbk
16	January 31, 2024	0016/ESG/2024	OJK Capital Market	Announcement of the 2024 AGMS of PT Bank Central Asia Tbk
17	January 31, 2024	0017/ESG/2024	OJK Capital Market	Submission of Proof of PT Bank Central Asia Tbk 2024 AGMS Announcement
18	January 31, 2024	0018/ESG/2024	OJK Private Banking Supervision Department	Submission of Proof of PT Bank Central Asia Tbk 2024 AGMS Announcement
19	February 7, 2024	0190/DIR/2024	OJK Private Banking Supervision Department	Report and Working Paper on Self-Assessment of Integrated Good Corporate Governance Implementation of PT Bank Central Asia Tbk Second Semester Period 2023
20	February 15, 2024	0030/ESG/2024	OJK Capital Market	Notice of the 2024 AGMS of PT Bank Central Asia Tbk
21	February 15, 2024	0031/ESG/2024	OJK Capital Market	Submission of Annual Report & Sustainability Report for Financial Year 2023
22	February 15, 2024	0032/ESG/2024	OJK Private Banking Supervision Department	Submission of Annual Report & Sustainability Report for Financial Year 2023
23	February 15, 2024	0034/ESG/2024	OJK Capital Market	Submission of Proof of PT Bank Central Asia Tbk 2024 AGMS Notice
24	February 15, 2024	0035/ESG/2024	OJK Private Banking Supervision Department	Submission of Proof of PT Bank Central Asia Tbk 2024 AGMS Notice
25	February 15, 2024	0036/ESG/2024	OJK Private Banking Supervision Department	Submission of Internal Control Report of PT Bank Central Asia Tbk
26	February 29, 2024	0051/ESG/2024	OJK Capital Market	Affiliated Transaction Report
27	March 18, 2024	0057/ESG/2024	OJK Capital Market	Submission of the Copy of Deed Certificate of PT Bank Central Asia Tbk AGMS Minutes
28	March 18, 2024	0058/ESG/2024	OJK Private Banking Supervision Department	Submission of the Copy of Deed Certificate of PT Bank Central Asia Tbk AGMS Minutes
29	March 18, 2024	0059/ESG/2024	OJK Capital Market	Submission of Proof of PT Bank Central Asia Tbk AGMS Summary of Minutes Announcement
30	March 18, 2024	0060/ESG/2024	OJK Private Banking Supervision Department	Submission of Proof of PT Bank Central Asia Tbk AGMS Summary of Minutes Announcement

No.	Date	Letter No.	To	Subject
31	March 18, 2024	0061/ESG/2024	OJK Capital Market	Information Disclosure related to Corporate Action - Cash Dividend for Financial Year 2023
32	March 18, 2024	0062/ESG/2024	OJK Capital Market	Submission of Proof of Announcement for Cash Dividend Distribution
33	March 22, 2024	0063/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
34	March 22, 2024	0064/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
35	March 22, 2024	0065/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
36	March 22, 2024	0066/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
37	March 25, 2024	0067/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
38	March 25, 2024	0068/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
39	March 25, 2024	0069/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
40	March 25, 2024	0070/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
41	March 25, 2024	0071/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
42	March 25, 2024	0072/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
43	March 25, 2024	0073/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
44	March 26, 2024	0074/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
45	March 26, 2024	0075/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
46	March 26, 2024	0076/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
47	March 26, 2024	0077/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
48	April 2, 2024	0079/ESG/2024	OJK Capital Market	Affiliated Transaction Report
49	April 5, 2024	0082/ESG/2024	OJK Capital Market	Submission of a Copy of the Deed of the Minutes of the Annual General Meeting of the Shareholders of PT Bank Central Asia Tbk
50	April 5, 2024	0083/ESG/2024	OJK Private Banking Supervision Department	Submission of a Copy of the Deed of the Minutes of the Annual General Meeting of the Shareholders of PT Bank Central Asia Tbk
51	April 23, 2024	0085/ESG/2024	OJK Private Banking Supervision Department	Submission of Financial Statements for the First Quarter of 2024 (unaudited) PT Bank Central Asia Tbk
52	April 23, 2024	0478/DIR/2024	OJK Private Banking Supervision Department	Submission of Annual Report and Annual Financial Statements of Subsidiaries of PT Bank Central Asia Tbk for the Financial Year 2023
53	April 29, 2024	0547/DIR/2024	OJK Private Banking Supervision Department	Submission of Annual Report on the Implementation of Integrated Governance of PT Bank Central Asia Tbk (BCA) Financial Year 2023
54	May 6, 2024	0087/ESG/2024	OJK Capital Market	Affiliated Transaction Report
55	May 15, 2024	0088/ESG/2024	OJK Capital Market	Affiliated Transaction Report
56	May 17, 2024	0089/ESG/2024	OJK Capital Market	Affiliated Transaction Report
57	May 20, 2024	0090/ESG/2024	OJK Capital Market	Affiliated Transaction Report
58	May 30, 2024	0094/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
59	June 4, 2024	0096/ESG/2024	OJK Capital Market	Affiliated Transaction Report

No.	Date	Letter No.	To	Subject
60	June 10, 2024	0098/ESG/2024	OJK Capital Market	Material Facts or Information Report
61	June 25, 2024	0103/ESG/2024	OJK Capital Market	Disclosure of Information related to Affiliated Transactions
62	June 25, 2024	0104/ESG/2024	OJK Capital Market	Submission of Proof of Information Disclosure and Affiliated Transaction Documents
63	June 28, 2024	0105/ESG/2024	OJK Capital Market	Affiliated Transaction Report
64	July 4, 2024	0108/ESG/2024	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
65	July 16, 2024	0109/ESG/2024	OJK Capital Market	Affiliated Transaction Report
66	July 24, 2024	0889/DIR/2024	OJK Private Banking Supervision Department	Report and Working Paper on Self-Assessment of Integrated Good Corporate Governance Implementation of PT Bank Central Asia Tbk First Semester Period 2024
67	July 24, 2024	0890/DIR/2024	OJK Private Banking Supervision Department	Report and Working Paper on Self-Assessment of Good Corporate Governance Implementation of PT Bank Central Asia Tbk First Semester Period 2024
68	July 25, 2024	0111/ESG/2024	OJK Private Banking Supervision Department	Submission of Financial Statements for the Second Quarter of 2024 (unaudited) PT Bank Central Asia Tbk
69	July 26, 2024	0112/ESG/2024	OJK Private Banking Supervision Department	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk and Subsidiaries as of June 30, 2024
70	July 26, 2024	0113/ESG/2024	OJK Capital Market	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk and Subsidiaries as of June 30, 2024
71	July 30, 2024	0114/ESG/2024	OJK Capital Market	Affiliated Transaction Report
72	August 14, 2024	0128/ESG/2024	OJK Capital Market	Affiliated Transaction Report
73	August 20, 2024	0129/ESG/2024	OJK Capital Market	Affiliated Transaction Report
74	September 3, 2024	0133/ESG/2024	OJK Capital Market	Affiliated Transaction Report
75	September 3, 2024	0134/ESG/2024	OJK Capital Market	Material Facts or Information Report
76	September 12, 2024	1146/DIR/2024	OJK Private Banking Supervision Department	Information on the Effective Merger of PT BCA Finance and PT BCA Multi Finance
77	September 18, 2024	1165/DIR/2024	OJK Private Banking Supervision Department	Report on Changes in Members of Financial Conglomerate PT Bank Central Asia Tbk (BCA)
78	September 27, 2024	0135/ESG/2024	OJK Capital Market	Affiliated Transaction Report
79	September 27, 2024	0136/ESG/2024	OJK Capital Market	Material Facts or Information Report
80	October 2, 2024	0137/ESG/2024	OJK Capital Market	Affiliated Transaction Report
81	October 2, 2024	0138/ESG/2024	OJK Capital Market	Affiliated Transaction Report
82	October 2, 2024	0139/ESG/2024	OJK Capital Market	Affiliated Transaction Report
83	October 8, 2024	0143/ESG/2024	OJK Capital Market	Affiliated Transaction Report
84	October 16, 2024	0144/ESG/2024	OJK Capital Market	Affiliated Transaction Report
85	October 18, 2024	0146/ESG/2024	OJK Capital Market	Affiliated Transaction Report
86	October 24, 2024	0148/ESG/2024	OJK Private Banking Supervision Department	Submission of Financial Statements for the Third Quarter of 2024 (unaudited) PT Bank Central Asia Tbk
87	November 1, 2024	0151/ESG/2024	OJK Capital Market	Affiliated Transaction Report
88	November 1, 2024	0152/ESG/2024	OJK Capital Market	Affiliated Transaction Report
89	November 1, 2024	0153/ESG/2024	OJK Capital Market	Affiliated Transaction Report
90	November 12, 2024	0157/ESG/2024	OJK Capital Market	Announcement of Interim Dividend Schedule for Financial Year 2024
91	November 12, 2024	0158/ESG/2024	OJK Capital Market	Disclosure of Information on the Distribution of Interim Dividends
92	November 20, 2024	0159/ESG/2024	OJK Capital Market	Affiliated Transaction Report
93	November 22, 2024	0160/ESG/2024	OJK Capital Market	Affiliated Transaction Report
94	December 12, 2024	0169/ESG/2024	OJK Capital Market	Affiliated Transaction Report
95	December 13, 2024	0170/ESG/2024	OJK Capital Market	Disclosure of information related to the Change of the Accountant who tasked to perform the audit of the Issuer or the Public Company



No.	Date	Letter No.	To	Subject
96	December 13, 2024	0171/ESG/2024	OJK Private Banking Supervision Department	Disclosure of information related to the Change of the Accountant who tasked to perform the audit of the Issuer or the Public Company
97	December 17, 2024	0172/ESG/2024	OJK Capital Market	Disclosure of Information Related to the Resignation of the President Commissioner
98	December 31, 2024	0174/ESG/2024	OJK Capital Market	Affiliated Transaction Report

#### Indonesia Stock Exchange

No.	Date	Letter No.	To	Subject
1	January 4, 2024	0002/ESG/2024	IDX	Monthly Report of Securities Holder Registration
2	January 25, 2024	0011/ESG/2024	IDX	Material Information or Facts Report Press Release Submission related to Information of Summary Financial Results Final Year 2023 (audited) PT Bank Central Asia Tbk
3	February 2, 2024	0028/ESG/2024	IDX	Monthly Report of Securities Holder Registration
4	March 5, 2024	0052/ESG/2024	IDX	Monthly Report of Securities Holder Registration
5	April 2, 2024	0081/ESG/2024	IDX	Monthly Report of Securities Holder Registration
6	April 22, 2024	0084/ESG/2024	IDX	Press Release Submission related to Information of Summary Financial Results First Quarter 2024 (unaudited) PT Bank Central Asia Tbk
7	May 3, 2024	0086/ESG/2024	IDX	Monthly Report of Securities Holder Registration
8	June 4, 2024	0097/ESG/2024	IDX	Monthly Report of Securities Holder Registration
9	July 3, 2024	0107/ESG/2024	IDX	Monthly Report of Securities Holder Registration
10	July 24, 2024	0110/ESG/2024	IDX	Press Release Submission related to Information of Summary Financial Results 2 <sup>nd</sup> Quarter 2024 (unaudited) PT Bank Central Asia Tbk
11	August 2, 2024	0125/ESG/2024	IDX	Monthly Report of Securities Holder Registration
12	August 14, 2024	0127/ESG/2024	IDX	2024 Annual Public Expose Plan Announcement
13	August 23, 2024	0130/ESG/2024	IDX	2024 Public Expose Material Submission
14	September 2, 2024	0131/ESG/2024	IDX	2024 Public Expose Report Disclosure
15	September 3, 2024	0132/ESG/2024	IDX	Monthly Report of Securities Holder Registration
16	October 3, 2024	0140/ESG/2024	IDX	Monthly Report of Securities Holder Registration
17	October 23, 2024	0147/ESG/2024	IDX	Press Release Submission related to Information of Summary Financial Results 3 <sup>rd</sup> Quarter 2024 (unaudited) PT Bank Central Asia Tbk
18	November 5, 2024	0156/ESG/2024	IDX	Monthly Report of Securities Holder Registration
19	December 4, 2024	0162/ESG/2024	IDX	Monthly Report of Securities Holder Registration

## 6. Internal Communications

Internal communication has an essential 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 the 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 personnel, with the hope that it can become a medium for education and socialization, 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 internal audio-visual electronic 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. Another internal communication that is built via e-mail is the management communication forum.
- 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 (chatting), 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. Town Hall/Management and Employee Gathering; and
  - e. 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 Instagram and TikTok social media platforms 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**  
An employee call center facility that serves as a communication bridge for all information related to human resources policies. It is hoped that this facility will provide each employee with the opportunity to better understand, comprehend and comply the provisions that apply at BCA.

## CODE OF ETHICS

BCA always upholds positive values within all BCA Personnel. Related to this, BCA has and implements 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 the vision and mission that has been set.

The BCA Code of Ethics is formulated to serve as a reference for BCA Personnel in acting and making decisions, so that they can 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 BCA 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 main points of BCA's Code of Ethics covers:

- a. Compliance and adherence with all applicable laws and regulations.
- b. Maintaining the reputation of the bank and safeguard its assets.
- c. Maintaining customer and bank data confidentiality.
- d. Ensuring that personal interests do not conflict the interests of the bank or customers.
- e. Accurately recording all transactions in accordance with applicable provisions.
- f. Maintaining and fostering a harmonious working environment and fair competition.
- g. To not abuse position and authority for personal or family interests.
- h. Refraining from any misconduct that may be harmful to the professional image and reputation of the bank in general.
- i. Avoiding all forms of gambling or speculative activity.
- j. Constantly improving 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 provides a framework of values and ethical standards that must be met, as the personal responsibility of every BCA Personnel. 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

BCA has issued the 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 in an effort to prevent corruption practices and gratification control within BCA. 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 implement anti-corruption culture in all aspects of work.

The anti-corruption policies set forth in the BCA Code of Ethics are, among others, to:

- a. Ensure that personal interests do not conflict the interests of the bank or customers.
- b. To not abuse position and authority for personal or family interests.
- c. 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:

- a. The reputation of BCA must be maintained while performing duties, including but not limited to:
  - 1). Maintaining personal appearance and acting in accordance with proper etiquette and manners (action and speech).
  - 2). To refraining from making excessive concessions during vendor prequalification and vendor invoices verification.
  - 3). Avoiding any meetings that will influence task and work decisions.
- b. Avoiding situations in which vendor behavior may result in personal gain and/or harm to BCA.
- c. Maintaining the confidentiality of BCA and vendor information obtained in the course of performing duties and refrain from using it for personal interest.
- d. Proactively providing information to the management or authorities if there is any familial relationship or affiliation with vendor that may potentially influence objectivity in carrying out work.

- e. To refrain from profiting from vendors' mistakes.
- f. To refrain from asking for or accepting any form of money, presents, gifts, or service facilities, and not committing to any debt or credit transactions.
- g. 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.
- h. 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:

- a. The BCA Code of Ethics is set forth in the form of a Pocket Book that is distributed to all BCA employees.
- b. The BCA Code of Ethics is accessible in the form of e-learning to every BCA employee, including first-time jobbers and pro-hire workers who have recently joined BCA.
- c. The BCA Code of Ethics is published on the BCA internal portal (MyBCA) and the Corporate Governance Section of the BCA website.
- d. 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.
- e. 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.

## 7. Cases of BCA Code of Ethics Violations in 2024

In 2024, there were 217 (two hundred seventeen) cases of violations of the BCA Code of Ethics, with the following recapitulation:

### Number of BCA Code of Conduct Violation Case Settlements in 2024

Year	Type of Sanction	Total	Settlement Status
2024	SP I	187	All cases have been settled in 2024
	SP II	4	
	SP III	26	

Note: SP = Warning Letter

## 6. Enforcement and Sanctions for Code of Ethics Violations

- a. 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.
- b. 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 (for permanent employees) and e-Form (for workers or employees who have not received/have problems with domain user access). The percentage of Code of Ethics statement completion in 2024 was 100%.
- c. 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, based on the Board of Directors' Decree No. 146/SK/DIR/2017, dated November 1, 2017.
- d. If a violation or non-compliance with the BCA Code of Ethics occurs, the violator face sanctions based on the severity of the violation. The following are the sanctions regulated in the Collective Labor Agreement:
  - Primary sanctions including verbal warnings, reprimand letters, warning letters, demotions, or termination of employment.
  - Additional sanctions which may include job transfers (rotation), postponement of promotions, postponement of wage/salary increases, revocation of facilities associated with the position in question, relinquishment of position, 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.

## CORPORATE CULTURE

BCA believes that corporate culture plays an important role in determining BCA's success in conducting business. All this time, 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 February 23, 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. Based on the mentioned evaluation result, up to this day, 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 accomplish 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 2024, 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) BCA Vision, Mission and Values Comic
  - 2) Video on BCA's internal portal.
  - 3) e-learning.
  - 4) e-Magazine Info BCA (BCA's official internal social media).

- 5) Internal training.
- 6) Internal culture video clips on Plasma TVs spread across all BCA branches
- 7) Blims (BCA Internal Digital Library)
- 8) Animated videos on BCA social media

- c. Through internal training/capacity development programs, including management development programs or manager development programs, career development programs, special forums such as the account officer forum, and special groups such as the project management office.

### 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.

BCA also carries out assessments and monitoring programs so that all levels of the organization, including the Board of Directors, Board of Commissioners, and all employees, understand BCA's Values and Code of Ethics, and implement them effectively to avoid involvement in inappropriate behavior.

### 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).

A complete discussion of the orientation program can be seen in the Board of Commissioners and the Board of Directors chapter in this Annual Report.

## STOCK OWNERSHIP PROGRAM BY MANAGEMENT AND/OR EMPLOYEES THROUGH THE MSOP/ESOP OPTION

Throughout 2024, BCA did not have a program to grant stock options to the Board of Directors, Board of Commissioners or employees.

## 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 2024, BCA did not buy back BCA shares or bonds.

## OTHER CORPORATE ACTIONS

In 2024, BCA carried out other corporate actions with the following description:

### 1. Paid-in Deposit to PT Kliring Penjaminan Efek Indonesia (KPEI)

In the context of BCA's capital participation in KPEI related to the establishment and development of a Central Counterparty in the Money Market and Foreign Exchange Market, on September 25, 2024, BCA has made a capital deposit to KPEI amounted to Rp20,000,000,000.00 (twenty billion Rupiah) for subscribing to 2,500 (two thousand five hundred) Series B shares issued by KPEI.

The objective of BCA's capital participation in KPEI is to support the implementation and development of Central Counterparty in the Money Market and Foreign Exchange Market, as mandated by Law Number 4 of 2023 concerning Development and Strengthening of the Financial Sector, which is a manifestation of strengthening the legal framework in the financial sector through strengthening financial market infrastructure.

Capital investments carried out by BCA are not material transactions as regulated in OJK Regulation No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities.

BCA has carried out Information Disclosure regarding this transaction on September 27, 2024, via the BCA website and the Stock Exchange website (SPE IDX). The aforementioned Information Disclosure can be accessed at <https://www.bca.co.id/en/tentang-bca/Hubungan-Investor/Berita-Investor>

### 2. Disclosure of the Merger of PT BCA Multi Finance into PT BCA Finance

BCA Subsidiary Company carried out corporate action in the form of a merger between 2 (two) companies controlled by BCA, namely PT BCA Multi Finance ("BCA Multi Finance") and PT BCA Finance ("BCA Finance") ("Merger"). After the Merger, BCA Finance became the resulting company.

#### Relationship between Transaction Parties

BCA Finance and BCA Multi Finance are companies controlled by BCA whose shares are owned by more than 99% (ninety-nine percent) by BCA, therefore, based on Article 6 of OJK Regulation No. 42/POJK.04/2020, Regarding Affiliated Transactions and Conflict of Interest Transactions, this Merger transaction is an affiliated transaction, which is sufficient to be reported by BCA to the OJK. The implementation of this Merger has no conflict of interest either between each party carrying out the Merger or with members of the Board of Directors or Board of Commissioners.

#### Merger

This Merger has received approval from the OJK as stated in letter No. S-6/D.06/2024 dated June 25, 2024, concerning Approval of the Merger Plan of PT BCA Finance with PT BCA Multi Finance, as well as approval of the General Meeting of Shareholders of BCA Finance and BCA Multi Finance.

After obtaining the above approvals, BCA Finance and BCA Multi Finance signed Deed of Merger No. 135 dated August 15, 2024, made in the presence of Christina Dwi Utami, Bachelor of Laws, Master of Humanities, Master of Notary, Notary in the Administrative City of West Jakarta ("Deed of Merger"), which deed has been received and recorded in the Legal Entity Administration system of the Ministry of Law and Human Rights of the Republic of Indonesia Directorate General of Legal Administration as stated in letter No. AHU-AH.01.09-0246695 dated September 1, 2024, concerning Receipt of Notification of the PT BCA Finance Company Merger.

Changes to the articles of association and composition of members of the Board of Directors and Board of Commissioners of BCA Finance after the Merger as stated in the Deed of Minutes of the Extraordinary General Meeting of Shareholders of PT BCA Finance No. 134 dated August 15, 2024, made in the presence of Christina Dwi Utami, Bachelor of Laws, Master of Humanities, Master of Notary, Notary in the Administrative City of West Jakarta, has been accepted and recorded in the Legal Entity



Administration system of the Ministry of Law and Human Rights of the Republic of Indonesia Directorate General of Legal Administration, as stated in letter No. AHU-AH.01.03-0188043 dated September 1, 2024, concerning Receipt of Notification of Changes to the Articles of Association of PT BCA Finance and letter No. AHU-AH.01.09-0246700 dated September 1, 2024, concerning Receipt of Notification of Changes to PT BCA Finance Company Data. In connection with the matters above and in accordance with:

- Article 26 of Law no. 40 of 2007 concerning Limited Liability Companies;
- Article 8.1 jo. Article 1 letter (v) Deed of Merger;

The Merger was effective on September 1, 2024, namely the date of publication of the letter of acceptance of notification of changes to BCA Finance's articles of association in connection with the Merger from the Minister of Law and Human Rights of the Republic of Indonesia.

Since the Merger became effective, BCA Multi Finance ended by law without the need for liquidation action first. Therefore, all assets and liabilities of BCA Multi Finance are transferred by law to BCA Finance as the result of the Merger.

In connection with this, In order to comply with the provisions of Article 7 paragraph 2 in conjunction with Article 2 OJK Regulation 31/POJK.04/2016 on disclosure of Information or Material Facts by Issuers or Public Companies, BCA has carried out Information Disclosure on September 3, 2024, via the BCA website and the Stock Exchange website (SPE IDX). The aforementioned Information Disclosure can be accessed at <https://www.bca.co.id/en/tentang-bca/Hubungan-Investor/Berita-Investor>

Throughout 2024, BCA did not carry out corporate actions such as capital investments, stock splits, reverse stocks, stock dividends, bonus shares, and changes in the nominal value of shares. BCA also did not issue new bonds/sukuk.

## PROVISION OF FUND TO RELATED PARTY AND LARGE EXPOSURE

In accordance with the OJK Regulation concerning the Implementation of Commercial Bank Governance, Banks are required to apply the principle of prudence in providing funds, at least by implementing the distribution or diversification of the portfolio of funds provided. Disclosure of the provision of funds to related parties (individuals or groups, including the Board of Directors, Board of Commissioners, Bank Executive Officers, and other related parties) and the provision of large exposure refers to the OJK Circular Letter concerning the Implementation of Governance for Commercial Banks, section Transparency in the Implementation of Governance. In providing funds to related parties and providing large exposures, BCA always applies the principle of prudence, including determining limits on the provision of funds and large exposures to certain parties and/or business groups with the aim of avoiding bank business failure as a result of funds provision concentration and increasing the independence of the Bank's Board of Directors and Board of Commissioners regarding potential intervention from related parties and carried out in accordance with applicable regulations.

### 1. Policy on Provision of Funds to Related Parties

The entire portfolio of Fund Provisions to Related Parties is set at a maximum of 10% (ten percent) of Bank Capital. The provision of funds to related parties and to debtors in large amounts is always carried out by observing the principle of prudence, through a review process and mechanisms that are in accordance with BCA policy and have complied with OJK provisions 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% (ten percent) of the Bank's core capital (Tier 1). The provision of large exposure must be analyzed for feasibility in the same or more prudent manner as the provision of funds to general debtors. The terms and conditions for funds provision 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), dated September 22, 2023.

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 applicable general procedures for funds provision.

### 4. Implementation of the Provision of Funds to Related Parties in 2024

In 2024, 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 loan to certain large debtors, must be decided by the loan officer and approved by the BCA's Board of Commissioners independently.
- Provision of funds to related parties must not conflict with the applicable general lending terms and procedures and must continue to generate a reasonable profit for BCA.
- The policy for determining loan terms for related parties, particularly the determination of lending rates and forms and types of collateral, adheres to BCA's generally accepted loan provisions.

Routine LLL reporting to OJK or Bank Indonesia is carried out in a timely manner. Throughout 2024, there were no violations of LLL (Legal Lending Limit). Provision of Funds to Related Parties and to Individual and Group Core Debtors (Large Exposure) at BCA in 2024:

Fund Provision	Total	
	Debtor/Group	Nominal
To Related Parties	701	Rp9,945,105,205,075.00
To Main Debtors:		
• Individual	50	Rp235,860,671,567,164.00
• Group	30	Rp336,445,965,964,081.00

Detailed information containing details of transactions related to Provision of Funds to Related Parties can be found in the Annual Financial Statement Section Note 46 on Page 682, and page 272 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 2024, 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.

BCA has prepared and submitted strategic plans in the form of corporate plans and business plans, in accordance with relevant regulations and provisions. Complete information regarding the presentation of the BCA Strategic Plan is as stated in:

- page 24-35 related to the role of the Board of Directors in formulating BCA's strategy and strategic policies
- page 274 related to Prospects, Strategic Priorities and Projections for 2025
- page 270 related to Target Achievement in 2024
- page 274 related to Prospects for the Economy and Banking Sector in 2025

In 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, according to the type of report.

#### 1. Annual Report

- a. Annually, 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](http://www.bca.co.id).
- c. The audited Annual Financial Statement has been published on the BCA website, [www.bca.co.id](http://www.bca.co.id), as well as published through 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](http://www.bca.co.id), including reporting the Quarterly Published Financial Statements 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](http://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, incidents, 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 BCA'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](http://www.bca.co.id). In addition, BCA customer complaints mediation are resolved through complaint facilities such as the BCA Branch Office or Halo BCA at 1500888, the Halo BCA application, or e-mail Halo BCA@bca.co.id.
6. Prepare internal reporting that is complete, accurate, and on time, supported by an adequate management information system. BCA has a dependable BCA management information system that is supported 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

BCA continues to innovate to provide effective and relevant solutions to the environmental and social challenges that society is currently facing. This social and environmental responsibility takes place comprehensively under the program Bakti BCA, which focuses on individual and community empowerment, as well as ecosystem conservation.

The Bakti BCA activity program is built around 5 (five) major pillars:

- Bakti Pendidikan
- Bakti Kesehatan
- Desa Bakti BCA
- Bakti Budaya
- Bakti Lingkungan

Aside from these programs, BCA also contributes to social institutions through donations. The complete disclosure of BCA's social activities and the total funding provided for social activities carried out by BCA throughout 2024 is set forth in the separate 2024 BCA Sustainability Report, which is an integral and inseparable part of this Annual Report. The report has been uploaded and can be viewed on the BCA website at [www.bca.co.id/en/tentang-bca/keberlanjutan/laporankeberlanjutan](http://www.bca.co.id/en/tentang-bca/keberlanjutan/laporankeberlanjutan).

## FUNDING POLITICAL ACTIVITIES

BCA has a commitment not to fund any political activities in 2024 or in previous years. BCA did not make any contributions and other related expenditures in 2024:

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

## IMPLEMENTATION OF INTEGRATED GOVERNANCE

In accordance with OJK Regulation concerning the Implementation of Integrated Governance 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 Governance 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 as revoked by OJK Regulation No.30 of 2024 concerning Financial Conglomerates and Parent Companies of Financial Conglomerates, which has been signed by the Board of Directors of BCA as the Main Entity and the Board of Directors of FSI members of the BCA Financial Conglomeration

In 2024, 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

#### Self-Assessment Report on Integrated Governance Implementation for 1 (one) Financial Year

According to the provisions in OJK Regulation concerning the Implementation of Integrated Governance 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). In 2024, as the Main Entity, BCA carried out an integrated governance implementation self-assessment for Semester I and Semester II. 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 2024 are categorized as **"Rank 1" ("Very Good")**.

#### Results of Self-Assessment of Integrated Governance Implementation

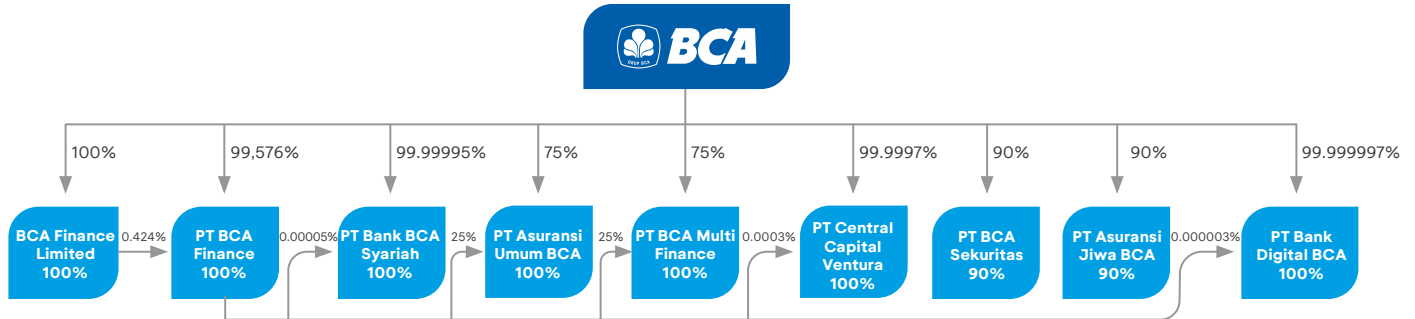
	Ranking	Ranking Definition
Semester I	1	The Financial Conglomerate has implemented Integrated Governance that is generally <b>very good</b> . This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of flaws in the implementation of Integrated 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 <b>very good</b> . 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

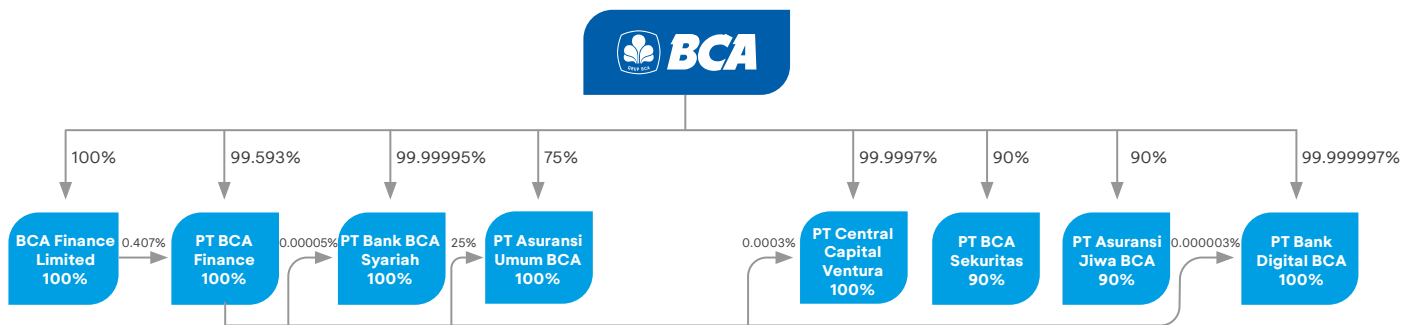
#### BCA Financial Conglomerate Structure as of January 1 – August 31, 2024

The structure of the BCA's Financial Conglomerate as of January 1 – December 31, 2024 is as follows:



#### BCA Financial Conglomerate Structure as of September 1, 2024 - December 31, 2024

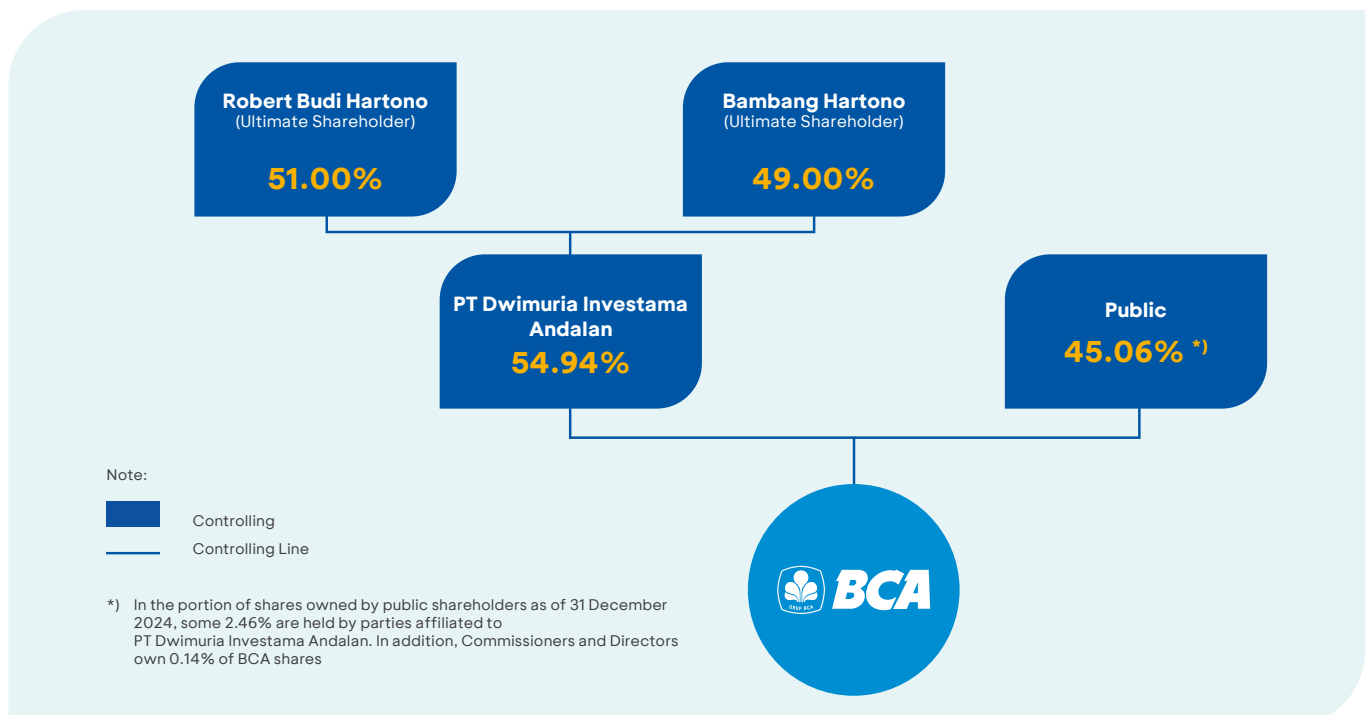
As of September 1, 2024, in connection with the merger of PT BCA Multi Finance into PT BCA Finance, the share ownership structure in the BCA Financial Conglomerate is as follows:



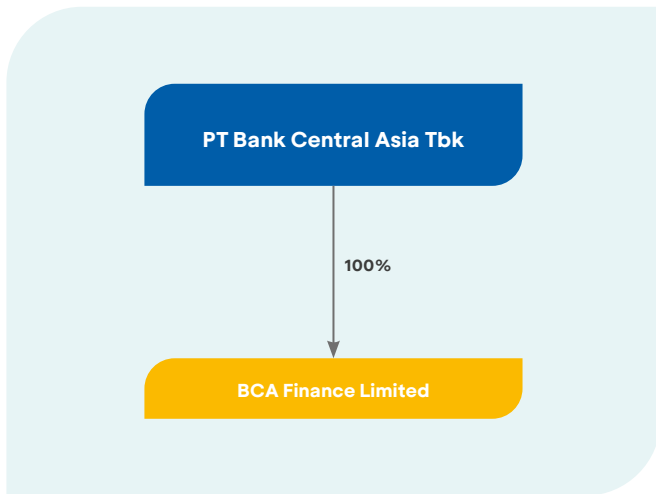
#### Share Ownership Structure in Financial Conglomerate of BCA

As of December 31, 2024, the share ownership structure in BCA's Financial Conglomerate is as follows:

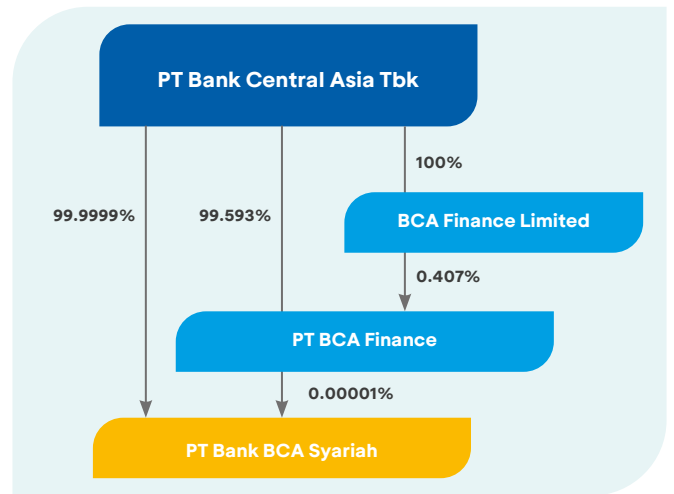
- SHARE OWNERSHIP STRUCTURE OF PT BANK CENTRAL ASIA TBK**



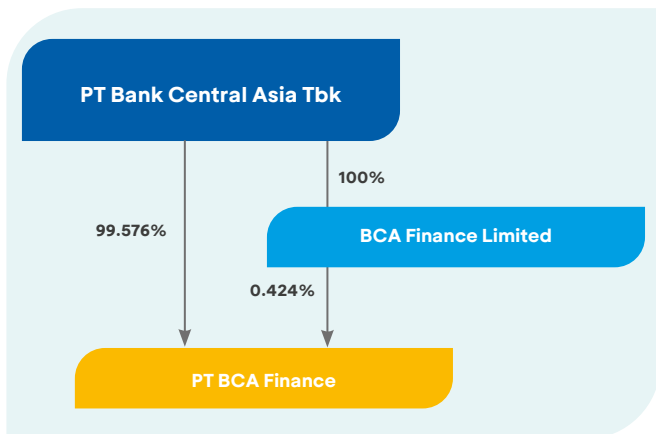
• **SHARE OWNERSHIP STRUCTURE OF BCA FINANCE LIMITED AS OF DECEMBER 31, 2024**



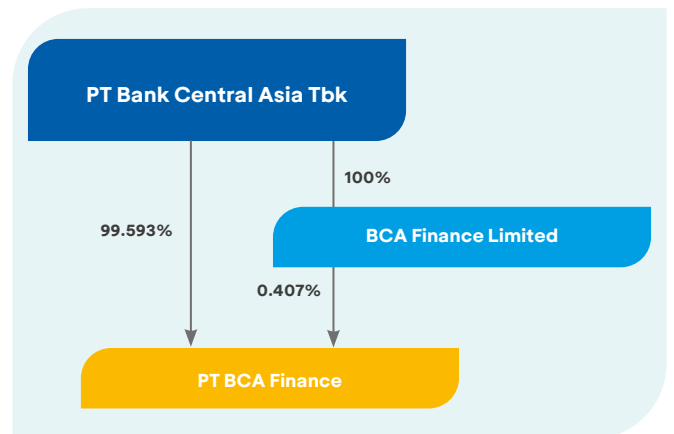
• **SHARE OWNERSHIP STRUCTURE OF PT BANK BCA SYARIAH AS OF DECEMBER 31, 2024**



• **SHARE OWNERSHIP STRUCTURE OF PT BCA FINANCE January 1 – August 31, 2024**

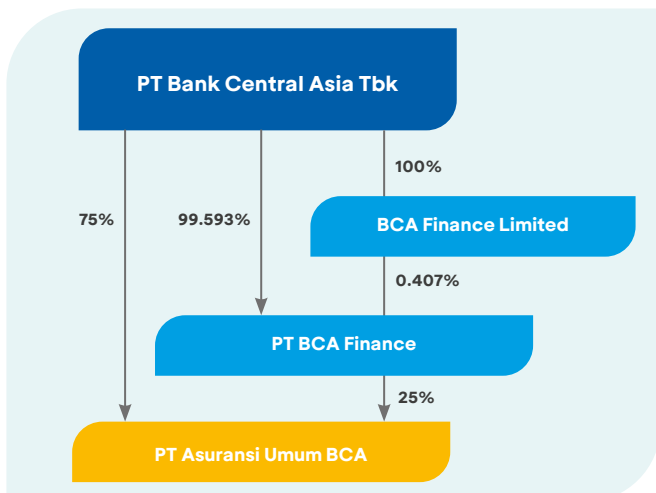


As of September 1, 2024<sup>\*)</sup>

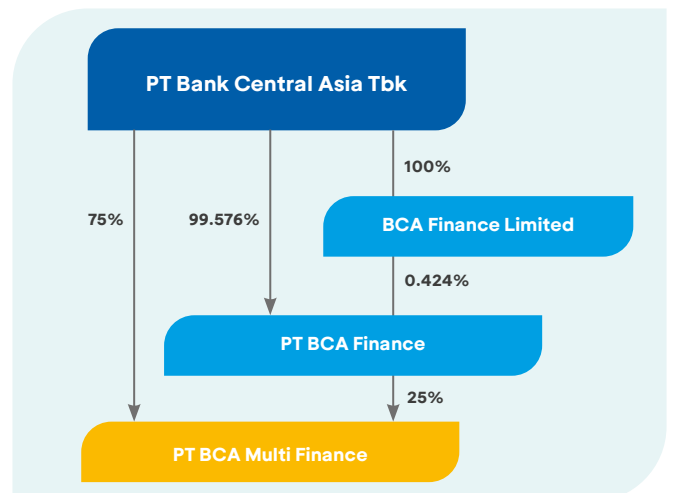


\*) Effective date of merger of PT BCA Multi Finance into PT BCA

• **SHARE OWNERSHIP STRUCTURE OF PT ASURANSI UMUM BCA AS OF DECEMBER 31, 2024**

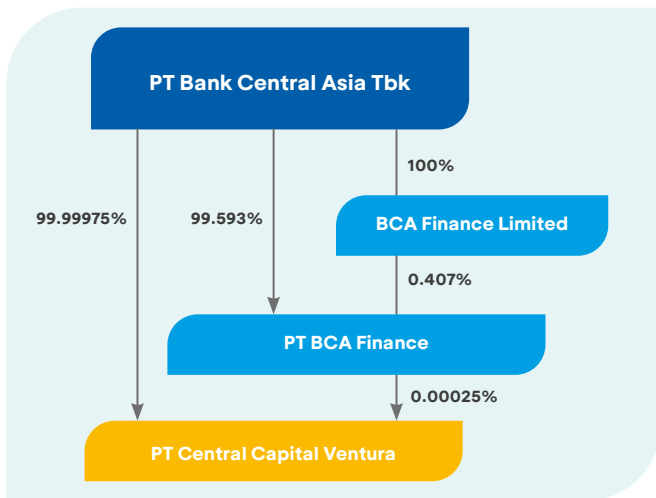


• **SHARE OWNERSHIP STRUCTURE OF PT BCA MULTI FINANCE AS OF JANUARY 1 – AUGUST 31, 2024<sup>\*\*)</sup>**

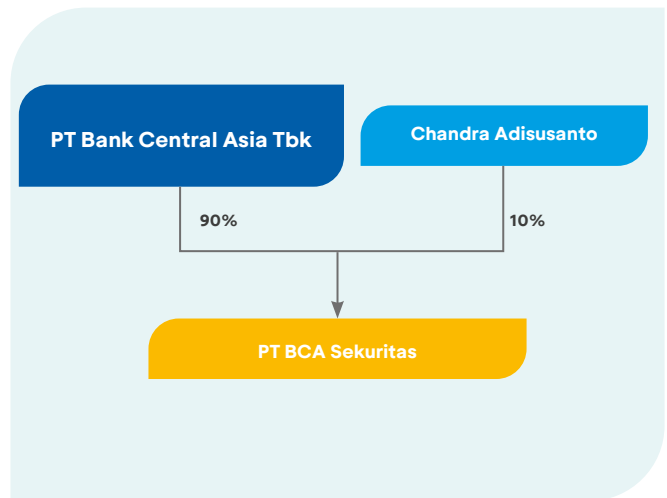


\*\*\*) As of September 1, 2024, PT BCA Multi Finance effectively merged into PT BCA Finance.

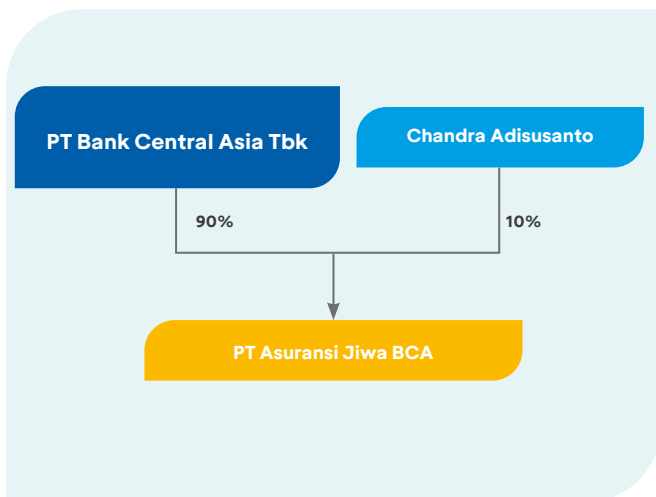
• **SHARE OWNERSHIP STRUCTURE OF PT CENTRAL CAPITAL VENTURA AS OF DECEMBER 31, 2024**



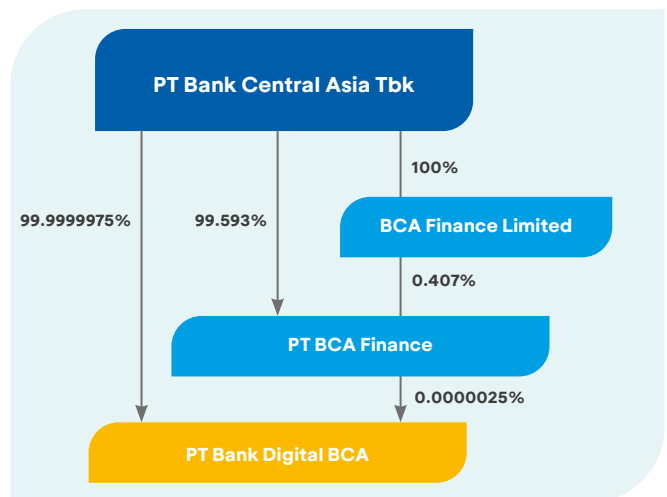
• **SHARE OWNERSHIP STRUCTURE OF PT BCA SEKURITAS AS OF DECEMBER 31, 2024**



• **SHARE OWNERSHIP STRUCTURE OF PT ASURANSI JIWA BCA AS OF DECEMBER 31, 2024**



• **SHARE OWNERSHIP STRUCTURE OF PT BANK DIGITAL BCA AS OF DECEMBER 31, 2024**



**Management Structure in Financial Conglomerate of BCA**

**Management Structure in the Main Entity**

**MANAGEMENT STRUCTURE OF PT BANK CENTRAL ASIA TBK (MAIN ENTITY) AS OF DECEMBER 31, 2024**

BOARD OF COMMISSIONERS	
Position	Name
President Commissioner	Djohan Emir Setijoso
Commissioner	Tonny Kusnadi
Independent Commissioner	Cyrellus Harinowo
Independent Commissioner	Raden Pardede
Independent Commissioner	Sumantri Slamet

## BOARD OF DIRECTORS

Position	Name
President Director	Jahja Setiaatmadja
Deputy President Director 1	Gregory Hendra Lembong
Deputy President Director 2	Armand Wahyudi Hartono
Director	Tan Ho Hien/Subur atau Subur Tan
Director	Rudy Susanto
Director (concurrently 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. Stated results of the meeting in the minutes of meeting and documented properly, 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 Conglomerate.
  - 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 Integrated Governance 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 AS OF DECEMBER 31, 2024

## BOARD OF DIRECTORS

Position	Name
Director	Andy Kwok Sau Lai
Director	Fanny Surjadi
Director	Janto Havianto

**MANAGEMENT STRUCTURE OF PT BCA FINANCE AS OF JANUARY 1 – AUGUST 31, 2024****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
Director	Tan, Widy Tarmizi <sup>*)</sup>

\*) Effective serving from May 2, 2024

**MANAGEMENT STRUCTURE OF PT BCA FINANCE AS OF SEPTEMBER 1, 2024<sup>\*)</sup>**

\*) Effective date of merger of PT BCA Multi Finance into PT BCA.

**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
Director	Tan, Widy Tarmizi
Director	Herwandi Kuswanto

**MANAGEMENT STRUCTURE OF PT BANK BCA SYARIAH AS OF DECEMBER 31, 2024****BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Ratna Yanti
Commissioner	Rickyadi Widjaja
Independent Commissioner	Inge Setiawati

**BOARD OF DIRECTORS**

Position	Name
President Director	Yuli Melati Suryaningrum
Director in Charge of Compliance Function	Houda Muljanti
Director	Pranata
Director	Lukman Hadiwijaya
Director	Ina Widjaja

**SHARIA SUPERVISORY BOARD**

Position	Name
Chairman	Prof. DR. H. Fathurrahman Djamil, MA
Member	Sutedjo Prihatono

**MANAGEMENT STRUCTURE OF PT ASURANSI UMUM BCA AS OF DECEMBER 31, 2024****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
Director	Erik Surjadi <sup>*)</sup>
Director of Compliance	Arif Singgih Halim Wijaya

\*) Effective serving from May 1, 2024

**MANAGEMENT STRUCTURE OF PT BCA MULTI FINANCE AS OF JANUARY 1 – AUGUST 31, 2024<sup>\*\*\*)</sup>**

<sup>\*\*\*)</sup> As of September 1, 2024, PT BCA Multi Dinance effectively merged into PT BCA Finance

**BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Roni Haslim
Commissioner	Hermanto
Independent Commissioner	Mathilda Simon

**BOARD OF DIRECTORS**

Position	Name
President Director	Herwandi Kuswanto
Director	Adhi Purnama
Director	Suiman Agung
Director	Rudy Setiawan <sup>*)</sup>

<sup>\*)</sup> Has effectively resigned from his position as Director of PT BCA Multi Finance on May 30, 2024.

**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	Adi Prasetyo Susilo

**MANAGEMENT STRUCTURE OF PT BCA SEKURITAS AS OF DECEMBER 31, 2024****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 AS OF DECEMBER 31, 2024****BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Hariyanto
Commissioner	Ugahary Yovvy Chandra <sup>*)</sup>
Commissioner	Mathilda Simon <sup>**)</sup>
Independent Commissioner	Pudjianto
Independent Commissioner	Hardjono

**BOARD OF DIRECTORS**

Position	Name
President Director	Christina Wahjuni Setyabudhi
Director	Yannes Chandra
Director of Compliance	Ir. Sukawati Lubis
Director	Eva Agrayani Tjong

<sup>\*)</sup> Served until September 3, 2024

<sup>\*\*)</sup> Effective serving from September 3, 2024

**MANAGEMENT STRUCTURE OF PT BANK DIGITAL BCA AS OF DECEMBER 31, 2024****BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Theresia Endang Ratnawati
Independent Commissioner	Ina Suwandi
Independent Commissioner	Daniel Gunawan

**BOARD OF DIRECTORS**

Position	Name
President Director	Lanny Budiati
Director	Iman Sentosa
Director of Compliance	Nugroho Budiman

**Duties and responsibilities of the Board of Commissioners, the Board of Directors, and the Sharia Supervisory Board of FSI in Financial Conglomerate of BCA**

1. The duties and responsibilities of the Board of Commissioners of FSI in BCA's Financial Conglomerate include at least the following:
  - a. 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;



- b. 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;
  - c. Hold Board of Commissioners meetings that include at least the frequency, attendance, and decision-making procedures; and
  - d. Set out work rules for the Board of Commissioners.
2. The duties and responsibilities of the FSI's Board of Directors in BCA's Financial Conglomerate include at least the following:
    - a. Implement the principles of Subsidiary Governance;
  - b. Follow up on audit results by internal and external parties;
  - c. Set out work rules; and
  - d. Organize meetings of the Board of Directors that at least include procedures for decision-making and meeting documentation.
3. The duties and responsibilities of the FSI's Sharia Supervisory Board in BCA's Financial Conglomerate, include at least the following:
    - a. 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
    - b. Set out work rules for the Sharia Supervisory Board.

### Integrated Governance Structure in the BCA Financial Conglomerate

Entity	IG Committee <sup>*)</sup>	Compliance Function	Internal Audit Function	Risk Management Function
PT BCA Tbk (Main Entity)**)	√	√	√	√
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 IG Committee must only 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.

\*\*\*) BCA as the main entity has an Integrated Compliance function, Integrated Internal Audit function and Integrated Risk Management function.

\*\*) PT BCA Multi Finance has merged into PT BCA Finance on September 1, 2024.

### 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 Conglomerate.

In 2024, 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 388 of the Integrated Governance Committee section of this Annual Report.

### Integrated Compliance Work Unit

BCA, as the Main Entity in the BCA Financial Conglomerate, has added an integrated compliance function within the Compliance Division (DCP) organization to monitor and evaluate the implementation of the compliance function at each FSI in the BCA Financial Conglomerate through coordination with the compliance function in each Subsidiary Company.

The Integrated DCP has the following duties and responsibilities:

- a. Monitor and evaluate compliance function implementation in each Subsidiary Company.
- b. In the context of implementing the integrated compliance risk management, develop the methods and processes required.
- c. In the context of implementing integrated risk management, assess and develop an integrated compliance risk profile.

- d. 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 2024, BCA carried out the following activities related to the implementation of the integrated compliance function, as referenced on page 433 in the 2024 Compliance Function Work Implementation, Compliance Function Chapter of this Annual Report.

- **Integrated Internal Audit Work Unit**

BCA has an Integrated Internal Audit Work Unit function, which is carried out by the Internal Audit Division, guided by OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019, concerning Implementation of the Internal Audit Function in Commercial Banks, and OJK Regulation concerning the Implementation of Integrated Governance in order to support the Financial Conglomeration. To monitor the implementation of the internal audit function at each FSI in the BCA Financial Conglomerate and provide recommendations that have added value.

The Integrated Internal Audit Work Unit has the following duties and responsibilities:

- a. Assess the adequacy and effectiveness of risk management processes, internal control, and governance of Subsidiaries, and provide recommendations for improvement.
- b. Monitor the implementation of internal audits at each Subsidiary.
- c. Monitor and evaluate the adequacy of corrective follow-up on the internal/external/regulator audit results, and report them to the Board of Directors, Board of Commissioners and Main Entity Audit Committee.
- d. Submit an integrated internal audit report to the Director appointed to carry out the oversight function of Subsidiaries, the Board of Commissioners and the Director in charge of the compliance function of the Main Entity.
- e. Provide support to Subsidiaries in developing the internal audit function.

The implementation of the integrated internal audit function in the BCA financial conglomerate includes assurance, monitoring/alignment and support/development activities that are reported through

an integrated internal audit report to the Director appointed to carry out the supervisory function of FSI in the Financial Conglomerate and the Board of Commissioners of the Main Entity, as well as the Director who supervises the function of Main Entity compliance.

- **Implementation of Integrated Risk Management**

In accordance with OJK Regulation concerning the Implementation of Integrated Risk Management, 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 organization.

- The IRMC consists of the Director of BCA, who is in charge of the integrated risk management function as chairman, 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 404 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 integratedly in accordance with the risk management framework, as well as dealing with emergency situations that threaten the bank's business continuity.

In 2024, BCA carried out the following activities in relation to the implementation of integrated risk management, as referred to on page 406 of the 2024 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 437 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:

#### 1. Oversight of the Board of Commissioners and the Board of Directors

Oversight by the Board of Commissioners and the Board of Directors is required to ensure the effectiveness of intra-group transaction risk management implementation and compliance with applicable regulations.

- a. The Board of Commissioners' authorities and responsibilities in implementing intra-group transaction risk management include:
  - 1) Approve the intra-group transaction risk management policy.

- 2) Evaluate the Board of Directors' accountability and provide guidance for improvement of 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.

#### 2. Adequacy of Policies, Procedures and Determination of Intra-Group Transaction Risk Limits

Determination 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 provisions.
- d. The intra-group transaction risk management procedures must include at least the following:
  - 1) Accountability and clear levels 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.

### 3. Adequacy of Risk Identification, Measurement, Monitoring and Control Processes, as well as Intra-Group Transaction Risk Management Information Systems

BCA, as the Main Entity, is required to carry out an integrated process of identifying, measuring, monitoring, and controlling risks for all significant risk factors, 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 provisions.
- d. Other significant information

The implementation is also supported by an intra-group transaction risk management information system, which includes an intra-group transaction risk profile report as part of the Integrated Risk Profile Report.

### 4. Comprehensive Internal Control System for Intra-Group Transaction Risk Management Implementation

A comprehensive internal control system is required to supplement the process of implementing effective intra-group 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 as a whole for 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 intra-group 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. OJK Regulation No. 17 of 2023 on the Implementation of Governance for Commercial Banks

In the context of implementing OJK Regulation No.17 of 2023 on the Implementation of Governance for Commercial Banks (“**OJK Regulation No. 17/2023**”), the Company strives to always realize the implementation of Good Corporate Governance. The implementation of Good Corporate Governance as regulated in Article 2 of OJK Regulation No. 17/2023 includes the following:

a. implementation of duties, responsibilities, and authority of the Board of Directors	Can be seen in the Board of Directors Chapter on page 328 of this Annual Report.
b. implementation of duties, responsibilities, and authorities of the Board of Commissioners	Can be seen in the Board of Commissioners Chapter on page 314 of this Annual Report.
c. completeness and implementation of committee duties	Can be seen in the Board of Commissioners Committee and the Executive Committee of the Board of Directors chapter on page 371 and 397 of this Annual Report.
d. handling of conflicts of interest	<p>Members of the Board of Directors, members of the Board of Commissioners, committee members, Executive Officers, and employees of BCA always strive to avoid any form of conflict of interest in carrying out BCA's management and supervision duties.</p> <p>Policies related to conflicts of interest are outlined in the Articles of Association, the Decree of the Board of Directors regarding Provisions on Conflict of Interest, and the Decree of the Board of Directors regarding Affiliated Transactions and Conflict of Interest Transactions, and can be seen in the Introduction and Affiliated Transactions and Conflict of Interest Transactions chapters on page 457 of this Annual Report.</p>
e. implementation of compliance function	Can be seen in the Compliance Function Chapter on page 433 of this Annual Report.
f. implementation of internal audit function	Can be seen in the Internal Audit Unit Chapter on page 426 of this Annual Report.
g. implementation of external audit function	Can be seen in the Public Accountant Chapter (External Audit) on page 430 of this Annual Report.
h. implementation of risk management including internal control system	Can be seen in the Risk Management Implementation Chapter on page 437 of this Annual Report.
i. provision of remuneration	Can be seen in the Remuneration Policy Chapter on page 365 of this Annual Report.
j. provision of funds to related parties and provision of large exposure	Can be seen in the Provision of Funds to Related Parties and Provision of Large Exposure Chapter on page 491 of this Annual Report.
k. integrity of reporting and information technology system	<ul style="list-style-type: none"> <li>• BCA always provides transparency of financial and non-financial conditions to stakeholders by compiling and presenting reports in a manner and scope in accordance with OJK provisions and with information delivery facilities that BCA can rely on.</li> <li>• BCA has published information about BCA products and/or services clearly, accurately, and up-to-date in accordance with OJK provisions on Transparency of Bank Product Information and Use of Customer Personal Data.</li> <li>• BCA has compiled a Sustainability Report that can be easily accessed by the public on the BCA website at <a href="https://www.bca.co.id/en/tentang-bca/Keberlanjutan/laporan-keberlanjutan">https://www.bca.co.id/en/tentang-bca/Keberlanjutan/laporan-keberlanjutan</a>.</li> <li>• BCA has compiled and submitted structured and unstructured reports to the Financial Services Authority in accordance with the Financial Services Authority Regulation regarding reporting of general banks through the Financial Services Authority reporting system.</li> <li>• BCA has compiled complete, accurate, and timely internal reporting supported by an adequate management information system. BCA has a reliable BCA management information system supported by competent human resources and an adequate IT security system that is able to provide complete, accurate, and timely information to the Board of Directors to be used in supporting BCA's business decision-making process.</li> </ul>

Further explanation regarding reporting integrity and information technology systems can be seen in Financial Transparency and Non-Financial Transparency on page 493 of this Annual Report.

l. Bank's strategic plan	Can be seen in Chapter Bank's Strategic Plan, on page 493 of this Annual Report.
m. shareholder aspect	<ul style="list-style-type: none"> <li>• BCA has a dividend policy and communicates the dividend policy to shareholders by uploading it to the BCA website at <a href="https://www.bca.co.id/id/tentang-bca/tata-kelola/acgs/kebijakan-gcg">https://www.bca.co.id/id/tentang-bca/tata-kelola/acgs/kebijakan-gcg</a></li> <li>• BCA ensures fair treatment of all shareholders and protects shareholder rights and facilitates shareholder and stakeholder participation and manages communication in its implementation. Further explanation can be seen in the GMS Chapter on page 299 of this Annual Report.</li> <li>• BCA has an Insider Trading policy</li> <li>• In carrying out corporate actions, BCA always adheres to applicable provisions and procedures and ensures that transactions occur transparently and fairly and protect shareholder rights.</li> <li>• BCA has an internal policy regarding capital participation.</li> </ul>
n. implementation of anti-fraud strategy, including anti-bribery	Can be seen in chapter Implementation of Anti Fraud Strategy, on page 449 of this Annual Report.
o. implementation of sustainable finance, including implementation of social and environmental responsibility	<ul style="list-style-type: none"> <li>• BCA has implemented sustainable finance in its business activities and prepared sustainable finance action plan.</li> <li>• BCA implements business practices and investment strategies by considering, implementing, and integrating environmental, social, and governance values.</li> <li>• Policies related to climate risk are presented in the BCA Sustainability Report.</li> <li>• Explanations related to the implementation of sustainable finance, including the implementation of further social and environmental responsibilities, can be seen in the Sustainability Report and can be accessed at <a href="https://www.bca.co.id/en/tentang-bca/Keberlanjutan/laporan-keberlanjutan">https://www.bca.co.id/en/tentang-bca/Keberlanjutan/laporan-keberlanjutan</a></li> </ul>
p. implementation of governance within the Bank's business group.	Can be seen in Chapter Implementation of Integrated Governance, on page 496 of this Annual Report.

## 2. Implementation of Public Company Governance Guidelines (OJK Circular Letter Recommendation No.32/SEOJK.04/2015)

BCA has complied with the implementation of Public Company Governance guidelines in accordance with Article 3 of of OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines. In this Annual Report, BCA discloses information regarding the implementation of the recommendations in the Governance Guidelines, as referred in of OJK Circular Letter No.32/SEOJK.04/2015 concerning Guidelines for the Governance of Public Companies, namely as follows:

### Fulfillment of OJK Circular Letter Recommendation No. 32/SEOJK.04/2015

No.	Recommendation	Description
<b>A</b>	<b>PUBLIC COMPANY RELATIONSHIP WITH SHAREHOLDERS IN GUARANTEING THE RIGHTS OF SHAREHOLDERS</b>	
	<b>Principle 1</b>	
	<b>Increasing the value of holding a General Meeting of Shareholders (GMS).</b>	
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: <b>Comply</b></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 <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi">https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi</a>, in the GMS Rules of Conduct section as a form of transparency.</p> <p>At the Annual GMS on March 14, 2024, voting on each proposal submitted in each GMS agenda was conducted openly in accordance with the procedure proposed by the Meeting's Chairman, namely:</p> <p>a. Voting by the shareholders or their proxies that physically attend the Meeting shall be done under the following procedure:</p> <ol style="list-style-type: none"> <li>1) 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.</li> <li>2) 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;</li> </ol>



No.	Recommendation	Description
		<p>a. Voting for shareholders or their proxies who are present electronically through the eASY.KSEI application is carried out in the following manner:</p> <ol style="list-style-type: none"> <li>1) The voting process takes place through the eASY.KSEI application on the E-Meeting Hall menu, Live Broadcasting submenu;</li> <li>2) 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;</li> <li>3) During the electronic voting process, the status "Voting for agenda item no [ ] has started" will appear in the 'General Meeting Flow Text' column;</li> <li>4) The time allocated for direct e-voting through the eASY.KSEI application is maximum 2 (two) minutes;</li> <li>5) 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;</li> <li>6) 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.</li> </ol> <p>Furthermore, the votes cast by the shareholders or their proxies, both physically and electronically, will be counted by BCA Securities Administration Bureau and then verified by a Notary as an independent public official.</p> <p>More information can be found on pages 299</p>
1.2	All members of the Board of Directors and members of the Board of Commissioners of the Public Company present at the Annual GMS.	<p>Implementation: <b>Comply</b></p> <p>The attendance of all members of the Board of Directors and Board of Commissioners at the AGMS on March 14, 2024 was as follows: Board of Commissioners 100% Board of Directors 100%</p> <p>More information can be found on page 299-300</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: <b>Comply</b></p> <p>On March 14, 2024, 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 2024 Annual GMS, as well as the summary of the minutes of the previous 5 (five) years, can be downloaded from the BCA website at <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi">https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi</a>, under the General Meeting of Shareholders section.</p> <p>More information can be found on page 304</p>
<p><b>Principle 2</b> <b>Improving Public Company Communication Quality with Shareholders or Investors</b></p>		
2.1	Public companies have a communication policy with shareholders or investors	<p>Implementation: <b>Comply</b></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: <a href="https://www.bca.co.id/en/tentang-bca/hubungan-investor">https://www.bca.co.id/en/tentang-bca/hubungan-investor</a>.</p> <p>More information can be found on page 424 and 470</p>
2.2	The public company discloses the communication policy of the public company with shareholders or investors on the website	<p>Implementation: <b>Comply</b></p> <p>BCA has disclosed its communication policy with shareholders on the BCA website, which can be found at: <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</a> under the policy related to Governance of the Communication Policy section</p> <p>More information can be found on page 424 and 470</p>

No.	Recommendation	Description
<b>B FUNCTIONS AND ROLE OF THE BOARD OF COMMISSIONERS</b>		
<b>Principle 3 Strengthening the Membership and Composition of the Board of Commissioners</b>		
3.1	Determination of the number of members of the Board of Commissioners considering the state of the Public Company	<p>Implementation: <b>Comply</b></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 3 (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, 2024, 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 319-320</p>
3.2	The diversity of skills, knowledge, and experience required is considered when determining the composition of the Board of Commissioners.	<p>Implementation: <b>Comply</b></p> <p>The RNC is tasked with, among other things, compiling and providing recommendations to the Board of Commissioners regarding:</p> <ul style="list-style-type: none"> <li>- Systems and procedures for selecting and/or replacing Board of Commissioners and Board of Directors members;</li> <li>- The composition of positions on the Board of Directors and/or the Board of Commissioners;</li> <li>- Policies and criteria required in the nomination process; and</li> <li>- Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners</li> </ul> <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 359-360</p>
<b>Principle 4 Improving the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners.</b>		
4.1	The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	<p>Implementation: <b>Comply</b></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 361</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: <b>Comply</b></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 361</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: <b>Comply</b></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>

No.	Recommendation	Description
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: <b>Comply</b></p> <p>The RNC is responsible with formulating a succession policy for the Board nomination process as described in Chapter 3 of the BCA Corporate Governance Guidelines. The implementation of the Board Succession Policy includes making recommendations to the BOC for submission to the GMS regarding the system, procedures and candidates for the election and/or replacement of members of the Board.</p> <p>More information can be found on page 388</p>
<b>C FUNCTIONS AND ROLE OF THE BOARD OF DIRECTORS</b>		
<b>Principle 5 Strengthening the Membership and Composition of the Board of Directors</b>		
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: <b>Comply</b></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, 2024, 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 333-334</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: <b>Comply</b></p> <p>RNC is assigned to set out and provide recommendations to the Board of Commissioners regarding, among other things:</p> <ul style="list-style-type: none"> <li>- Systems and procedures for selecting and/or replacing members of the Board of Directors and/or the Board of Commissioners;</li> <li>- Position composition of members of the Board of Directors and/or members of the Board of Commissioners;</li> <li>- Policies and criteria required in the nomination process; and</li> <li>- Policy for evaluating the performance of Board of Directors and/or Board of Commissioners members.</li> </ul> <p>In carrying out the tasks of the KRN, the diversity of skills, knowledge and experience required was considered when determining the composition of the Board of Directors of BCA. The policy on the diversity of the composition of the Board of Directors is also set out in the provisions relating to the composition and criteria of the Board of Directors in Chapter 4 of BCA's Corporate Governance Guidelines, including 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 360</p>
5.3	Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting	<p>Implementation: <b>Comply</b></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>
<b>Principle 6 Improving the Quality of Implementation of Duties and Responsibilities of the Board of Directors</b>		
6.1	The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	<p>Implementation: <b>Comply</b></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 362-364</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	Implementation: <b>Comply</b> Assessment of the performance of the Board of Directors has been disclosed in this Annual Report. More information can be found on page 362-364
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	Implementation: <b>Comply</b> 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.
<b>D STAKEHOLDER PARTICIPATION</b>		
<b>Principle 7 Improving Corporate Governance Aspects through Stakeholder Participation</b>		
7.1	The Public Company has a policy to prevent insider trading	Implementation: <b>Comply</b> 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: <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</a> under Insider Trading Policy sub section. More information can be found on page 291
7.2	The Public Company has anticorruption and anti-fraud policies	Implementation: <b>Comply</b> 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  In accordance with OJK Regulation No. 12 of 2024 on the Implementation of Anti-Fraud Strategies for Financial Services Institutions, BCA has an Anti-Fraud Strategy Implementation Policy that refers to the OJK Regulation. The Policy Guidelines have been approved by the Decision of the Board of Directors No. 009/SK/DIR/2025 dated January 20, 2025 on the Adjustment of the Anti-Fraud Strategy Policy  More information can be found on page 455 and 449 Link: <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</a>
7.3	The Public Company has a policy regarding the selection and capacity building of suppliers or vendors.	Implementation: <b>Comply</b> 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.  More information can be found on page 292 and 487
7.4	The Public Company has a policy for the fulfillment of creditor rights	Implementation: <b>Comply</b> BCA guarantees the fulfillment of creditor rights in: <ul style="list-style-type: none"> <li>The right to obtain clear information.</li> <li>The right to submit suggestions/inputs, complaints/complaints and obtain their resolution.</li> <li>The right to receive creditor rights in accordance with the agreed agreement.</li> <li>The right to get access to the audited Annual Report and Financial Statements.</li> <li>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.</li> </ul> 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.  Throughout 2024, BCA has fulfilled creditor rights in accordance with applicable regulations.

No.	Recommendation	Description
7.5	The Public Company has a whistleblowing system policy	<p>Implementation: <b>Comply</b></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 and has implemented OJK Regulation No.12 year 2024 concerning Implementation of Anti-Fraud Strategies for Financial Services Institutions. The main points of the whistleblowing system have been disclosed on the BCA website in the governance-related policy section: <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</a> in the Policies related to Governance in the WBS Policy section (Whistleblowing System).</p> <p>More information can be found on page 453</p>
7.6	The Public Company has a policy of providing long-term incentives to the Board of Directors and employees	<p>Implementation: <b>Comply</b></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. 009/SK/DIR/2022 dated January 19, 2022 regarding Main Policies Regarding Achievement Assessment Systems, Positions/Ranks, and Payroll.</p>
<b>E INFORMATION DISCLOSURE</b>		
<b>Principle 8 Improving the Implementation of Information Disclosure</b>		
8.1	Aside from the Website as a medium for information disclosure, public companies benefit from the broader use of information technology	<p>Implementation: <b>Comply</b></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"> <li>• Website (<a href="http://www.bca.co.id">www.bca.co.id</a>),</li> <li>• Halo BCA,</li> <li>• X account (@XpresiBCA, @GoodLifeBCA, @Halo BCA, @BankBCA, @KartuKreditBCA),</li> <li>• Facebook (XpresiBCA, GoodLifeBCA, BankBCA, KartukreditBCA),</li> <li>• Youtube (<a href="http://www.youtube.com/solusibca">www.youtube.com/solusibca</a>),</li> <li>• LinkedIn PT Bank Central Asia Tbk,</li> <li>• Instagram (@GoodLifeBCA and @LifeAtBCA),</li> <li>• Line (BankBCA).</li> <li>• Tiktok (@BankBCA)</li> </ul> <p>b. Internals Internal Information Disclosure Media through the MyBCA Intranet Portal, Facebook group for employees (BCA Semua Beres), Instagram @bcasemuberes, BCA Info Magazine, Plasma TV and Tiktok @BankBCA</p> <p>More information can be found on page 474-475 and 485-486</p>
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: <b>Comply</b></p> <p>BCA's Annual Report has disclosed:</p> <p>a. List of BCA shareholders who own 5% or more of BCA shares;</p> <p>b. The ultimate beneficial owner in BCA share ownership; as well as</p> <p>c. BCA's major/controlling shareholder.</p> <p>More information can be found on page 313</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, 2024, all of the above recommendations have been implemented.

### 3. The Implementation of the OECD Corporate Governance Principles by BCA, is as follows:

No.	Recommendation	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 Recommendation Fulfillment Table of 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 Recommendation Fulfillment Table of OJK Circular Letter No.32/SEOJK.04/2015 – Aspect D (Stakeholder Participation).
5.	Disclosure and Transparency	In accordance with the Recommendation Fulfillment Table of OJK Circular Letter 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 Recommendation Fulfillment Table of OJK Circular Letter 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, 2024, there are no other recommendations that have not been implemented by BCA.

### 4. 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.	<b>Responsibilities of the Board of Commissioners.</b> 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 ( <a href="https://www.bca.co.id/en/tentang-bca/tatakelola/Struktur%20Organisasi">https://www.bca.co.id/en/tentang-bca/tatakelola/Struktur Organisasi</a> ).
2.	<b>Qualifications and Composition of the Board of Commissioners.</b> 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 Recommendations Fulfillment Table 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 ( <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi">https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi</a> ).
3.	<b>Structure and Mechanism of the Board of Commissioners.</b> 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 Recommendations Fulfillment Table of OJK Circular Letter 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 ( <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi">https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi</a> ).



No.	Principle	BCA Implementation
4.	<b>Board of Directors.</b> 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 ( <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi">https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi</a> ).
5.	<b>Business Group Governance Structure.</b> 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 ( <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</a> ).
6.	<b>Risk Management Function.</b> Banks must have a quality risk management function, be independent, have quality resources, and have access to the Board of Commissioners.	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 ( <a href="https://www.bca.co.id/en/tentang-bca/tatakelola/acgs/kebijakan-gcg">https://www.bca.co.id/en/tentang-bca/tatakelola/acgs/kebijakan-gcg</a> ).  More information can be found on page 437
7.	<b>Identification of Risk Monitoring and Control.</b> 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.	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 ( <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</a> ).  More information can be found on page 139
8.	<b>Risk Communication.</b> 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.	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 ( <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</a> ).
9.	<b>Compliance.</b> 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 advice for risk compliance.	The compliance function at BCA is carried out by the Compliance Division (DCP) led by the Director in charge of the compliance function. DCP 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 ( <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi">https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi</a> ).  More information can be found on page 433

No.	Principle	BCA Implementation
10.	<b>Internal Audit.</b> 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 longterm health.	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 communicate 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 ( <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</a> ).  More information can be found on page 426
11.	<b>Compensation.</b> The Bank's remuneration structure must support the implementation of corporate governance and risk management.	BCA has an appropriate remuneration structure in accordance with OJK Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks and OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks. Periodic evaluations of the implementation of the remuneration policy are carried out by the RNC. Regarding the RNC remuneration function, it can be downloaded from the Organizational Structure section of the BCA website ( <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi">https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi</a> ).  More information can be found on page 367-368
12.	<b>Disclosure and Transparency.</b> The Bank's governance must be implemented in a transparent manner for Shareholders, Depositors, other relevant Stakeholders, and Market Participants.	BCA has implemented disclosure and transparency as a governance implementation for Shareholders, Depositors, other relevant Stakeholders, and Market Participants in accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 - Aspect E (Information Disclosure). Disclosure and transparency policies can be found in the Governance Guidelines, which can be downloaded from the GCG Policy section of the BCA website ( <a href="https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg">https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</a> ).

## 5. 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
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: <ol style="list-style-type: none"> <li>competitive and focus on long-term performance,</li> <li>ethical and responsible business practices,</li> <li>positive contributions to society and the environment,</li> <li>the ability to survive and grow (corporate resilience).</li> </ol>	<b>Applied</b> 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. 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. 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.
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.	1.1.4 BCA financial reports are submitted in a timely manner and accurately in accordance with the mechanisms and procedures stipulated in commercial bank and capital market regulations.
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.	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.
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.	
1.1.5 The Board of Directors ensures that sustainability reporting has been prepared appropriately.	

- 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.
- 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.
- 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.
- 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.
- 1.1.7 BCA does not have a Sharia business unit.
- 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](http://www.bca.co.id). In 2024, an update was made to the Board of Directors Charter regarding the provisions for meeting quorum. 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.
- 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

## 1.2 Performance Assessment – Board of Directors and Members

Recommendation	Implementation
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.	<b>Applied</b> BCA has a self-assessment policy for the Board of Directors both individually or collegially, 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.
1.2.2 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.	

## 1.3 Roles and Responsibilities of the Board of Commissioners

Recommendation	Implementation
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.	<b>Applied</b> 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 are carried out transparently by considering the diversity of the composition of the Board of Commissioners and Directors.
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.
- 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.
- 1.3.8 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.
- 1.3.9 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.
- 1.3.10 The Board of Commissioners Charter is periodically reviewed.
- 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.
- 1.3.12 Independent commissioners are highly expected to be able to contribute to honest, objective, active, and constructive discussions at Board of Commissioners meetings.
- 1.3.13 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.
- 1.3.4 The Board of Commissioners proposes determination & of remuneration for the GMS based on the evaluation results
- 1.3.5 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.
- 1.3.6 The Board of Commissioners monitors the effectiveness of corporate governance policies and implementation and provides recommendations if necessary.
- 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 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 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 reviewed periodically, as last updated on June 30, 2021. In 2024, an update was made to the Board of Commissioners Charter regarding the provisions for meeting quorum.
- 1.3.11 Policies regarding the resignation of members of the Board of Commissioners are outlined in the BCA Governance Guidelines. 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 participate and are active in conveying views and suggestions regarding policies and strategies through Board of Commissioners meetings and memoranda.
- 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](http://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.	<b>Applied</b> 1.4.1 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.	1.4.2 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.	1.4.3 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	Implementation
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.	<p><b>Applied</b></p> <p>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.</p>

### 1.6 Conflict of Interest

Recommendation	Implementation
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.	<p><b>Applied</b></p> <p>1.6.1 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. &gt; The said assignments have been approved by the Board of Commissioners.</p>
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.	<p>1.6.2 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:</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> </ul>

### 1.7 Competency Improvement of Members of the Board of Directors and Board of Commissioners

Recommendation	Implementation
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.	<p><b>Applied</b></p> <p>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.</p> <p>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.</p> <p>Details about the orientation and training program for 2024 can be seen in the Board of Commissioners and the Board of Directors chapters of this annual report.</p>



## 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	Implementation
<p>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.</p> <p>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.</p> <p>2.1.3 Corporate policies regarding diversity among the Board of Directors and Board of Commissioners are disclosed in the Annual Report.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p><b>Applied</b></p> <p>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.</p> <p>2.1.2 When discussing prospective Directors, consider, among other things:</p> <ul style="list-style-type: none"> <li>a. 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);</li> <li>b. Candidate criteria and qualifications that are in line with the Bank's strategy;</li> <li>c. Internal and external conditions of the company;</li> <li>d. Communication with controlling shareholders (if the proposal is not from the controlling shareholder).</li> </ul> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>2.1.7 As of December 31, 2024, 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.</p> <p>2.1.8 The duties and responsibilities of the RNC are outlined in the Remuneration and Nomination Committee Charter. To carry out a transparent and responsible process, RNC prepares a report to the Board of Commissioners regarding the implementation of the duties, responsibilities and procedures of the Remuneration and Nomination carried out and makes a report on the implementation of activities disclosed in the Annual Report.</p>



## 2.2 Remuneration of Directors and Board of Commissioners

Recommendation	Implementation
<p>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.</p> <p>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.</p> <p>2.2.3 To ensure that remuneration packages are determined based on the achievements, qualifications, and competencies of Directors and Commissioners by considering 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.</p>	<p><b>Applied</b></p> <p>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.</p> <p>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.</p> <p>2.2.3 RNC is obliged to act independently and ensure</p> <ul style="list-style-type: none"> <li>- 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:</li> <li>- 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.</li> <li>- 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.</li> </ul>

## Principle 3: Employment Relationship between the Board of Directors and the Board of Commissioners

### 3.1 Nature of Employment Relationships

Recommendation	Implementation
<p>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.</p> <p>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.</p> <p>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.</p>	<p><b>Applied</b></p> <p>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.</p> <p>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.</p> <p>3.1.3 The duties and responsibilities of the Corporate Secretary are elaborated in the Corporate Secretary chapter of this Annual Report, among others 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.</p>

### 3.2 Access of information of the Board of Commissioners

Recommendation	Implementation
<p>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</p>	<p><b>Applied</b> 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.</p>

### 3.3 Responsibility of the Board of Directors and Board of Commissioners for the Impact of Ownership Structure on the Corporation

Recommendation	Implementation
<p>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</p>	<p><b>Applied</b> 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.</p>

## 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"> <li>Acting in the best interests of the corporation;</li> <li>Act honestly and with high standards of integrity;</li> <li>Be independent and act on complete information in good faith, with due diligence and care.</li> <li>Comply with the laws and regulations that apply to the corporation and its operations;</li> <li>Avoid actions that violate laws and regulations or unethical actions based on corporate ethical guidelines;</li> <li>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;</li> <li>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.</li> <li>Not taking advantage of his or her position or the opportunities generated by his or her position for personal gain.</li> <li>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.</li> <li>Respect differences of opinion and the rights of every member of the Board of Directors, Board of Commissioners and employees.</li> <li>Ensure complete, fair, accurate, timely, and understandable disclosure in reports and documents submitted by the corporation to regulators and in other public communications.</li> </ol>	<p><b>Applied</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>The Board of Directors and the Board of Commissioners are also required to make an annual disclosure and complete the Integrity Pact and Code of Ethics Compliance Statement each year to support the implementation of the GCG.</li> </ul>

- 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

#### 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 employees and is effectively communicated through means that are easily accessible to employees, such as video screenings available to all BCA employees on BCA's internal portal (myVideo), Code of Ethics statements and integrity pacts are filled electronically through BCA's internal portal, and send e-mail reminders to all employees. New employees are accompanied by a buddy who introduces them to the corporate culture, including the Code of Ethics and the obligation to complete e-learning on the Banker Code of Ethics.

### 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	Implementation
<p>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.</p> <p>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.</p>	<p><b>Applied</b></p> <p>5.3.1 BCA applies the three-line model framework to support the creation of reliable risk management and governance.</p> <p>The first line is responsible for providing products and services to customers, including managing related risks.</p> <p>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.</p> <p>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.</p> <p>5.3.2 BCA has organisational divisions with clear duties and responsibilities so that the Compliance Function does not duplicate and carry out functions that have the potential to cause conflicts of interest.</p>

### 5.4 Internal Audit

Recommendation	Implementation
<p>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.</p>	<p><b>Applied</b></p> <p>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.</p>

## Principle 6: Disclosure and Transparency

### 6.1 Disclosure Policy

Recommendation	Implementation
<p>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.</p> <p>6.1.2 The right of shareholders to obtain regularly and timely relevant material information about the corporation must be fulfilled.</p>	<p><b>Applied</b></p> <p>BCA has a policy on information disclosure as stipulated 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.</p> <p>The implementation of Information Disclosure in BCA is in accordance with applicable regulations while ensuring the principle of prudence and maintaining corporate confidentiality.</p>

## 6.2 Financial and Sustainability Report

Recommendation	Implementation
<p>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.</p> <p>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.</p> <p>6.2.3 Sustainability reports must be prepared and disclosed accurately and in accordance with national or international sustainability reporting frameworks.</p> <p>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.</p>	<p><b>Applied</b></p> <p>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.</p> <p>6.2.2 Regarding financial reports and information, the Audit Committee has the following duties and responsibilities:</p> <ol style="list-style-type: none"> <li>Review financial information that BCA will release to the public and/or authorities and other reports related to BCA's financial information.</li> <li>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 consider the recommendations of the Audit Committee.</li> </ol> <p>6.2.3 Sustainability reporting guidelines and standards refer to:</p> <ul style="list-style-type: none"> <li>OJK Regulation No. 51/POJK.03/2017 concerning Sustainable Finance, which also refers to the OJK Circular Letter No. 16/SEOJK.04/2021;</li> <li>Global Reporting Initiatives (GRI) Standards 2021, with conformity: with reference to the GRI Standards;</li> <li>GRI-G4 Sector Disclosures: Financial Sector Supplement Disclosures (FSSS);</li> <li>Sustainability Accounting Standards Board (SASB) Commercial Banks category</li> <li>Sustainable Banking Assessment (SUSBA) Environmental, Social, and Governance (ESG) Integration Pillars from the World-Wide Fund for Nature (WWF); and</li> <li>Terms of reference for the Task Force on Climate-Related Financial Disclosures (TCFD).</li> </ul> <p>BCA uses external parties to check the quality of reports according to the sustainability reporting principles and standards used.</p> <p>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</p>

### 6.3 Information Dissemination

Recommendation	Implementation
<p>6.3.1 Information dissemination channels should provide equal, timely, and relatively inexpensive access to relevant information for users.</p> <p>6.3.2 The Corporation ensures that an annual disclosure 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.</p> <p>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.</p>	<p><b>Applied</b></p> <p>6.3.1 BCA has a website (<a href="https://www.bca.co.id/">https://www.bca.co.id/</a>) 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.</p> <p>6.3.2 The annual disclosure 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 more than 5 (five) years.</p> <p>6.3.3 In addition to regulations relating to commercial banks, BCA is also comply with Indonesian capital market regulations.</p>

### Principle 7: Protection of Shareholder Rights

#### 7.1 Shareholder Rights

Recommendation	Implementation
<p>7.1.1 The corporation has a communications policy that facilitates and encourages shareholder or investor participation.</p> <p>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.</p> <p>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.</p>	<p><b>Applied</b></p> <p>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.</p> <p>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.</p> <p>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.</p>

#### 7.2 Fair Treatment of Shareholders

Recommendation	Implementation
<p>7.2.1 The corporation has rules and procedures that ensure:</p> <ol style="list-style-type: none"> <li>all shareholders of the same series in one class of shares must be treated equally; disclosure of these rules and procedures;</li> <li>and disclosure of capital structures and arrangements that allow certain shareholders to obtain influence or control that is disproportionate to their share ownership.</li> </ol> <p>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.</p> <p>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.</p>	<p><b>Applied</b></p> <p>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.</p> <p>7.2.2 BCA has a policy on related party transactions, which is conducted in a manner that ensures that transactions are fair and reasonable (arm's length transactions). This policy is outlined in the Board of Directors Decree on Affiliated Party Transactions and Conflict of Interest Transactions.</p> <p>7.2.3 BCA has an insider trading policy to prevent anyone from benefiting from information that is not yet available on the market.</p>



### 7.3 General Meeting of Shareholders

Recommendation	Implementation
<p>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.</p> <p>7.3.2 The corporation has and discloses rules and procedures that facilitate shareholders in participating and voting effectively at the GMS.</p> <p>7.3.3 Shareholders participate effectively in determining the appointment of members of the Board of Directors and Board of Commissioners.</p> <p>7.3.4 The corporation ensures the transparency and accountability of external auditors at the GMS.</p> <p>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.</p>	<p><b>Applied</b></p> <p>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.</p> <p>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 as well as presented at the start of the GMS. Voting for each GMS agenda item (for one decision), and BCA appoints PT Saham Raya Registra and Notary Christina Dwi Utami, SH, M.Hum, Mkn, to count the votes.</p> <p>7.3.3 Shareholders participate in voting on the agenda for appointing members of the Board of Directors and Board of Commissioners.</p> <p>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 invitation.</p> <p>7.3.5 The main points of the GMS decisions are announced to the public on the same day after the completion of the GMS via the website <a href="http://www.bca.co.id">www.bca.co.id</a>. The voting results and summary of the GMS minutes are announced to the public via the BCA website within 1 (one) working day after the GMS was held.</p>

### Principle 8: Other Stakeholders

#### 8.1 Key Stakeholder Engagement

Recommendation	Implementation
<p>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.</p>	<p><b>Applied</b></p> <p>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</p>

#### 8.2 Integration of Sustainability in Business Models

Recommendation	Implementation
<p>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.</p>	<p><b>Applied</b></p> <p>The Board of Directors ensures that corporate sustainability strategies, priorities, and targets, as well as performance towards these targets, are communicated to stakeholders. BCA's Board of Directors and Board of Commissioners always keep up and understand sustainability issues that are relevant to the corporation.</p>

### 8.3 Protection of Stakeholders

Recommendation	Implementation
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.	<b>Applied</b> 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.
8.3.2 The Board of Directors encourages employees to work for the long-term interests of the corporation and prioritizes sustainability.	

## 6. ASEAN Corporate Governance Scorecard (ACGS)

The implementation of ACGS at BCA is presented in more detail on the BCA website <https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs>



## 7. Bad Corporate Governance Statement

BCA continues to strive to implement regulations or provisions related to corporate governance. Throughout 2024, 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