Propelled by **Trust**

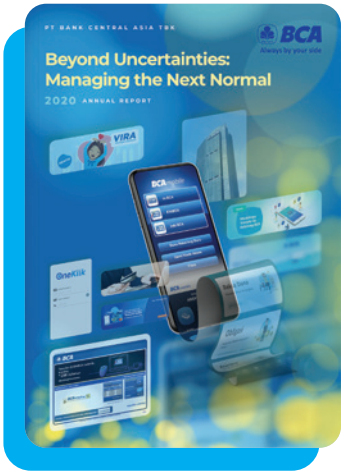
BCA
Always by your side



PT BANK CENTRAL ASIA TBK

2024 ANNUAL REPORT

Theme Continuity



2020

Beyond Uncertainties: Managing the Next Normal

BCA found itself in a strong position to overcome pandemic challenges due to our consistency in digital banking strategy and extensive digital network, which positioned the Bank well to capture opportunities as customers moved faster to online banking and digital solutions.

BCA believes that customer preference for digital solutions will continue to increase. As such, BCA strives to provide a transaction banking ecosystem that can cater to the needs of customers transitioning to the "new normal" and maintain high levels of trust in doing so.

On the lending side, 2020 was a challenging year filled with uncertainties and pressures on business activities in almost all sectors as a result of the COVID-19 pandemic. BCA implemented credit restructuring policies guided by applicable government regulations to support its customers, offering and formulating suitable restructuring schemes according to their needs.



2021

Innovation and Collaboration for a Better Tomorrow

The year in review was marked by a higher level of economic activity than the previous year. We lent competitively to tap quality borrowers amid recovery in loan demand throughout the year. Treasuring long term relationships, BCA assisted its valued customers by extending credit restructuring in line with the applicable regulations.

The digital landscape has accelerated rapidly since the start of the pandemic. For a better tomorrow we stay innovative and relevant when it comes to our digital-based products and services.

We continue engaging in mutually beneficial collaboration with our business partners, across both the online and offline ecosystems, to fulfill diverse customer needs. With our strong foothold in transaction solutions and high customer loyalty, we recorded a new high in our online transaction volume and a robust growth of CASA funds in 2021.

As our support for community and environment, we are committed to implementing sustainability programs that promote alignment between our business and ESG aspects. Our sustainable finance portfolio grew positively and exceeded our expectations. As a responsible corporate citizen, BCA understood the importance of a concerted effort to manage the COVID-19 pandemic. We supported the government's vaccination program by establishing vaccination centers for the public while ensuring that our employees were also vaccinated. BCA adjusted its work from home policy in accordance with government regulations and promoted "Banking from Home". All in all, the continually improving mobility; economic rebound; a breakthrough of innovation and collaboration, lead us to a better tomorrow.

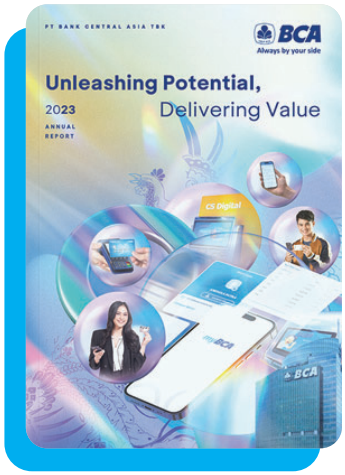


2022

Resilience, Regaining Momentum

The Indonesian economy showed resilient performance throughout 2022 supported by the reopening of business activities along with strong export performance. Private domestic consumption regains momentum following the lifting of mobility restrictions. BCA successfully took advantage of rising loan demand, across industries and segments from corporate, commercial, SME to consumer.

BCA posted another record high in transaction banking frequency and value in 2022, solidifying the CASA franchise as the Bank's core funding. BCA consistently offers quality transaction banking services through a "hybrid" model, equipped with integrated multi-channel platform. Throughout the year, BCA delivered all-round strong financial performance.



2023

Unleashing Potential, Delivering Value

In 2023, amidst the global economic slowdown and high uncertainty, Indonesia's economy recovery continued to make progress and demonstrated commendable performance. The growth of the Indonesian economy was supported by strong domestic demand and high investment inflows.

Leveraging this momentum, BCA successfully recorded solid performance, marked by sound growth of loans and third-party funds. BCA upholds its commitment to always being by customers' side and growing together with customers by providing a range of quality banking products and services to meet a wide array of customers' needs. A series of banking product and service innovations were carried out by leveraging the latest technological advancements and taking into consideration 'excellent customer experience' as a top priority. We also maintained our commitment to executing sustainability programs that support the alignment between business and ESG aspects.

Investments in human resources and technologies have been key to BCA's success in leveraging its existing potential and growing the business sustainably for the long run, aiming for to add value to all stakeholders.



2024

Propelled by Trust

Indonesia's economy remained resilient amid the ongoing global economic uncertainty in 2024. Foreign and domestic investments, along with the government's down streaming initiative, have contributed to the Indonesia's economic growth, creating opportunities for the banking sector to expand its credit.

Throughout 2024, BCA delivered solid loan disbursement performance, posting positive growth in all segments. CASA remained as core deposits, contributing to more than 80% of total third party funds, a proportion that was indicative of high public trust in BCA as the transaction bank of choice.

With the trust that it commands, BCA is committed to consistently provide customers with convenient, reliable and secured transaction services. Innovation of various products and services continues to be developed to maintain the Bank's competitive advantage in the Indonesia's transaction banking landscape.

BCA consistently invests in information technology and human resources as essential factors to support business growth in the long run, while aligning business with ESG principles for sustainability.

Propelled by Trust

Indonesia's economy remained resilient amid the ongoing global economic uncertainty in 2024. Foreign and domestic investments, along with the government's down streaming initiative, have contributed to the Indonesia's economic growth, creating opportunities for the banking sector to expand its credit.

Throughout 2024, BCA delivered solid loan disbursement performance, posting positive growth in all segments. CASA remained as core deposits, contributing to more than 80% of total third party funds, a proportion that was indicative of high public trust in BCA as the transaction bank of choice.

With the trust that it commands, BCA is committed to consistently provide customers with convenient, reliable and secured transaction services. Innovation of various products and services continues to be developed to maintain the Bank's competitive advantage in the Indonesia's transaction banking landscape.

BCA consistently invests in information technology and human resources as essential factors to support business growth in the long run, while aligning business with ESG principles for sustainability.

Contents



18 Main Highlights

18 Financial Highlights
20 Stock and Bond Highlights

23 Management Report

24 Report of the Board of Directors
36 Supervisory Report of The Board of Commissioners

43 Corporate Profile

44 Company General Information
45 Line of Business
48 Milestones
50 Event Highlights 2024
56 Corporate Culture (Vision, Mission and Core Values)
58 Products and Services
60 Organization Structure
62 Board of Directors and Board of Commissioners Profiles
79 Board of Commissioners Committee Members and Corporate Secretary Profile
92 Senior Executive
94 Number of Employees and Competence Development
94 Number of Employees
95 Competence Development
95 Training and/or Education for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit
95 Changes in the Composition of the Board of Commissioners and Directors
95 Statement of Independence of Independent Commissioners
96 Shareholder Composition
96 BCA Ultimate Shareholder
96 Details of 20 Largest Shareholders
97 Details of Shareholders with More than 5% Share Ownership
97 Public Shareholders with Less than 5% Share Ownership
98 Share Ownership Percentage of Commissioners and Directors
98 Temporary Suspension of Trading and/or Delisting of Shares
98 Corporate Actions , Material Information and Information on Affiliated Transactions and Conflict of Interest Transactions
99 Membership In Associations
100 Record of BCA Share and Other Securities Listing
101 BCA Group Structure and Subsidiaries Ownership
102 Information on Subsidiaries
104 Capital Market Supporting Institution
105 Awards and Certifications
112 Branches
115 Information on Company's Website

117 Management Discussion and Analysis

118 **Business Review**
118 Business Segment Performance Overview
120 Transaction Banking
123 Corporate Banking
126 Commercial and Small & Medium Enterprise (SME) Banking
130 Individual Banking
133 Treasury and International Banking
136 **Business Support**
136 Risk Management
246 Human Capital Management
249 Network and Operation
252 Information Technology
254 **Economy, Banking Sector and BCA Financial Review**
257 • Financial Position
257 - Assets
261 - Liabilities
263 - Equity
263 • Income Statement
263 - Income Statement
264 - Net Interest and Sharia Income
264 - Other Operating Income
265 - Operating Expenses
266 - Comprehensive Income







266 - Profitability by Operating Segment
267 • Cash Flow
271 • Key Financial Ratios
268 **Performance Review of The Subsidiaries**
270 **Other Material Information**
270 • 2024 Target Achievements
270 • Marketing Aspects
270 • Debt Repayment Capacity and Receivables Collectibility
270 • Monitoring and Management of Non-Performing Loans
271 • Capital Structure and Management Policy
271 - Capital Structure
271 - Capital Structure Management Policy
271 - Basis of Management Policies on Capital Structure
271 • Dividend Payout Implementation
271 • Material Commitments for Capital Goods Investments
271 - Purpose of Material Commitments for Capital Goods Investments
271 - Source of Funds for Capital Goods Investments
272 - Currency and Foreign Exchange Risk Mitigation Related to Capital Goods Investments
272 • Realized Capital Goods Investments
272 • Material Information and Facts Occurring After the Accountant's Report Date
272 • Management and/or Employee Stock Ownership Program through MSOP/ESOP Options
272 • Utilization of Proceeds from Public Offerings
272 • Material Information on Investments, Expansions, Divestments, And Acquisitions
272 • Material Transactions Involving Conflicts of Interest
272 • Disclosure of Related Party Transactions
273 • Provision of Funds, Commitments, or Other Facilities by Companies or Legal Entities within The Same Business Group as The Bank To Debtors Who Have Received Funding From The Bank
273 • Impact of Regulatory Changes
273 • Changes in Accounting Policies
273 • Business Continuity Information
273 • Basic Lending Rate (SBDK)
274 • Prospects, Strategic Priorities, and Projections for 2025
274 - Economic and Banking Sector Prospects for 2025
274 - BCA's Strategic Priorities and 2025 Projections

275 Corporate Governance

283 Commitment to the Implementation of Good Corporate Governance Principles
299 General Meeting of Shareholders
313 Information on Ultimate/Controlling Shareholder
314 Board of Commissioners
326 Independent Commissioners
328 Board of Directors
346 Meetings of The Board of Commissioners, The Board of Directors, and Joint Meetings
357 Affiliated Relationships of Board of Commissioners, Board of Directors, and Controlling Shareholders
359 Diversity in The Composition of The Members of The Board of Commissioners and The Board of Directors
361 Performance Assessment of The Board of Commissioners and the Board of Directors
365 Remuneration Policy
371 Board of Commissioners Committees
397 Executive Committees of The Board of Directors
419 Corporate Secretary
424 Investor Relations Function
426 Internal Audit Division
430 Public Accountant (External Audit)
433 Compliance Function
437 Risk Management System
445 Internal Control System
449 Implementation of the Anti Fraud Strategy
453 Whistleblowing System
455 Anti-Corruption and Gratification Control Policy
457 Affiliated Transactions and Conflict of Interest Transactions
466 Legal Cases
469 Important Cases & Administrative Sanctions
470 Information Access and Corporate Data
487 Code of Ethics
489 Corporate Culture
490 Stock Ownership Program by Management and/or Employees through the MSOP/ESOP Option
490 Shares Buyback
490 Other Corporate Actions
491 Provision of Fund to Related Party and Large Exposure
493 The Strategic Plan
493 Transparency of Financial and Non-Financial Conditions Undisclosed in Other Reports
495 Funding Social Activities
495 Funding Political Activities
496 Implementation of Integrated Governance
507 Information Related to The Fulfilment of Corporate Governance Implementation

529 Corporate Social and Environmental Responsibility

529 Corporate Social and Environmental Responsibility

531 Consolidated Financial Statements

Recognition of Our Excellence

Global Excellence in Retail Finance Awards 2024
Most Recommended Retail Bank in Asia Pacific, Best Retail Bank in Indonesia, Most Recommended Retail Bank in Indonesia

Forbes World's Best Bank 2024
#1 World's Best Bank in Indonesia

Gallup Global Customer Engagement 2023
Customer Engagement (CE) Recognition - CE Score above global average

Newsweek: World's Most Trustworthy Companies 2024
No. 1 World's Most Trustworthy Companies 2024 in Banking Sector

World's Strongest Banking Brand 2024

Bank Indonesia Award 2024
Best Rupiah Monetary Control Supporting Conventional Bank, Best Green Finance Supporting Bank (KBMI III and KBMI IV), Bank with Best Financial Reporting Compliance.

FinanceAsia: FinanceAsia Asia's Best Companies 2024

Kantar BrandZ: Top 30 Most Valuable Southeast Asian Brands 2024
#1 The Most Valuable Southeast Asian Brand in Indonesia, Most Meaningfully Different Brand in Indonesia

The 15th IICD Corporate Governance Conference and Award
Top 50 Big Capitalization Public Listed Company, Best Overall Big Cap

Annual Report Award (ARA) 2023
Overall Champion

FinanceAsia Asia's Best Companies 2024
Most Committed to ESG (Silver)

Building and Construction Authority Singapura: Green Mark Super Low Energy Building
Wisma Foresta BSD - Certificate Green Mark Super Low Energy Building (1st in Indonesia)

***Satu Rekening Satu Pelajar* (KEJAR) Award**
The Best Implementation in Conventional Bank

14th Asian Excellence Award 2024
Asia's Best CSR (Bakti BCA)

2024 Asia Executive Team
#1 Best ESG (Sell – side dan Combined) in Asia ex-Mainland China dan #2 Best ESG (Sell – side) in Core Asia



Ministry of Finance Republic of Indonesia: Primary Dealer and Best Distribution Partner for Government Securities
Best SUN (Government Bonds) Primary Dealer I in 2024, Best SUN Primary Dealer in 2024 in Secondary Market, Best SBSN Primary Dealer I in 2024, Best SBSN Main Dealer in Primary Market in 2024, Best SBSN Primary Dealer in 2024 for Quotation Implementation, Best SUN Distribution Partner in 2024

Alpha Southeast Asia: 17th Annual Private Wealth Awards 2024
Best Wealth Management Bank in Indonesia

Top Ranking Performance Award - Asia Pacific Region
8 Certified World Class (Best Contact Center, Best Contact Center Design, Best CX Branch/Retail Service, Best Employee Engagement, Best Employee Wellness Program, Best Help Desk, Best Improvement Award, Best Customer Service)

2024 Stevie International Business Awards
Marketing Campaign of the Year - Financial Products & Services (Gold) - #SuddenlyPeaceful - BCA's Ramadan Campaign, Brand & Experiences - Exhibition Experience (Gold) (BCA's UMKM Fest - Festival for MSMEs)

HR Asia: HR Asia Award 2024
Best Company to Work for in Asia, Most Caring Companies

Brandon Hall Group Excellence Awards - HCM Program 2024
Best Benefits, Wellness and Well-Being Program (Bronze) - BCA's Ring the Bell & Beautiful Life Programs, Best Results of a Learning Program (Bronze) - BCA's Digital Factory Program (DFP)

2024 Stevie Awards for Great Employers:
Best Leadership Development Program

Asia Pacific Stevie Awards 2024
Gold Winner - Award for Innovation in Internal Corporate Events (BIA)

Marketeers Youth Choice Award 2024
Dream Workplace Category (Silver)

Driving Solid Loan Growth

Loan Growth

13.8 % YoY Loan Growth, above the industry average

Rp921.9 trillion

21.5% RPIM (Macroprudential Inclusive Financing Ratio)

Loan Quality

5.3 % Loan at Risk (LAR)

1.8 % Non-Performing Loan (NPL)





Strong Capital and Liquidity

29.4 % Capital Adequacy Ratio (CAR)

78.4 % Loan to Deposit Ratio (LDR)

Robust Transaction Banking Franchise



Reliable Digital Capabilities

Number of Mobile & Internet Banking Transactions	**5.0x** in 5 years
Number of Mobile Banking Users	**2.8x** in 5 years
QRIS Transaction Value	**2.5x** YoY

Sustainable Customer Growth

Number of Customers	Current Account & Saving Account (CASA)
33.1 million	**Rp 924.0** trillion
▲ 7.6% YoY	81.5% to total Third Party Funds

Online Channels Reached New Records

	Number of Transactions	Transaction Value
Mobile Banking & Internet Banking	**31.6** billion	**Rp 28,261** trillion
	▲ 23.5% YoY	▲ 13.8% YoY



Serving Customers through Integrated Multi-Channels with Various Features

myBCA & BCA Mobile
Mobile banking application to cater the needs of transactions for customers across generation

Merchant BCA
An app for easy access to merchant services starting from on-boarding to support service, connected with the extensive EDC/QR network

KlikBCA
Internet banking for individual or business

Welma in MyBCA
Online investing in mutual funds, bonds, and access to insurance information

Poket Valas
Money pocket for transactions with 16 foreign exchange currencies

Online Account Opening
Easy online account opening via myBCA and BCA mobile

QRIS
Bank Indonesia's standardized QR code for facilitating national & crossborder payment

EDC APOS BCA
Android based payment point of sales

Contactless
Faster and more convenient payment via credit and debit cards on BCA EDC

eBranch BCA
A complementary app for branch banking service

Halo BCA
Supporting app to connect with Halo BCA contact center 24/7

New Branch Model
A hybrid branch banking, facilitated by a combination of digital channels and in person services.

KeyBCA Apps
Digitalized KeyBCA token that allows customers to authorize transactions via smartphone

BI-Fast
Transfer channel, real-time, 24/7, set by Bank Indonesia

ATM CRM
ATM offering for both cash withdrawal and deposit facilities

Flazz
A multifunctional transaction card with RFID (Radio Frequency Indentification) chip techology for non-cash payment process

OneKlik
Online payment feature - embedded in co-partner's app

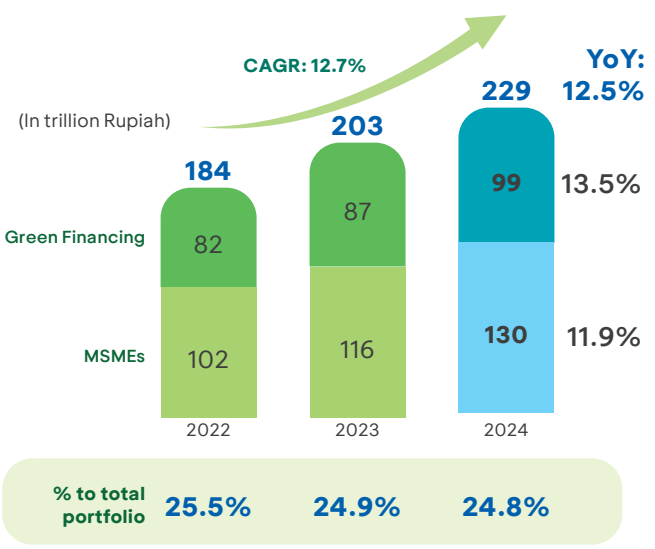
Paylater BCA
A credit facility that can be used as an alternative payment method by scanning QRIS in 'myBCA' application



Sustainability Achievement and Highlight

Economic Performance

IMPACT OF SOLID SUSTAINABILITY PERFORMANCE GROWTH ON COMPANY VALUE





GREEN FINANCING & INVESTMENT

- **Renewable Energy Financing**

  Total Capacity

  216 MW

  Outstanding Rp**3** trillion

- **Established Sustainability Linked Loan Policy**

  Outstanding

  Rp1,003 billion

  ▲ 3x YoY

- **Participating in the Indonesian Electric Vehicle Ecosystem Development**

  Outstanding

  Rp2,348 billion

- **Sustainable Palm Oil Financing**

Palm Oil Financing Certification	2020	2024
ISPO and RSPO Certified	8	16
RSPO Certified	12	20
ISPO Certified	28	32
# Palm Oil Corporate Debtors with Certifications	**48**	**68**
%of Certified Palm Oil Debtors	**36%**	**76%**
% of Certified Palm Oil Loan Outstanding	**45%**	**69%**

- **The purchase of green corporate bonds as part of the implementation of sustainable finance**

  Green Corporate Bonds (Sukuk)

  Rp1,635 billion

SOCIAL SUPPORT & SUSTAINABILITY FOR MSMEs

Bangga Lokal
total **1,427** merchants with total sales volume in 2024 **Rp548** billion

Total **>1,500** MSMEs participated

People's Business Credit (KUR) Financing

Rp784 billion ▲ 30.9% YoY

SUPPORTING WOMEN EMPOWERMENT

Women MSME Debtors

47 thousands

▲ 7.6% YoY

Outstanding

Rp17.2 trillion

▲ 16.4% YoY

DEVELOPMENT OF BAKTI BCA MSMEs

Total MSMEs Development Participants

> 2,500 MSMEs

MSMEs workforce in Desa Binaan Bakti BCA

268 Local Residents

Halal Certification Support for MSMEs

1,986 MSMEs

Total Training Participants in Halal Certification

> 2,400 MSMEs

Export Training Participants

58 MSMEs

Potential Value of Exports

Rp37 billion



Environmental Performance

Total Operation Emission

349,741 Ton CO_2eq

Total Financed Emission

28.9 million Ton CO_2eq

OPERATIONAL EMISSION

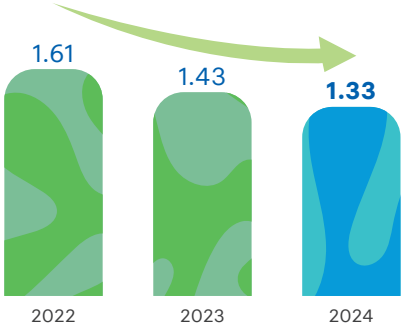
2024 BCA's Operational Emission

GHG Emission (tCO_2eq)	2024
Scope 1	
Stationary combustion	778.7
Mobile combustion	10.8
Fugitive emissions	3,861.1
TOTAL	**4,650.6**
Scope 2	
Electricity purchased	139,855.6
Scope 3	
Category 1. Purchased goods and services	79,367.6
Category 2. Capital goods	56,881.3
Category 3. Fuel- and energy-related activities not included in scope 1 or scope 2	20,853.9
Category 5. Waste generated in operations	2,325.3
Category 6. Business travel	10,704.9
Category 8. Upstream leased assets	34,306.1
Category 12. End-of-life treatment of sold products	795.5
TOTAL	**205,234.6**
Total GHG Emissions (Scope 1 + 2 + 3)	**349,740.8**

Note:
Calculations were made by extrapolating data from January to October 2024 for 100% of BCA's Head Offices, Data Center, and Branch Offices.

Scope 1 & 2 Emission Intensity

(tCO_2eq/billion Rupiah Operating income)



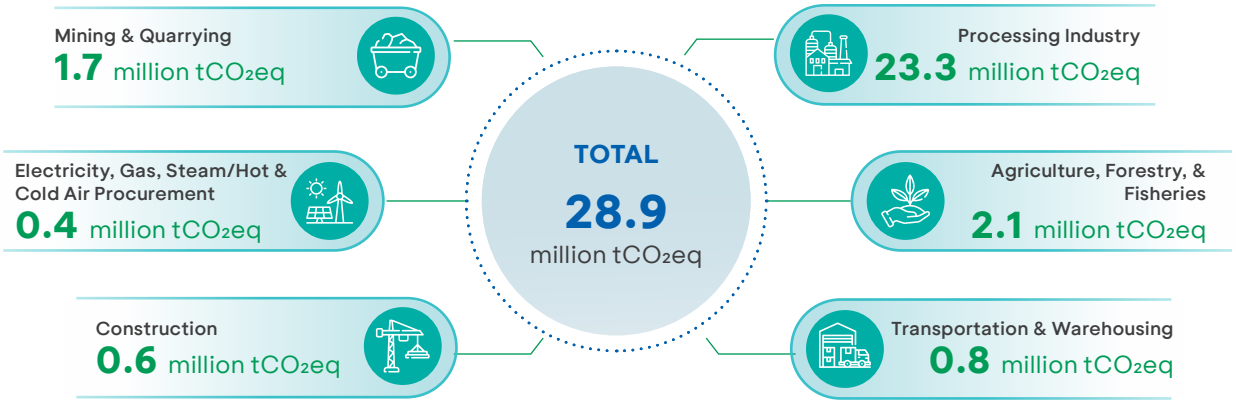
Scope of operational emissions calculation

100 %

Operational emission from Scope 1, 2, and 3 has been calculated nationwide

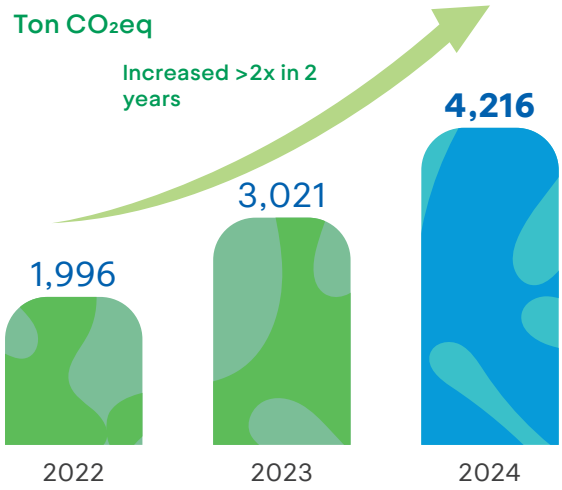
FINANCED EMISSION

2023 BCA's Financed Emission



Note:
Calculations consisted of more than 50% of the BCA's total productive loan portfolio in 2023.

Carbon Emission Reduction Potential



IDXCarbon
Indonesia Carbon Exchange

71,500
Ton CO_2eq

Participating in Indonesia's carbon trade

4,216
Ton CO_2eq
Total carbon reduction potential

Digital Banking Products and Solutions
2,272
Ton CO_2eq

Waste Management & Recycling Initiative
957
Ton CO_2eq

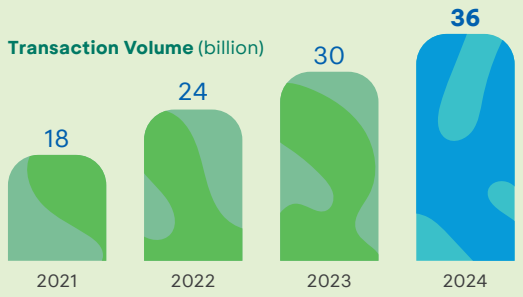
Green Building
879
Ton CO_2eq

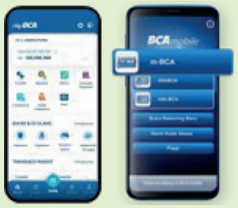
Biodiversity Conservation
108
Ton CO_2eq

DIGITAL PRODUCT & SOLUTION

We enhance digital capabilities to accelerate digital transaction

DIGITAL BANKING SOLUTION





99.8%
of transaction done through **digital channels**

35.9 billion
Total Digital Transaction

DIGITAL WORKPLACE



Less Paper Less Mobilisation Less Emission

ENVIRONMENTALLY FRIENDLY BUILDINGS

2024
WISMA BCA FORESTA
Became **Indonesia's First Building** to Secure the **Green Mark Super Low Energy Building Certificate**
By Building and Construction Authority Singapore



2024
WISMA BCA BSB
Received **Green Building Certificate Platinum Level**
by Green Building Council Indonesia



2021
Platinum Certificate
Green Building Council Indonesia

2022
Winner: Energy Efficient Building
Subroto Award by Ministry of Energy & Mineral Resoiurces

2023
Winner: Energy Efficient Building
ASEAN Energy Award

27
Buildings with Solar Panel

2
Green Building Certified

Minimize energy intensity

	2024	2023	Δ
Total transaction (kWh/txn)	0.005	0.006	▼15%
Building area (kWh/m²/year)	139	154	▼10%

Classified as "Efficient" based on SNI 03-6196-200

WASTE MANAGEMENT & RECYCLING INITIATIVE

593 Ton
Total waste managed

Rp489.6 million
of waste management proceeds were distributed to the Bakti BCA Foundation

410 Ton	60 Ton	37 Ton	25 Ton	23 Ton	38 Ton
Archived Paper	Cartridge ATM	EDC & Key BCA	Non-Organic Waste	Plastic Money Wrap	Other Waste



696 Kg
BCA's electronic waste recycled into an artwork at the BCA Sustainability Corner

BIODIVERSITY COSERVATION



51,500
trees planted

463
local involvement

108 Ton CO_2eq
estimated CO_2 emissions absorption (2021-2024)
with **92%** survival rate

Social Aspect

EMPOWERING OUR PEOPLE

26,532 Total BCA Employes

61.1% Female Employees

61.4% Female Managers

61.3% New Female Employees

4.67 / 5.0 Team Engagement Score (scale 5)

3.4% Turnover Rate

1.0% Absentee Rate

ENHANCING SERVICE EXCELLENCE

97.4% Customer Complaint Resolution Rate

from

>1.2 million Number of received customers' report

88.1% Whistleblowing Resolution Rate

GALLUP

4.77 / 5.0 Customer Engagement (CE) Index

91th Percentile Global Customer Engagement Score

4.88 / 5.0 Branch Service Quality (BSQ) Index

bakti BCA for Indonesia

2024 Program Distribution

Rp169.8 Billion of CSR funds disbursed

Bakti Lingkungan

- 51,500 trees planted
- >15,000 sea turtle hatchlings released
- 5 orangutans rehabilitated
- 3 ton of compost produced from waste management training
- 5 orangutans released into the wild

Initial survey for Javan leopard conservation

Bakti Pendidikan

- 700 recipients of Bakti BCA Scholarship
- >230,000 participants of financial literacy education
- 10 people with disability received MUA training and BNSP certificate
- 32 Bakti BCA assisted schools

Bakti Budaya

- 120 performers of the cultural performance were mostly students
- 1,114 spectators of cultural performances
- 65 participants in natural dyeing for woven fabric training
- >Rp305 million in revenue from natural dye woven production

Bakti Kesehatan

- 1,010 patients underwent cataract surgery
- 2,211 blood bags in blood donation program
- US$1 million commitment to donate for Partnership to Accelerate Stunting Reduction in Indonesia (PASTI) program 2023-2026
- 13,620 individuals received healthcare service subsidies at the Bakti BCA Clinic

Desa Bakti BCA

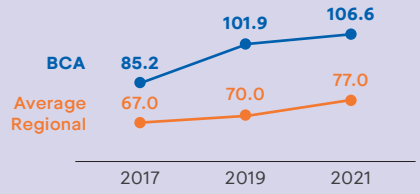
- 30 Bakti BCA Villages
- 291,452 tourists visiting Bakti BCA assisted villages
- Rp13.3 billion Bakti BCA assisted villages' revenue
- 1,213 people employment in Bakti BCA assisted villages
- 76 development program for tourism villages
- 1,986 MSMEs received support for halal certification
- 58 MSME's participated in MSME Go Export
- Rp37 billion export value from Go Export program

Sustainability Governance Aspect

Award & Appreciation of Sustainability Practices

GOOD CORPORATE GOVERNANCE

ASEAN Corporate Governance
Scorecard Rating



Grand Champion Annual Report Award 2023

Theme: Internalizing Integrated Mindset Toward Sustainable Long Term Value Creation

Best Overall IICD Award 2024

Indonesian Institute for Corporate Directorship (IICD) Corporate Governance Conference and Award

ESG RATING BY INDEPENDENT INSTITUTIONS

MSCI
Indonesia Index
Top 10 Constituents

MSCI ESG RATINGS A

Thomson
Reuters - Refinitiv
ESG Scores

Rating **A**
Score **86/100**

REFINITIV

Dow Jones
Sustainability Index
S&P Global CSA

Score **50**
Rank percentile **80th**

S&P Global

FTSE4Good
ASEAN 5 Index
Top 10 Constituents

FTSE4Good

FIHRRST
Best Sustainability Report

Rating **A+**

FIHRRST

IDX Indonesia Stock Exchange Bursa Efek Indonesia

KEHATI

BCA constituents of:
- IDX ESG Leaders Index
- SRI - KEHATI Index
- ESG Quality 45 IDX - KEHATI
- ESG Sector Leaders IDX - KEHATI

IT & DATA SECURITY CERTIFICATION

ISO 27001:2013
for Enterprise Security

ISO 20000-1:2018
for IT service management & data center

ISO 27001:2013
for data center network & operation

PCI DSS 3.2.1 Certification
for BCA data center (global data security)

ISO 9001-2015
for data center operations & quality management system

Financial Highlights

Key Financial Highlights in the last 5 years (Audited, Consolidated, as of or for the year ended December 31)

(in Billion Rupiah)	2024	2023	2022	2021	2020
Financial Position					
Total Asset	**1,449,301**	**1,408,107**	**1,314,732**	**1,228,345**	**1,075,570**
Total Earning Assets	1,354,435	1,266,223	1,173,144	1,125,418	1,005,423
Total Loans[1]	921,878	810,392	711,262	636,987	588,672
Placements with Bank Indonesia & Other Banks and Securities	388,316	410,351	434,237	458,163	386,623
Total Liabilities	**1,186,466**	**1,165,569**	**1,093,550**	**1,025,496**	**890,856**
Third Party Funds[2]	1,133,612	1,101,673	1,039,718	975,949	840,753
CASA (Current Account Saving Account)	923,977	884,641	847,938	767,012	643,862
Current Accounts	361,884	348,457	323,924	285,640	229,821
Saving Accounts	562,094	536,184	524,014	481,373	414,041
Time Deposits	209,635	217,032	191,780	208,937	196,891
Borrowings and Deposits from Other Banks	5,899	11,700	9,253	10,993	11,470
Debt Securities Issued[3]	-	-	-	482	591
Subordinated Bonds	500	500	500	500	500
Total Equity	**262,835**	**242,538**	**221,182**	**202,849**	**184,715**
Comprehensive Income					
Operating Income	108,307	98,517	85,419	76,821	73,957
Net Interest Income	82,264	74,938	63,863	55,987	53,977
Operating Income other than Interest	26,042	23,579	21,557	20,834	19,980
Operating Expenses	(38,054)	(37,281)	(31,638)	(29,736)	(29,264)
Impairment Losses on Financial Assets	(2,034)	(1,056)	(3,314)	(8,243)	(11,124)
Income Before Tax	68,218	60,180	50,467	38,841	33,569
Net Income	**54,851**	**48,658**	**40,756**	**31,440**	**27,147**
Other Comprehensive Income	(345)	(1,106)	(3,323)	427	3,889
Total Comprehensive Income	**54,506**	**47,552**	**37,433**	**31,867**	**31,036**
Net Income Attributable to:					
Equity Holders of Parent Entity	**54,836**	**48,639**	**40,736**	**31,423**	**27,131**
Non-Controlling Interest	15	19	20	17	16
Comprehensive Income Attributable to:					
Equity Holders of Parent Entity	**54,493**	**47,534**	**37,413**	**31,849**	**31,018**
Non-Controlling Interest	13	18	19	18	18
Earnings per Share (in Rupiah, full amount)[4]	**445**	**395**	**330**	**255**	**220**

All figures in this annual report are in Indonesian formatting, unless otherwise stated.
1. Including asset related to sharia transaction, consumer financing receivables and finance lease receivables.
2. Including sharia deposits.
3. Debt securities issued are bonds and medium-term notes issued by BCA Finance, a subsidiary of BCA engaged in the financing of four-wheeled vehicles.
4. Number have been adjusted after the 1:5 stock split on October 15, 2021.
5. Parent company only; financial ratios are presented in accordance with Financial Services Authority Circular Letter No.9/SEOJK.03/2020 dated 30 June 2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.
6. The CAR ratio takes into account credit risk, operational risk and market risk in accordance with Bank Indonesia Circular Letter No.11/3/DPNP dated 27 January 2009 later replaced by Financial Services Authority Circular Letter No.06/SEOJK.03/ 2020 concerning Calculation of Risk Weighted Assets (RWA) for Operational Risk Using the Basic Indicator Approach (PID) and is calculated in accordance with Financial Services Authority Regulation No. 11 /POJK.03/2016 dated 2 February 2016 concerning Minimum Capital Requirement for Commercial Banks.
7. Calculated from total non-performing loans (substandard, doubtful, loss) divided by total loans.
8. Sum of loans with a collectability of "Non-Performing Loans".

	2024	2023	2022	2021	2020
Financial Ratios[5]					
Capital					
Capital Adequacy Ratio (CAR)[6]	29.4%	29.4%	25.8%	25.7%	25.8%
CAR Tier 1	28.2%	28.3%	24.8%	24.7%	24.8%
CAR Tier 2	1.1%	1.1%	1.0%	1.0%	1.0%
Fixed Assets to Capital	14.7%	15.7%	16.3%	15.9%	18.8%
Assets Quality					
Non Performing Earning Assets and Non Earning Assets to Total Earning Assets and Non Earning Assets	1.0%	1.0%	0.9%	1.1%	0.9%
Non Performing Earning Assets to Total Earning Assets	0.9%	0.9%	0.8%	1.0%	0.8%
Allowance Provision on Earning Assets to Total Earning Assets	2.5%	2.7%	3.0%	3.0%	2.8%
Non-Performing Loans - NPL - gross[7]	1.8%	1.9%	1.8%	2.2%	1.8%
Non-Performing Loans - NPL - net	0.6%	0.6%	0.6%	0.8%	0.7%
Loan at Risk (LAR)[8]	5.3%	6.9%	10.4%	15.2%	19.7%
Rentability					
Return on Assets (ROA)[9]	3.9%	3.6%	3.2%	2.8%	2.7%
Return on Equity (ROE)[10]	24.6%	23.5%	21.7%	18.3%	16.5%
Net Interest Margin (NIM)[11]	5.8%	5.5%	5.3%	5.1%	5.7%
Cost to Income Ratio - CIR[12]	31.5%	34.1%	35.1%	34.9%	37.4%
Operating Expenses to Operating Income (BOPO)	41.7%	43.7%	46.1%	54.2%	63.5%
Liquidity					
Loan to Deposit Ratio (LDR)[13]	78.4%	70.2%	65.2%	62.0%	65.8%
Macroprudential Intermediation Ratio (RIM) (consolidated)[14]	81.5%	73.2%	68.4%	65.0%	68.6%
Net Stable Funding Ratio - NSFR (consolidated)[15]	157.3%	168.6%	171.1%	180.7%	171.8%
CASA to Third Party Funds Ratio (consolidated)	81.5%	80.3%	81.6%	78.6%	76.6%
Liabilities to Equity Ratio (consolidated)	451.4%	480.6%	494.4%	505.5%	482.3%
Liabilities to Assets Ratio (consolidated)	81.9%	82.8%	83.2%	83.5%	82.8%
Liquidity Coverage Ratio (LCR)[16]	323.0%	357.8%	393.5%	396.3%	379.2%
Compliance					
Percentage of Violation of Legal Lending Limit					
a. Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
b. Non Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
Percentage Lending in Excess of Legal Lending Limit					
a. Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
b. Non Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
Minimum Reserve Requirement					
a. Primary Reserve Requirement - Rupiah	5.0%	6.4%	7.5%	3.2%	3.2%
b. Primary Reserve Requirement - Foreign Currency	2.0%	2.0%	2.0%	2.0%	2.0%
Net Open Position (NOP)	0.3%	0.1%	0.1%	0.1%	0.4%
Other Key Indicators					
Number of Accounts (in thousands)	41,321	38,258	34,680	28,505	24,487
Number of Branches	1,264	1,258	1,247	1,242	1,248
Number of ATMs	19,543	19,047	18,268	18,034	17,623
Number of ATM Cards (in thousands)	36,401	33,822	30,552	24,577	22,533
Number of Credit Cards (in thousands)	4,966	4,634	4,379	4,112	4,186

9. Calculated from profit (loss) after tax divided by average of total assets.
10. Calculated from profit (loss) after tax divided by average Tier 1 capital.
11. Calculated from net interest income (expense) divided by average earning assets.
12. Presented with the calculation of profit and loss from trade and foreign exchange transactions on a net basis as operating income, in accordance with accounting standard.
13. Calculated from total loan non bank divided by third party funds.
14. Macroprudential Intermediation Ratio (MIR) as stipulated by BI Regulation No.20/4/PBI/2018.
15. Net Stable Funding Ratio (NSFR) as stipulated by OJK Regulation No.50/POJK/2017.
16. Calculated from the total High Quality Liquid Asset (HQLA) divided by the total net cash outflows in accordance with Financial Services Authority Regulation No. 42/POJK.03/2015 concerning Liquidity Coverage Ratio for Commercial Banks.

Stock and Bond Highlights

BCA Share Performance in 2020 – 2024



Source: Bloomberg

	2024	2023	2022	2021	2020
Highest Price (in Rupiah)	10,950	9,450	9,400	8,250	7,060
Lowest Price (in Rupiah)	8,775	8,000	7,000	5,905	4,325
Closing Price (in Rupiah)	9,675	9,400	8,550	7,300	6,770
Market Capitalization (in trillion Rupiah)	1,193	1,159	1,054	900	835
Earnings per Share (in Rupiah)*	445	395	330	255	220
Book Value per Share (in Rupiah)*	2,131	1,966	1,794	1,645	1,498
P/E (x)	21.7	23.8	25.9	28.6	30.8
P/BV (x)	4.5	4.8	4.8	4.4	4.5

* Figures have been adjusted after 1:5 stock split on October 15, 2021.
Source: Bloomberg

BCA Share Price, Volume & Market Capitalization in 2020 – 2024

Year	Quarter	Price			Transaction Volume (in thousands)	Market Capitalization (in billion Rupiah)
		Highest (in Rupiah)	Lowest (in Rupiah)	Closing (in Rupiah)		
2024	I	10,400	9,300	10,075	4,534,247	1,241,996
	II	10,100	8,775	9,925	5,896,590	1,223,505
	III	10,950	9,800	10,325	4,346,292	1,272,815
	IV	10,875	9,550	9,675	4,388,680	1,192,686
2023	I	8,950	8,000	8,750	4,979,844	1,078,657
	II	9,325	8,650	9,150	3,976,118	1,127,967
	III	9,450	8,825	8,825	4,051,111	1,087,902
	IV	9,450	8,600	9,400	4,723,425	1,158,785
2022	I	8,300	7,300	7,975	5,039,634	983,119
	II	8,250	7,250	7,250	6,308,537	893,744
	III	8,875	7,000	8,550	5,833,306	1,054,002
	IV	9,400	8,125	8,550	5,522,982	1,054,002
2021	I	7,380	6,145	6,215	5,619,018	766,154
	II	6,620	5,980	6,025	5,237,765	742,732
	III	7,000	5,905	7,000	4,458,440	862,925
	IV	8,250	6,710	7,300	4,842,602	899,908
2020	I	7,060	4,325	5,525	7,437,995	681,095
	II	6,100	4,680	5,695	7,140,300	702,051
	III	6,600	5,390	5,420	5,424,057	668,151
	IV	7,000	5,440	6,770	5,999,223	834,572

Source: Bloomberg

BCA Capital Structure in 2020 – 2024*

	2024	2023	2022	2021	2020
Authorized Capital					
Number of Shares	440,000,000,000	440,000,000,000	440,000,000,000	440,000,000,000	88,000,000,000
Total par Value (in Rupiah)	5,500,000,000,000	5,500,000,000,000	5,500,000,000,000	5,500,000,000,000	5,500,000,000,000
Unissued					
Number of Shares	316,724,950,000	316,724,950,000	316,724,950,000	316,724,950,000	63,344,990,000
Total par Value (in Rupiah)	3,959,061,875,000	3,959,061,875,000	3,959,061,875,000	3,959,061,875,000	3,959,061,875,000
Issued and Fully Paid Up Capital					
Number of Shares	123,275,050,000	123,275,050,000	123,275,050,000	123,275,050,000	24,655,010,000
Total par Value (in Rupiah)	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000
Outstanding Shares					
Number of Shares	123,275,050,000	123,275,050,000	123,275,050,000	123,275,050,000	24,655,010,000
Total par Value (in Rupiah)	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000

* Figures have been adjusted after 1:5 stock split on October 15, 2021.

BCA Cash Dividends in 2020 – 2024*

	2024	2023	2022	2021	2020
Earnings per Share (in Rupiah)	445	395	330	255	220
Cash Dividends per Share (in Rupiah)	n.a	270.0	205.0	145.0	106.0
Cash Dividends Amount (in Rupiah)	n.a	33,284,263,500,000	25,271,385,250,000	17,874,882,250,000	13,067,155,300,000
Interim Dividend (in Rupiah)	**50.0**	**42.5**	**35.0**	**25.0**	**19.6**
Cum Dividend for Trading in:					
Regular and Negotiated Market	20 Nov 2024	1 Dec 2023	1 Dec 2022	16 Nov 2021	7 Dec 2020
Cash Market	22 Nov 2024	5 Dec 2023	5 Dec 2022	18 Nov 2021	10 Dec 2020
Final Dividend (in Rupiah)	**n.a**	**227.5**	**170.0**	**120.0**	**86.4**
Cum Dividend for Trading in:					
Regular and Negotiated Market	n.a	22 Mar 2024	28 Mar 2023	25 Mar 2022	7 Apr 2021
Cash Market	n.a	26 Mar 2024	30 Mar 2023	29 Mar 2022	9 Apr 2021
Dividend Payout Ratio	**n.a**	**68.4%**	**62.0%**	**56.9%**	**48.2%**

* Figures have been adjusted after 1:5 stock split on October 15, 2021.

BCA Dividends History*

Description	Amount per Share	Declared	Cum-Dividend		Recording Date	Payment Date
2024 Interim	Rp50.0	12 Nov 2024	Regular and Negotiation Market Cash Market	20 Nov 2024 22 Nov 2024	22 Nov 2024	11 Dec 2024
2023 Final	Rp227.5	18 Mar 2024	Regular and Negotiation Market Cash Market	22 Mar 2024 26 Mar 2024	26 Mar 2024	4 Apr 2024
2023 Interim	Rp42.5	23 Nov 2023	Regular and Negotiation Market Cash Market	1 Dec 2023 5 Dec 2023	5 Dec 2023	20 Dec 2023
2022 Final	Rp170.0	20 Mar 2023	Regular and Negotiation Market Cash Market	28 Mar 2023 30 Mar 2023	30 Mar 2023	14 Apr 2023
2022 Interim	Rp35.0	23 Nov 2022	Regular and Negotiation Market Cash Market	1 Dec 2022 5 Dec 2022	5 Dec 2022	20 Dec 2022
2021 Final	Rp120.0	21 Mar 2022	Regular and Negotiation Market Cash Market	25 Mar 2022 29 Mar 2022	29 Mar 2022	19 Apr 2022
2021 Interim	Rp25.0	8 Nov 2021	Regular and Negotiation Market Cash Market	16 Nov 2021 18 Nov 2021	18 Nov 2021	7 Dec 2021
2020 Final	Rp86.4	31 Mar 2021	Regular and Negotiation Market Cash Market	7 Apr 2021 9 Apr 2021	9 Apr 2021	28 Apr 2021
2020 Interim	Rp19.6	1 Dec 2020	Regular and Negotiation Market Cash Market	7 Dec 2020 10 Dec 2020	10 Dec 2020	22 Dec 2020

* BCA conducted a 1:2 stock split, or splitting 1 share into 2 shares, effective on May 15, 2001, June 8, 2004 and January 31, 2008. BCA also conducted a 1:5 stock split, or splitting 1 share into 5 shares, effective on October 15, 2021

Bonds Highlights

Instrument	Recording Date	Currency	Nominal Value of the Bond	Tenor	Maturity Date	Interest Rate	Rating	Trustee	Underwriter
Bank Central Asia Continuous Subordinated Bonds I Phase I 2018									
- Seri A	6 July 2018	Rupiah	Rp435 billion	7 years	5 July 2025	7.75% p.a	idAA (Pefindo)	PT Bank Rakyat Indonesia (Persero) Tbk	PT BCA Sekuritas
- Seri B	6 July 2018	Rupiah	Rp65 billion	12 years	5 July 2030	8.00% p.a	idAA (Pefindo)	PT Bank Rakyat Indonesia (Persero) Tbk	PT BCA Sekuritas

01

Management Report



Report of the Board of Directors



Jahja Setiaatmadja
President Director

BCA continued to deepen and diversify its customer base in order to drive sustainable growth

Dear Shareholders,

We are pleased to report that BCA has once again demonstrated strong business and financial performance in a year marked by moderate economic growth and increasing competition. Profit attributable to shareholders rose by 12.7% to Rp54.8 trillion in 2024, with Return on Assets (ROA) and Return on Equity (ROE) improving to 3.9% and 24.6%, respectively, compared to 3.6% and 23.5% in the previous year.

While volatile global condition and the outcome of US election affected emerging countries, the Indonesian economy demonstrated resilience, sustaining growth at 5.0% accompanied by similar rise in domestic consumption despite the decline in purchasing power particularly among lower-income households. Foreign and Domestic Direct Investment boosted economic activities as the Government's down-streaming efforts attracted fund inflows into the country and created new lending opportunities in the banking sector. Banking sector loan growth remained strong above 10% level in 2024. Public projects drove economic growth with significant spending in infrastructure, social aids, and fund distribution to provinces. We appreciate Regulator's efforts to focus on macro stability, implementing prudent monetary measures to stabilise rupiah exchange rate and withstand volatile global capital flows.

Against this backdrop, the Bank successfully achieved sound operating income performance, driven by broad-based loan growth that surpassed industry performance. BCA's strong loan expansion was accompanied by stable cost-of-funds in a high interest rate environment. BCA's reliable transaction franchise – bolstered by customers' trust in BCA as their preferred bank – provided low cost CASA funds. BCA's strong brand equity underscored its strength in securing sound liquidity position and overcoming pricing competition for deposits.

This superior operating income performance was accompanied by improved credit quality, as evident through a lower Loan at Risk (LAR) ratio, leading to manageable credit provisioning expenses. These achievements enabled BCA to meet and surpass most of its targets for key financial metrics, as highlighted below.

BCA Performance Highlights in 2024

Financial Metrics	2024 Target	Realization
Loan Growth	9% - 10%	13.8%
CASA Growth	6% - 8%	4.4%
Net Interest Margin (NIM)	5.5% - 5.6%	5.8%
Cost to Income Ratio (CIR)	34% - 35%	31.5%
Return on Asset (ROA)	3.4% - 3.6%	3.9%
Return on Equity (ROE)	21% - 23%	24.6%

Strategic Priorities and Initiatives

Achieving sound financial results in a dynamic market environment is a function of customer trust, which remains BCA's most valuable asset. Over the years, BCA has established a reputable and competitive brand. Newsweek recognized BCA as the World's Most Trustworthy Company in banking for 2023 and 2024.

The company remains committed to maintaining and enhancing that trust through service excellence and the delivery of reliable, comprehensive products and services to customers. This approach has led to a doubling of our customer base over the past five years to 33.1 million as of December 2024. In 2024, we therefore continued to focus on customer-oriented strategic priorities, as outlined below:

Constantly deliver service excellence & serving beyond current offerings

BCA has established a significant customer base, with transaction banking services playing a pivotal role in its growth and serving as a primary source of CASA funding. The Bank prioritizes service excellence and reliability across its transaction channels. All channels performed well with minimal downtime throughout the year, exceeding the target level of "Always On at 99.8%". This commitment is reflected in the large number of transactions processed, reaching 98 million transactions per day in 2024, representing a growth of 21% compared to the previous year.

To deliver an outstanding customer experience, BCA must anticipate customer needs beyond its current offerings. This begins with a comprehensive understanding of customers, derived from the analysis of their behavior.

On this regard, our mobile channels are continually enhanced. User experience (UX) and user interface (UI) design have been extensively refined and tested to ensure the channels are intuitive, secure, and convenient to use for customers. In 2024, we rolled out features such as multi-currency pockets supporting 16 foreign currencies, overseas access, and a digital token replacing the physical KeyBCA token for financial transactions.

Enhancements to the online wealth management service under 'Welma' resulted in higher overall investment product transactions, up 26% YoY. This apps enhancement was accompanied by product expansion, with 16 new investment & bancassurance products launched throughout 2024. Combined online and offline efforts led to a 35% YoY growth in total Investments Assets under Management (AUM). This growth surpassed industry trends and reflects our customers' growing confidence in BCA as their preferred investment partner.

To better serve merchants, BCA enhanced the BCA Merchant App, improving service levels for new merchant acquisition and QR code settlement times. BCA's extensive merchant point-of-sale (POS) network, one of the largest in Indonesia, offers diverse payment options to over

33 million BCA customers, including QR code, debit and credit cards, and contactless payment options. In 2024, 65% of new merchant registrations were completed digitally through the app, making the onboarding process faster and more accessible. The app also provides tools for real-time sales monitoring, store management, and streamlined communication with BCA for inquiries or complaints. These improvements have contributed to transaction growth, reinforcing BCA's role as a trusted partner in Indonesia's business environment. Notably, QR Code transaction frequency increased by 170% YoY in 2024.

Meeting customer needs in Indonesia's hybrid society and expanding the ecosystem

BCA retains its strong presence as a hybrid bank to serve a wide array of customer base, operating integrated multi channels to facilitate large transaction volumes across online and offline ecosystem. The Bank investing in various digital touch points was accompanied by selective branch expansion.

Digital transactions drove most of transaction growth. The volume of mobile and internet transactions rose by 23.5% to reach 31.6 billion, accounting for 87.8% of the total transaction volume. Additionally, the number of mobile banking users reached 30.8 million users. Digital customer transactions are powered by two distinct mobile banking apps, BCA Mobile and myBCA. BCA Mobile continues to command loyal users particularly among the older generation, while myBCA offers more comprehensive features to meet the demands of the younger generation. Online mobile banking transactions per user increased by 25% YoY across both apps, demonstrating strong customer adoption. We are pleased to report that the myBCA app has continued to gain fast acceptance in the market, with a nearly 3 times in the number of users compared to a year ago. BCA's online business banking platform and merchant transactions also experienced strong growth, contributing to overall digital transaction volumes and supporting the expansion of BCA's ecosystem.

Despite the prevalence of digital channels, BCA's physical network remains crucial. While many other banks have reduced their physical presence, BCA continues to maintain and strategically expand its ATM and branch network to accommodate cash transactions, as cash in circulation in the economy increased by 9.3% YoY in 2024. As of December 2024, BCA operated 1,264 branch offices and outlets, as well as mobile branches and units that can be deployed as needed to serve our growing customer base.

Branch offices serve as essential contact points for building and maintaining relationships. This approach is particularly relevant for serving business customers and upper class individual customers. These customers receive dedicated relationship managers and priority assistance. To ensure quality in-person service, BCA invests in continuous training and recognizes exceptional branch staff performance, promoting a culture of service excellence throughout the branch network.

Equally significant, BCA offers comprehensive 24/7 contact center support on multiple platforms, including WhatsApp, web chat, email, X (formerly Twitter), and the Halo BCA app. On average, BCA handles over 107,000 contacts daily across these platforms, providing customer support and acquiring new customers.

Through multiple channels, BCA has been able to amplify its large ecosystem and grow partnerships with online and offline businesses across diverse sectors. Collaborations are essential to expand ecosystem while providing enhanced benefits and services to BCA customers. BCA's open platform seamlessly connects a broad range of customer segments, from individuals to small business owners, retailers, and large corporates, thereby facilitating business-to-business (B2B), business-to-customers (B2C) and customers-to-customers (C2C). We relentlessly extend our ecosystem reach to untapped communities which are connected to our existing customer base.

Board of Directors



Santoso
Director

Lianawaty Suwono
Director

Jahja Setiaatmadja
President Director

Frengky Chandra Kusuma
Director

Subur Tan
Director

Armand Wahyudi Hartono
Deputy President Director



Vera Eve Lim
Director

Haryanto Tiara Budiman
Director

Antonius Widodo Mulyono
Director

Gregory Hendra Lembong
Deputy President Director

Rudy Susanto
Director

John Kosasih
Director

Loan growth expansion, tapping quality customers and new opportunities

We are committed to supporting financing needs across corporate customers, commercial, SME and consumer segments. Corporate loans represented the largest portion of the loan portfolio at 46.3%, followed by commercial loans at 15.0%, SME loans at 13.4%, and consumer loans at 24.3%. Sharia financing, although a smaller segment at Rp10.7 trillion, demonstrated growth at 18.9% YoY. In 2024, all of BCA's loan segments experienced growth, up 13.8% YoY, surpassing the industry-wide loan growth rate.

In the corporate segment, BCA posted robust growth of 15.7%, supported by a well-diversified portfolio across sectors such as finance, telecommunications, food and beverage, transportation, consumer financing, automotive, property construction, and edible oils. Adding to the existing portfolio, and in alignment with government policy on resource downstreaming, BCA explored and disbursed loans to emerging industries such as nickel and aluminum. Several of our blue-chip customers also engaged in these new areas of opportunity. Overall investment loans accounted for 65% of the corporate portfolio, while working capital represented 35%.

Since 2022, BCA has systematically enhanced its capacity to support SME lending over the years. The credit processing times have been improved, and dedicated SME account officers and risk management personnel have been added. Stronger transaction data analytics were performed to generate business leads for both business and consumer credits. As a result, BCA has been able to tap into a larger base of transaction banking customers who previously had no credit lines with the bank and re-engage former borrowers. Targeted marketing and outreach efforts led to a notable increase in the SME portfolio, growing by 14.8% in 2024, exceeding the industry average. Growth was strong both on-Java and off-Java, with increases of 14.9% and 17.5%, respectively.

In consumer lending, the BCA brand is top of mind for mortgages, auto financing, and credit cards. Throughout 2024, we offered competitive rates, aimed at attracting more customers amidst modest market demand. We acknowledge and appreciate the government's policies and incentives, particularly the reduced Value Added Tax program for mortgages. Online and offline marketing campaigns, BCA Expoversary 2024 and BCA Expo Hybrid 2024, boosted mortgage acquisitions, generating Rp43 trillion in applications. As a result, BCA mortgages grew by 11.2% YoY to Rp135 trillion.

On the auto financing front, partnerships with top car brands and over 400 dealers enabled BCA's auto loans to grow by 14.8% YoY. Similar to mortgages, events were effective in driving demand, with BCA expos generating around Rp23 trillion in auto loan applications in 2024. Demand came from various regions, with new bookings from Java and Jakarta growing 7.2% and 11.6% respectively, while off-Java new bookings saw an increase of 19.1% YoY.

Personal loans, driven by credit cards, grew 12.8% YoY. We partner with international principals to ensure global usability of BCA credit cards, while remaining the only bank in Indonesia to offer proprietary cards under its own brand. BCA's ability to compete in consumer loans reflects the strength of its brand and services.

BCA's robust loan growth is balanced by proactive portfolio risk management. Asset quality has improved, as evidenced by the declining Loan at Risk (LAR) ratio, which decreased from 6.9% at the end of 2023 to 5.3% at the end of 2024, down from a peak of 19.4% in the first quarter of 2021. BCA maintained sufficient provisions for LAR coverage at 76.9% as of December 2024, compared to 69.7% in December 2023, with Non-Performing Loan (NPL) coverage at 208.5% as of December 2024.

Investing in key enablers, People and Information Technology (IT)

People and technology are essential for delivering the superior experience BCA customers expect. Therefore, BCA invests in workforce development, corporate culture, and IT capabilities, underlining service excellence as part of its core values.

A key priority for 2024 was grooming BCA's leadership by developing current and future leaders. Leaders from all functions joined the BCA LEADER+ program to strengthen their leadership skills and align with BCA's leadership values, particularly for young and talented new leaders. Programs such as Transformational Leadership are offered to ensure leaders are prepared for a future that demands continuous innovation and transformation. BCA's values and culture are actively promoted among employees at every level to reinforce the solid teamwork across divisions, regional offices, and branches ("One BCA").

Meanwhile, investment in IT infrastructure and cybersecurity has significantly grown as customer transactions increasingly shift digital. By the end of 2024, BCA's fourth data center became operational, enlarging the Bank's data management capacity. BCA is among the few banks that own and operate their own data centers, a critical advantage in supporting future digital transactions and strengthening IT governance and cybersecurity policies.

The IT systems have been modernized by adopting an Open System platform and Microservices Architecture, improving agility and scalability. The IT division has supported cost efficiencies through technologies such as Robotic Process Automation, Artificial Intelligence and Machine Learning to automate back-office functions and improve service quality.

Cybersecurity measures have been continuously enhanced. BCA operates a 24/7 Security Monitoring Center, consistently enhances data protection policies, and employs AI-driven solutions to detect anomalies and strengthen transaction security. Additionally, awareness programs for employees and customers are conducted to mitigate risks associated with social engineering and data breaches.

These initiatives strategically position BCA to provide reliable, secure, and advanced digital services to better serve its customers, while promoting an agile and innovative workforce for sustained long-term success.

Strengthening Environmental, Social, and Governance (ESG) Implementation

In line with its position as a leader in the industry, BCA continued to uphold and strengthen ESG implementation across its business and operations, ensuring long-term value creation for all stakeholders.

BCA has developed and implemented key ESG measures within its financing activities, including sectoral credit policies for high environmental risk industries such as the palm oil plantation industry, coal mining, toll road development, the cement & basic steel, timber and forest products. We maintain an exclusion list that targets activities such as illegal logging, gambling, and violations of community rights. Credit proposal reviews consider the environmental factor and conservation efforts of debtors. BCA actively monitors debtors' commitment and risk mitigation plans, particularly for businesses with significant risk of exacerbating climate change, forest destruction, and decreased biodiversity.

Following up on BCA's first bottom-up climate risk stress test (CRST) analysis last year, we continued to deepen our analysis of our portfolio risk exposure to climate-related issues. In 2024, we are on track to meet the Financial Services Authority (OJK) guidelines for climate-related risk assessment and mitigation by reporting CRST for 50% of our portfolio.

Expanding BCA's Sustainable Financing Portfolio

Demonstrating our firm commitment to grow sustainable finance, approximately 24.8% of the Bank's total loan portfolio has been disbursed to green financing and social financing. Total sustainable financing increased to Rp229 trillion, with Rp99 trillion allocated to Green Financing and Rp130 trillion to Social Financing.

Within Green Financing, loans were directed toward natural resources and sustainable land use, sustainable transportation, and eco-friendly products, wastewater management and renewable energy. The Bank continued its efforts to encourage sustainable palm oil practices with certifications for ISPO and RSPO increasing across its palm oil loan portfolio. At the end of 2024, 76% of certified palm oil debtors met national or international sustainability standards. Another effort is promoting the transition to low-carbon transportation by disbursing loans for electric vehicles (EVs). EV financing reached Rp2.3 trillion, up 84.2% YoY.

On the social financing side, BCA focused on developing local MSME businesses with a bigger attention on supporting women-led MSMEs as part of our contribution for promoting women's empowerment. Financing to women MSME debtors increased 16.4% YoY, reaching a value of Rp17.2 trillion with a total of 47,856 women entrepreneurs as debtors.

Managing Our Corporate Carbon Footprint

As part of striving to become an environmentally friendly company, BCA has taken consistent measures, focusing on four key initiatives: digitalization of banking activities, energy efficiency initiatives, waste management and recycling, and nature conservation.

The biggest contribution to carbon savings has come from the digitalization of BCA's operations. By reducing paper consumption and physical mobility, digital adoption continues to lower carbon emissions across customer interactions and internal processes.

We continue to focus on improving energy efficiency in BCA buildings. In 2024, BCA's Wisma BCA Foresta building became the first building in Indonesia to secure the Green Mark Super Low Energy building certificate from the Building and Construction Authority of Singapore. Additionally, BCA's Wisma BSB Semarang also obtained Platinum-level green building certification from the Green Building Council Indonesia.

In waste management, BCA stepped up its initiatives to address various types of operational waste, including electronic waste, expired archives and documentation, and organic as well as non-organic waste. In nature conservation, BCA supported rehabilitation of four islands to provide safe habitats for orangutans, planted more than 51,500 seedlings of mangroves and other trees, and built an innovative sea turtles hatchery with a capacity of 15,000 eggs, successfully releasing 15,003 hatchlings.

Through the four initiatives, BCA achieved total carbon savings of approximately 4,216 tCO_2 equivalent in 2024, up 40% compared to 3,021 tCO_2 equivalent in 2023. BCA continuously improves the calculation of its bank-wide carbon footprint including from its lending activities. More information on BCA's carbon mitigation progress is available in our 2024 Sustainability Report.

Giving Back, Doing More

BCA runs a series of programs to maintain a safe, pleasant working environment, and to enhance employee welfare. In 2024, BCA established a Sexual Harassment and Assault Prevention Unit and hosted a work safety and healthcare program called Gebyar Bulan K3, raising employee awareness regarding occupational safety and overall well-being.

BCA also remains steadfast in its mission to create lasting, positive impacts for communities through its "Bakti BCA" initiatives which date back to 1999, addressing critical areas such as education, public health, economic development, and access to essential services.

In 2024, BCA supported 30 villages across Indonesia, helping local communities unlock their economic potential. BCA also held health programs for underprivileged communities across Indonesia. In total, BCA conducted cataract surgeries for 1,010 patients, provided medical assistance to 13,620 individuals, and facilitated blood donation drives, collecting 2,211 bags of blood. Through these efforts, BCA supported the well-being of these communities.

Education remains as an ongoing program, with the Bakti BCA Scholarship providing one year of educational assistance to 700 students. In 2024, BCA also conducted more than 1,000 financial literacy activities, participated by over 230,000 individuals.

Through these targeted initiatives, BCA reinforces its commitment to fostering a cycle of empowerment, enabling individuals, communities, and ecosystems to thrive together and contribute to Indonesia's Sustainable Development Goals (SDGs).

ESG Recognition

BCA received multiple awards in 2024, recognizing the Bank's focus on sustainability and adherence to ESG principles. On the global stage, MSCI ESG Ratings has once again awarded BCA with an A Rating, reflecting its strong performance across environmental, social, and governance dimensions. Additionally, BCA achieved a score of 84.6 from Thomson Reuters – Refinitiv, the highest among Indonesian companies, with an A Rating. BCA continues to be a component of the FTSE4Good ASEAN 5 Index. On the Dow Jones Sustainability Index (CSA S&P Global), BCA received a score of 50 with a percentile rank of 80th globally.

Domestically, BCA has been included in the SRI-KEHATI Index, ESG Quality 45 IDX KEHATI Index and ESG Sector Leaders IDX KEHATI Index, which are key indicators of excellence in ESG performance within the Indonesian market. These accolades serve as motivation to deepen our efforts in embedding sustainability into every aspect of our business. As we look to the future, BCA remains committed to fostering positive change for the environment, society, and all stakeholders as a responsible partner that strives to create lasting value.

Adhering to Good Corporate Governance

Implementation of GCG is an essential factor in retaining the trust of our diverse stakeholders. BCA adheres to rigorous compliance standards, fostering transparency and upholding good of conduct in business and operation.

BCA's high standards of corporate governance is reflected by its ASEAN Corporate Governance Scorecard (ACGS) classification as one of a select few ACGS ASEAN Asset Class Publicly Listed Companies. BCA's consistent adherence to strong governance practices won recognition from a number of prestigious institutions. Among others, BCA was named the Greatest Champions of GRC Excellence Performance 2024 and The Best Overall in Corporate Governance – IICD Corporate Governance Award 2024.

Role of the Board of Directors in Formulating Strategies and Policies

The Board of Directors plays an integral role in developing and implementing BCA's strategies and policies, ensuring that they align with the Bank's Vision and Mission while addressing the evolving needs of its customers. On this regard, the Board set clear strategic directions by leveraging BCA's core strengths to sustain business growth.

The Board set targets aligned with these objectives, and these targets are communicated throughout the organization, reinforced by clearly defined Key Performance Indicators (KPIs). The Board formulates strategic initiatives and policies and cascades the targets to be achieved by each business unit to drive alignment and accountability across the organization. Comprehensive business plan is discussed with all business units, along with critical enablers, such as staffing, technology and infrastructure requirements, and risk management to ensure effective risk mitigation policies.

Ensuring Execution and Implementation of Corporate Strategy

The Board ensures corporate strategy execution through effective communication across the organization, including business units, support functions, branches, and subsidiaries.

Work units and subsidiaries provide regular progress reports to the Board. The Board is responsible for monitoring, providing feedback, and aligning the initiatives of various work units to achieve the overall goal. Reviews and feedback loops focus on, among other business growth aspect, risk management, customer engagement, digital capabilities, service quality, and transaction security.

The Risk Management Unit and Internal Audit function support the Board in maintaining risk governance by monitoring daily operations and providing inputs on credit and operational risks. Insights from these reviews guide corrective actions to ensure compliance with risk thresholds while staying focused on achieving the strategic goals.

Performance of the Committees under the Board of Directors

The Board of Directors is supported by seven committees: Asset and Liability Committee (ALCO), Risk Management Committee, Integrated Risk Management Committee, Credit Policy Committee, Credit Committee, Information Technology Steering Committee, and Personnel Case Advisory Committee. Over the year, the committees effectively fulfilled their roles, providing advice and recommendations to the Board. The Board periodically held regular discussions with them to gain insights for strategic decision-making.

Composition of the Board of Directors

The composition of the Board of Directors remained unchanged throughout 2024. The Board of Directors expresses appreciation to the shareholders for their trust and support in its efforts to achieve sustainable growth for BCA and create long-term value for all stakeholders.

Business Prospects

Heading into 2025, we are optimistic yet cautious. Globally, key issues include the potential escalation of the US-China trade war, ongoing conflict in the Middle East, the potential re-emergence of inflationary pressures, and supply chain disruption risk, could impact emerging economies.

Indonesia's Gross Domestic Product (GDP) growth is projected to remain resilient at around 5.0% in 2025, mirroring the growth rate expected for 2024, though this projection may change based on various factors. On interest rate outlook, Bank Indonesia intends to proceed with caution, prioritizing macro stability and conducive business environment for growth. Further adjustments to the policy rate will be influenced by several variables including the Federal Reserve's rate decisions, foreign investment flows, domestic economic growth and the Rupiah exchange rate.

Partnering with the Financial Services Authority (OJK), BCA will proactively review the operating environment, and to remain agile in adjusting business assumptions while adhering to the principle of banking prudence. Reflecting the current conditions, moderate targets have been set for 2025, as follows:

Category	2025 Target
Gross Domestic Product	5%
Loan Growth	6% - 8%
Net Interest Margin (NIM)	5.7% - 5.8%
CIR (Cost to Income Ratio)	33% - 34%
Cost of Credit (COC)	~0.3%
Return on Asset (ROA)	3.6% - 3.8%
Return on Equity (ROE)	21% - 23%

In order to navigate the uncertainties of the upcoming year, we have built up strong capital reserves and ample liquidity. This would also position us to pursue opportunities should economic growth exceed expectations. Over the long term, factors such as ongoing urbanization, increasing customer sophistication, currently low banking penetration, and a rising population will likely drive demand for banking services. We have confidence in Indonesia's future prospects and, as one of the country's major banks, we are committed to growing alongside the nation.

Gratitude for Your Trust

As we conclude 2024, we would like to extend our sincere appreciation to all our customers, partners, and employees for their continued trust and support in BCA. Your loyalty has been instrumental in shaping BCA into the robust and dynamic institution it is today, and we are grateful for the opportunity to serve you and earn your ongoing trust.

We express our deepest gratitude to the Board of Commissioners for their steadfast guidance, advice, and generous support throughout the year. Their invaluable insights have been critical to our strategic direction and significantly contributed to the Bank's sustained success. Equally important, we acknowledge the essential role played by our regulators, Bank Indonesia (BI) and the Financial Services Authority (OJK). Their support and cooperation, particularly during periods of uncertainty, have been vital to our continued growth and stability. We are proud to collaborate with them as we navigate the evolving challenges within the financial sector.

Looking ahead, BCA remains steadfast in its commitment to reinforcing trust in the BCA brand. By maintaining a focus on service excellence, good governance, and ethical corporate citizenship, we aim to continue building a trusted and resilient institution that is "Always by Your Side" (Senantiasa di Sisi Anda). Thank you once again for your trust and support. We look forward to another year of success, growth, and mutual progress in 2025.

Jakarta, February 2025
On behalf of the Board of Directors,



Jahja Setiaatmadja
President Director

Supervisory Report of The Board of Commissioners



Djohan Emir Setijoso
President Commissioner

BCA posted excellent performance and strengthened its foundation to support future growth through strategic investments in various key areas

Respected Stakeholders,

BCA closed 2024 with strong financial results, delivering a record-high net profit after tax of Rp54.8 trillion, a growth of 12.7% YoY. The Board of Commissioners recognizes the Bank's achievement of robust loan growth across segments while managing a sound liquidity position amidst stiff deposit competition. This accomplishment translated into Rp445 earnings per share and a respectable return on shareholders' funds at 24.6%. BCA's unwavering focus as a hybrid bank with robust multiple touch points has reinforced its role as a reliable partner in the Indonesia's banking industry, serving a growing and increasingly diverse customer base.

Outstanding Performance in a Moderate Operating Environment

The global economy in 2024 experienced heightened uncertainty, driven by escalating geopolitical tensions and government transitions in several countries, including in the United States. The outcome of the US presidential election strengthened the US Dollar index, causing currencies in many emerging economies to weaken, on top of a high-for-longer interest rate outlook. In addition, the Federal Reserve Board's slower-than-expected rate cuts led to unpredictable capital outflows globally.

We appreciate that the Indonesian authorities promptly responded to these challenges by implementing prudent measures which prioritized macro stability. To safeguard the IDR exchange rate, Bank Indonesia put a pause on its rate cut plan for the remainder of 2024 after one downward adjustment in September 2024. Indonesia's inflation rate remained mild, and foreign exchange reserves were at adequate levels, providing a buffer against external shocks driven by global capital flows and foreign exchange risk. Indonesia's economy registered moderate growth of approximately 5% level in 2024. The country's administration has launched several incentive packages to spur domestic economic growth, ranging from support for households to fiscal packages with the purpose of stimulating SMEs and domestic purchasing power, particularly for middle- to lower-income brackets.

As a proxy of the macroeconomy, Indonesia's banking sector displayed resilience amidst tightening liquidity. As loans outgrew deposits throughout the year in a high interest rate environment, the banking

Board of Commissioners



Raden Pardede
Independent Commissioner

Djohan Emir Setijoso
President Commissioner

Sumantri Slamet
Independent Commissioner

Cyrillus Harinowo
Independent Commissioner

Tonny Kusnadi
Commissioner

system experienced intense competition for funding, compelling banks to raise third-party deposits pricing, and thus, impacting earnings. Despite these headwinds, by leveraging its extensive ecosystems, BCA successfully attracted and retained low cost CASA deposits that contributed around 82% of the Bank's total third-party funds. BCA was therefore able to maintain a strong liquidity buffer and manage the cost of funds effectively, allowing the Bank to lend at competitive pricing. The Bank registered broad-based loan growth of 13.8%, higher than the industry average of 10.4%. The combination of solid credit and funding performance increased net interest income by 9.8% to Rp82.3 trillion, contributing around 76% to the Bank's total operating income.

BCA's prudent approach ensured that strong loan growth was accompanied by an emphasis on quality and diversification. The Loan at Risk (LAR) ratio improved, with ample NPL coverage of 208.5% at the end of 2024. Simultaneously, discipline in cost management was enforced, resulting in a lower Cost to Income Ratio of 31.5% compared to 34.1% a year ago. Overall, BCA delivered exceptional results across key metrics, from operating income line to the bottom line with a robust financial position.

Assessment of the Performance of the Board of Directors

The Board of Commissioners commends the Board of Directors on the sound 2024 financial results, which are attributable to the Board of Directors' successful efforts in navigating the dynamic operating environment, delivering broad-based quality loan growth and further strengthening BCA's transaction banking franchise.

It is worth noting that these accomplishments were not achieved without overcoming challenges. The Board of Directors had to address diverse issues, among others keeping up with rapid technological change, cyber-attack threats, sustaining stable asset quality, and regeneration of human resources. We are delighted to see that these challenges were well managed overall and the Bank's key initiatives were effectively executed. The Board of Commissioners supports the Bank's strategic priorities, which focus on a convenient and reliable transaction platform, a hybrid business model, strengthening IT capabilities and cyber security, people development, and quality loan growth.

To embrace evolving customer needs in payment and settlements, BCA introduced a number of new features to expand on its past offerings. BCA's transaction engine has delivered higher transaction frequency on both its physical and digital networks. Enhancements to customer experience, firm execution on all channels, and targeted outreach had successfully boosted customer engagement during the year. On average, BCA processed more than 98 million transactions on a daily basis throughout 2024, a reflection of BCA's service excellence.

Leveraging its large customer base, the Bank further expanded its ecosystem, reaching new communities and untapped value chains that are connected to its existing network of clients. Collaborations with other ecosystems have been seamlessly supported by open platform interconnectivity. These efforts were proven to be fruitful as BCA has been able to attract over 15 million new customers in the last five years.

BCA has focused on strengthening its IT infrastructure, transaction channels, and human resources to bolster its business fundamentals. Key areas of investment include a new data center that commenced operation in late 2024, cybersecurity, workforce training, and systematic process improvements. In 2024, the total capital expenditure reached Rp4.3 trillion, in which is mostly was IT-related spending.

To deliver sustainable loan growth, the Board of Directors explored opportunities in the corporate segment, particularly in minerals and resources downstreaming, in alignment with the government's focus on developing the added-value economy. These initiatives were carefully evaluated to balance growth aspirations with prudent risk management practices. Quality underwriting is pivotal for the Bank to maintain a robust loan portfolio over the long run.

In the SME segment, various investments have been made over the past three years to enhance capacity and products to better serve SME players. The Board of Commissioners is pleased to see that stronger SME loan growth has been paired with quality. The consumer loan segment also posted a strong increase across mortgages, auto financing, and credit cards. The outstanding performance in both SME and consumer lending was attributable to more in-depth business leads, data analysis and outreach. Both SME and consumer loan growth were solid across Indonesia, which bodes well for future expansion in diversified geographies.

The Board of Commissioners advises that the Bank should maintain strong capital and adequate liquidity to navigate rising global and domestic uncertainties, while laying the foundation for future sustainable and high-quality loan growth.

Sustainable Finance and Climate Resilience Commitment

As part of building a sustainable banking business and contributing to national targets, BCA is committed to supporting green economy initiatives and addressing climate-related risks. The management has proactively explored opportunities in this field by growing the sustainable finance portfolio by 12.5% to Rp228.6 trillion, accounting for 24.8% of BCA's total loan portfolio. ESG factors are now part of BCA's credit process, in line with regulator guidance and industry best practices.

Green financing initiatives and social financing, especially for small-scale women entrepreneurs, gained traction in 2024. We see both as potential opportunities for growth with either social or environmental impact. In parallel, the Board of Directors pursued various initiatives to manage the Bank's carbon footprint, including waste reduction and recycling programs, and investments in energy-efficient buildings. These efforts align with Indonesia's broader sustainability goals of inclusive economic growth and net zero carbon by 2060, reaffirming BCA's role as a responsible corporate citizen.

Oversight of BCA's Strategy & Implementation

The Board of Commissioners actively monitored BCA's strategic direction and execution throughout the year, ensuring that the Bank remained aligned with its long-term objectives in an increasingly volatile operating environment. Regular reviews of key initiatives allowed the Board to provide guidance and constructive feedback through in-person and hybrid format meetings and communications on critical areas, including business strategy, risk management, audit, and compliance.

In 2024, the Board of Commissioners held 44 meetings and 6 joint meetings with the Board of Directors. The followings were the area of discussions with the Board of Directors:

Topic	Actions by the Board of Commissioners
Business Strategy & Management	• Oversaw business progress and operations, while monitoring the operating environment throughout 2024, covering a variety of macroeconomic parameters, interest rate movement and competition. • Provided inputs on the Bank's strategic direction to the Board of Directors. Touched base on how the business model can remain relevant in a dynamic environment, taking into account changes in transaction behavior, digital evolution, competition in the payment system and shifting customer demographics. The Board of Commissioners noted continuous development in IT and human resources. • Reviewed policies related to lending limits particularly for the industries to which BCA has increased its exposure, and assessed credit disbursement to top obligors to manage concentration risk. • Oversaw asset management and allocations. Supervised corporate budget on both sides of revenues and costs as well as provided feedback through periodic reviews.
Risk Management	• Monitored and assessed risk profile, integrated risk management implementation and capital structure. • Held regular discussions with IT division and Risk Management Unit, and monitored cyber risk in the banking sector and BCA. • Held discussions with external parties, and reviewed the duties and responsibilities of BCA's Board of Commissioners from time to time. • Monitored global macroeconomic condition and banking trends, and evaluated BCA's liquidity strength and capital adequacy in the event of significant disruption. • Monitored and reviewed Risk Appetite Statement of the Bank. • Approved the Recovery Plan and the Resolution Plan of the bank.
Audit & Compliance	• Monitored and reviewed the scope of audit. • Monitored internal audit assessments on work units and branch performance.

Evaluation of Corporate Governance Implementation

In the opinion of the Board of Commissioners, the management effectively adhered to and implemented good corporate governance (GCG) practices throughout the Bank's day-to-day operations. The Board of Directors consistently upheld the principles of transparency, accountability and fairness, ensuring that BCA's operations remained compliant with regulatory requirements and responsive to stakeholder expectations. Under the ASEAN Corporate Governance Scorecard (ACGS) criteria, the Bank's GCG implementation received a 'Very Good' rating, reaffirming its compliance with international standards.

The Board of Commissioners closely monitored the Bank's risk management framework as part of upholding rigorous GCG practices, with particular attention on emerging risks such as cybersecurity threats and global economic volatility. BCA's holistic approach to managing risk ensured that the Bank remained resilient, with ample liquidity buffers and loan portfolio diversification to mitigate potential risks.

Observations on the Whistleblowing System

BCA's whistleblowing system is an important mechanism for maintaining ethical and transparent business practices. Supervised directly by the Board of Commissioners, the system functioned smoothly in 2024, enabling internal as well as external stakeholders to report fraud or violations confidentially.

Assessment of Committees under the Board of Commissioners

The Board of Commissioners is supported by four key committees: the Audit Committee, the Risk Oversight Committee, the Remuneration and Nomination Committee, and the Integrated Governance Committee. Each committee performed its duties satisfactorily in 2024, supporting the implementation of good governance.

The Audit Committee reviewed key matters pertaining to financial reporting, internal control systems, and regulatory compliance, ensuring that BCA's operations are aligned with regulatory standards and internal policies. The Committee also addressed instances of fraud and provided feedback to the Board.

The Risk Oversight Committee actively monitored the Bank's risk management framework, ensuring that BCA's policies and practices were adequate to address evolving market conditions. In 2024, the committee assessed a wide range of risk factors, including credit quality, market volatility, and operational risks, and provided guidance on maintaining a strong liquidity position and asset quality.

The Remuneration and Nomination Committee provided recommendations on BCA's remuneration policies and talent management strategies. The committee also oversaw talent mapping efforts to strengthen the leadership pipeline for overall organizations.

The Integrated Governance Committee focused on ensuring the implementation of integrated governance across BCA and its subsidiaries. By closely monitoring compliance with governance principles, the committee promoted sound business practices across the organization, reinforcing BCA's commitment to transparency and accountability. More information on these committees is available in the Good Corporate Governance Chapter of this report on pages 324-325.

Composition of the Board of Commissioners

The composition of the Board of Commissioners was unchanged in 2024.

On 16 December 2024, I formally submitted my resignation as the President Commissioner of BCA, proposing an early retirement from my original 5-year term of 2021 - 2026. Upon this request, the Bank revisited its succession plan, and the Remuneration and Nomination Committee will nominate a suitable successor, taking into account the track record, experience, and competency of the candidates. BCA's Annual General Meeting of Shareholders (AGMS) will determine the last effective date of my President Commissioner tenure.

Assessment of the Board of Directors' Evaluation of Business Prospects

We fully support the Board of Directors' cautiously optimistic outlook for 2025, taking into consideration the potential spillover of global uncertainties to emerging economies, including Indonesia.

Indonesia's economy is projected to grow moderately in 2025 at approximately 5%, a similar level as in 2024. We expect the financial authorities to take proactive measures to navigate global challenges, with the objective of maintaining a conducive domestic economy. These policies will take into account various factors, including inflation, the pace of economic growth, the trajectory of the US Federal Reserve policy, and the

Rupiah's stability. We concur with the Board of Directors' view to set realistic business assumptions in the Bank's Business Plan (RBB) in line with the pace of the economy.

We think it will be imperative for the Board of Directors to balance their targets with prudent measures so as to be able to navigate possible shocks with the support of sound risk management. In parallel, the Board of Directors must remain agile, so as to capitalize on upside opportunities should growth exceed expectations.

The Bank's strategic priorities for 2025 include maintaining quality loan growth, enhancing digital capabilities, and expanding the ecosystem through partnerships and customer acquisition. We further encourage the Board to continue investing in key areas such as digitalization, cybersecurity, and human capital, to preserve BCA's long-term growth trajectory. We are confident that BCA will uphold its excellent customer experience and maintain its position as a leader in the Indonesia's banking industry.

Closing Remarks

Having concluded the year with strong performance, it is critical that the Bank remains well-positioned to navigate potential challenges ahead, globally as well as domestically. We believe that these challenges will also bring about opportunities for growth, innovation and collaboration.

It has been an incredible honor for me to serve as the President Commissioner over the past 14 years, following my tenure as the President Director since 1999. It has been a privilege to witness the remarkable transformation and sustainable business growth of the Bank, accompanied by a culture of prudent and good governance. I am deeply grateful for the opportunity to work alongside incredibly talented individuals, as part of a team that values collaboration and innovation. I wish the Bank continued success and pledge my full support in ensuring a smooth transition.

Lastly, on behalf of the Board of Commissioners, I would like to extend our heartfelt gratitude to customers, regulators, all members of the Board of Directors, employees and shareholders for their trust and unwavering support, which has propelled BCA's strong performance. With the support from all these parties, we believe BCA will thrive and deliver sustainable value creation for years to come.

Jakarta, February 2025
On behalf of the Board of Commissioners,



Djohan Emir Setijoso
President Commissioner

02

Corporate Profile



Company General Information

Name
PT Bank Central Asia Tbk

Line of Business
Commercial Bank

Ownershipn
PT Dwimuria Investama Andalan 54.94%
Public 45.06%

Establishment
10 October 1955

Legal Basis for Establishment
Deed of Establishment of the Company No. 38 by Notarial Deed Raden Mas Soeprapto dated 10 August 1955. Approved by the Minister of Justice with Decree No. J.A.5/89/19 dated 10 October 1955.

Authorized Capital
Rp5,500,000,000,000
(440,000,000,000 shares)

Issued and Fully Paid Up Capital
Rp1,540,938,125,000
(123,275,050,000 shares)

Stock Exchange
The shares of PT Bank Central Asia Tbk are listed and traded on the Indonesia Stock Exchange (IDX)

Listing Date
31 May 2000

Share Code
BBCA

ISIN Code
ID1000109507

SWIFT Code
CENAIDJA

Total Employees
26,532

Change of Name
Previously, the Company was named NV Perusahaan Dagang Dan Industrie Semarang Knitting Factory. Effective since 2 September 1975, the Bank's name was changed to PT Bank Central Asia (BCA).

Headquarter
Menara BCA, Grand Indonesia
Jl. M.H. Thamrin No. 1
Jakarta 10310, Indonesia
Tel. (+62 21) 2358 8000
Fax. (+62 21) 2358 8300

Networks
1,264 branches, 19,543 ATMs, and hundreds of thousands of EDCs (Information of branch locations can be found in the Branches section of this report, on pages 112-114)

Subsidiaries
- PT BCA Finance
- PT BCA Syariah
- PT Bank Digital BCA
- PT BCA Sekuritas
- PT Asuransi Umum BCA
- PT Asuransi Jiwa BCA
- PT Central Capital Ventura
- BCA Finance Limited

(Information of subsidiaries address can be found in the Information on Subsidiaries section on pages 101-103)

Company Website
www.bca.co.id
www.klikbca.com

Call Center
Halo BCA 1500888
halobca@bca.co.id

Corporate Communication, Investor Relations, ESG
- **Corporate Communications**
- **Investor Relations**
- **Environment Sustainability and Governance**

Menara BCA, 20th Floor, Grand Indonesia,
Jl. M.H. Thamrin No. 1
Jakarta 10310, Indonesia

Tel. (+62 21) 2358 8000
Fax. (+62 21) 2358 8300
E-mail: corcom_BCA@bca.co.id
investor_relations@bca.co.id
corporate_governance@bca.co.id

Line of Business

In 2023, BCA carried out banking business and activities with consideration to the Bank's Articles of Association. Based on Article 3 of its Articles of Association, BCA as a Commercial Bank may engage in the following business activities:

a. to raise public funds in the forms of deposits such as checking accounts (giro), time deposits, deposit certificates (sertifikat deposito), savings and/or any other deposits of similar nature;
b. to provide credit facilities;
c. to issue debt acknowledgement letters;
d. to purchase, sell or underwrite, whether at its own risk or for the benefit of or at the request of its customers, the following:
    i. Drafts, including drafts accepted by a bank with a validity period not more than the period generally applicable in normal practice for the trading of such instruments;
    ii. debt acknowledgement letters and other commercial papers, with a validity period not exceeding the period generally applicable in normal practice for the trading of such instruments;
    iii. State treasury notes and government guarantees;
    iv. Bank Indonesia Certificates (SBI);
    v. Bonds;
    vi. Commercial papers with maturity periods, in accordance with the prevailing laws and regulations;
    vi. Other negotiable papers with maturity periods, in accordance with the prevailing laws and regulations.
e. to transfer funds, whether for its own benefit or for the benefit of its customers;
f. to place funds at, to borrow funds from, or to lend funds to other banks, whether by letter, by telecommunication equipment, or by bearer draft, cheque or by any other means;
g. to receive payments of receivables from commercial papers and make calculations with or among third parties;
h. to provide a safe deposit box facility for safekeeping of valuable goods or documents;
i. to engage in custodial activities for the benefit of other parties under a contract;
j. to conduct a placement of funds from one customer with another customer in the form of commercial papers not listed on the stock exchange;
k. to provide factoring (anjak piutang), credit card and trusteeship services;
l. to provide financing and/or conduct business activities under the Sharia Principle, whether through the establishment of a subsidiary or through formation of a Sharia Business Unit in accordance with the rules and regulations issued by the central bank (Bank Indonesia) or the Financial Services Authority or any other competent authorities.
m. to carry out foreign exchange activities in accordance with the rules and regulations issued by the central bank (Bank Indonesia) or the Financial Services Authority or any other competent authorities;
n. to conduct capital participation in a bank or any other company in the financial sector, such as a leasing company, venture capital company, securities company, insurance company, and the clearing, depository and settlement institution, subject to the rules and regulations issued by the central bank (Bank Indonesia) or the Financial Services Authority or any other competent authorities;
o. to conduct temporary capital participation for the purpose of dealing with credit failures, provided that such participation must be later withdrawn, subject to the rules and regulations issued by the central bank (Bank Indonesia) or the Financial Services Authority or any other competent authorities;
p. to act as the founder (pendiri) and manager (pengurus) of a pension fund in accordance with the existing rules and regulations on pension funds; and
q. to engage in other activities generally conducted by banks to the extent permitted by the prevailing laws and regulations, including among others, any measures for the purpose of restructuring or credit rescue, such as acquiring collateral, whether in part or in whole, by auction or by other means, if a debtor defaults on its obligations to the bank, provided that the collateral so acquired must be realized upon as soon as practicable.

Line of Business - continued

BCA maintains a strong position in the national banking industry. However, the entire industry, including BCA, is currently undergoing a rapid digital transformation. BCA sees that digital technology enables individuals worldwide to accomplish various tasks with ease, convenience, and speed. BCA keeps up with changing trends in digital technology, consumer behavior, and the business environment.

Various initiatives have been implemented to create new opportunities amidst these changes, secure the company's future growth, and provide added value for BCA's stakeholders.

INNOVATION FOR THE CONVENIENCE & SIMPLICITY OF CUSTOMERS' TRANSACTION

myBCA

myBCA is a digital platform accessible by BCA customers through smartphone application or website on desktop in which customers only need a single user ID (BCA ID) to access all of their account information and make various banking transactions.

Welma in myBCA

Welma is an investment management and protection that makes it easier for customers to transact mutual funds, bonds and insurance.

Halo BCA Mobile Application

Halo BCA Mobile application is a mobile app that can be downloaded by BCA or non BCA customers from their gadget to communicate with Halo BCA online via Voice over Internet Protocol (VoIP) call, e-mail, chat, and social media.

Lifestyle

Lifestyle is a feature on BCA mobile that allows customers to buy airplane & train tickets, voucher game and make hotel reservations.

Online Account Opening

Online Account Opening is a feature on BCA mobile that makes it easy for customers to open an account anytime and anywhere.

Application Programming Interface (API)

API is a technology that connects the system from the company partner directly with the BCA banking system, as a payment and collection solution, for Business to Business (B2B) and Business to Customer (B2C). With this technology, the potential for online business growth in the BCA payment ecosystem can be further optimized.

Foreign Exchange Pocket in myBCA

This feature is a wallet with a choice of 16 foreign currencies that are linked to a single account. With this feature, customers can perform transactions in foreign currencies anytime and anywhere. Debit transactions and cash withdrawals abroad in foreign currencies are directly deducted from the Foreign Exchange Pocket balance without currency conversion to rupiah.

BCA Merchant Application

The BCA Merchant Application is a comprehensive platform for merchant partners, designed to simplify financial transactions, enhance operational efficiency, and support business growth. Key features of the application include: Merchant Care, User Management, Real-Time Transaction Notifications, Multi-Settlement (up to four settlements per day) for QRIS BCA transactions, and EDC or Static QRIS Application submission.

Virtual Account BCA

The BCA Virtual Account is a dedicated account which serves as a billing payment platform for customers of companies who are partners of BCA. This feature makes it easier for these company to identify incoming fund transfers.

Cardless Cash Withdrawal / Deposit

Cardless Cash Withdrawal/ Deposit is a feature on BCA mobile that allows users to withdraw/deposit cash without an ATM card.

BagiBagi

BagiBagi is a feature on the BCA mobile to share money with family/relatives/ friends who have the Sakuku application, during holidays or as a token of appreciation. The amount of money distributed can be equally or randomly distributed.

Debit Online Mastercard

This new features provides customers with two benefits at the same time, namely easy and various transaction control.

INNOVATION FOR SUCCESSING CUSTOMERS' BUSINESS

BCA Cash Management Services

BCA Cash Management Services provide the right solution for corporate cash flow management that is integrated with the business community.

In addition, BCA Cash Management will expand collaborative digital strategic partnerships to create a seamless ecosystem that will increase customer convenience and simplicity in transacting various company activities such as managing financial flows; support business decision making; and optimizing company profits can be done easily, quickly and precisely.

BCA Cash Management features include:

1. Payable Management:
   - Payroll
   - Auto Credit
   - Cash Delivery
   - Bill Payment
   - Tax Payment
   - Outward Remittance
   - BCA Visa Corporate
   - Fleet Facility
2. Receivable Management:
   - Autodebet
   - Autocollection
   - BCA Virtual Account
   - Cash Pick Up
   - Inward Remittance
   - Payment Gateway
   - Business to Business (B2B)
   - Business to Consumer (B2C)
3. Liquidity Management:
   - Account Sweeping
   - Automatic Transfer System
   - Opening a Corporate Current Account
4. Host to Host

BCA KlikPay

BCA KlikPay is a feature on BCA internet banking (KlikBCA) as a practical and reliable way to pay for online shopping, for customers who have KlikBCA or BCA Card facilities.

Donations and Zakat via BCA mobile

Payments for donations and zakat through NU Care-LAZISNU are now more convenient than ever using the Lifestyle feature in BCA Mobile.

eBranch BCA

eBranch BCA is an application that makes transactions easy for prospective and/or BCA customers, with its main feature is e-forms for opening accounts, reservations, and others.

Virtual Assistant Chat Banking (VIRA)

VIRA is an application that is able to provide interactive and real time information, both financial and non-financial, using Chatbot technology developed through machine learning.

OneKlik

OneKlik is a feature on BCA internet banking (KlikBCA) that simplifies the online shopping payment process to be faster and easier, with the source of funds coming from a BCA account. Aside from other payments, OneKlik is widely used to top up electronic money on various digital applications. This is an alternative for Virtual Accounts.

Milestones

1955

Bank Central Asia (BCA) founded as "NV Perseroan Dagang Dan Industrie Semarang Knitting Factory."

1957

BCA commenced operations on 21 February 1957 with Head Office located in Jakarta.

1970's

Effective on 2 September 1975 the name of the Bank was changed to PT Bank Central Asia (BCA).

BCA strengthens its delivery channels and obtained a license to open as a Foreign Exchange Bank in 1977.

1980's

BCA aggressively expanded its branch network in line with the deregulation of the Indonesian banking sector.

BCA developed its information technology capacity, by establishing an online system for its branch office network, and launches new products and services including the Tahapan BCA savings accounts product.

1990's

BCA develops the Automated Teller Machine (ATM) network as an alternative delivery channel.

In 1991, BCA installed 50 ATM units in various locations in Jakarta.

BCA intensively develops the ATM network and features.

BCA works with well-known institutions, such as PT Telkom and Citibank, allowing BCA's customers to pay their Telkom phone bill or Citibank credit card bill through BCA ATMs.

1997-1998

BCA experiences a bank rush during the Indonesian economic crisis.

In 1998 BCA became a Bank Take Over (BTO) and was placed under the recapitalization and restructuring program operated by the Indonesian Bank Restructuring Agency (IBRA), a Government Institution.

1999

BCA was fully recapitalized with the Government of Indonesia, through IBRA, assuming ownership of 92.8% of BCA shares in exchange for liquidity support from Bank Indonesia and a swap of related-party loans for Government Bonds.

2007

BCA became a pioneer in introducing fixed-rate mortgage products. BCA launches its stored-value card, Flazz Card, and introduced Weekend Banking to maintain its transaction banking leadership.

2008-2009

BCA proactively manages its lending and liquidity position in the face of unprecedented global turbulence while continuing to strengthen the core transaction banking franchise.

BCA completes the setting up of a mirroring IT system to strengthen business continuity and reduce operational risk.

BCA introduces Solitaire, a new banking service for high net-worth individual customers.

2010-2013

BCA entered new lines of business including Sharia banking, motorcycle financing, general insurance and the capital markets business. In 2013, BCA increased its effective ownership from 25% to 100% in its general insurance arm PT Asuransi Umum BCA (formerly PT Central Sejahtera Insurance and also known as BCA Insurance).

BCA strengthened its transaction banking through further development of innovative products and services, notably with mobile banking applications in the latest smartphones, with payment settlement services through e-commerce, and through a new concept of Electronic Banking Center which equips ATM Centers with additional technology-backed features.

Enhancing the reliability of its banking services, BCA completes a new Disaster Recovery Center (DRC) facility in Surabaya which functions as a disaster recovery backup data center, integrated with the current two mirroring data centers. The new DRC replaced the previous DRC in Singapore.

Corporate actions highlights in 2000-2005

2000
IBRA divested 22.5% of its BCA shares through an Initial Public Offering, reducing its ownership of BCA to 70.3%.

2001
In a Secondary Public Offering, 10% of BCA's total shares were made available to the market. IBRA's ownership of BCA decreased to 60.3%.

2002
FarIndo Investment (Mauritius) Limited acquired 51% of BCA's shares through a strategic private placement.

2004
IBRA divested a further 1.4% of its BCA shares to domestic investors through a private placement.

2005
The Government of Indonesia through PT Perusahaan Pengelola Aset (PPA), divested the remaining 5.02% of its BCA shares and no longer has share ownership in BCA.

Note: There has been dilution effect to existing shareholders as new shares were issued in accordance with the Management Stock Option Plan, in which stock options were executable in the period from November 2001 to November 2006

Business development in 2000-2005

BCA strengthens and develops its products and services, especially in electronic banking, by launching Debit BCA, Tunai BCA, KlikBCA internet banking, m-BCA mobile banking, EDCBIZZ, etc.

BCA establishes a Disaster Recovery Center in Singapore.

BCA develops expertise in lending, including expansion into vehicle financing through its subsidiary, BCA Finance.

2014-2016

BCA developed myBCA, a self-service digital banking outlet; expanded cash recycling machine-based ATM networks; and launched the Sakuku app-based electronic wallet.

The Bank's cash management services for institutional customers were enriched on internet banking platforms, the KlikBCA integrated business solution. This service provides features to meet the needs of business customers.

In January 2014, BCA purchased shares in PT Central Santosa Finance (CS Finance), a two-wheeler financing company, increasing the Bank's effective ownership from 25% to 70%. BCA also obtained permission to provide life insurance services through PT Asuransi Jiwa BCA (BCA Life).

In its role as a major gateway and perception bank, BCA participated in the successful implementation of the government's tax amnesty program from July 2016 to March 2017.

2017-2019

BCA fostered collaboration with fintech and e-commerce companies through its Application Programming Interface (API) platform, enabling seamless connectivity between partner systems and BCA's systems.

BCA continuously innovated to simplify customer transactions via applications such as BCA Mobile, online account opening services, Sakuku, OneKlik, Welma Digital services, Flazz 2.0, and QR Code-based peer-to-peer transfer features

Leveraging artificial intelligence technology, BCA developed 'VIRA,' a Virtual Assistant accessible through popular chat applications.

BCA renewed its agreement with PT AIA Financial (AIA Indonesia) in 2017, to expand the scope of collaboration in the bancassurance sector.

BCA acquired 100% effective ownership of Bank Royal in 2019.

BCA increased its ownership in subsidiaries CS Finance, BCA Sekuritas, and BCA Life during 2017, to strengthen integration and enhance business collaboration with these subsidiaries.

2020-2022

BCA's online account opening services transformed how the bank operates in the midst of COVID-19. In addition, BCA also launched Lifestyle feature on its mobile app and BCA Virtual Showroom to facilitate customer interaction and information access.

The bank continued to implement the Future Branch business model and advanced service model to meet evolving customer needs.

BCA introduced the myBCA application, a digital platform allowing customers to perform seamless banking transactions via smartphones or desktop websites. In addition, BCA also launched the Merchant BCA application to help merchants monitor and manage their businesses, as well as the HaloBCA application, enabling customers to contact HaloBCA online via VoIP, email, chat, and social media. In 2022, BCA enhanced the security of myBCA with biometric features and added an instant top-up feature for mortgage (KPR).

BCA renamed Bank Royal as BCA Digital Bank.

The bank completed a 100% acquisition of Rabobank shares (direct and indirect) and subsequently merged Rabobank with BCA Syariah.

2023-2024

BCA continues to develop the super app myBCA to strengthen digital transactions and provide a holistic customer experience through an omni-channel approach, while integrating the WELMA application into myBCA.

BCA consistently innovates to deliver the best and most up-to-date products and services to customers. Since 2023, the BCA Mastercard Debit Card has been equipped with contactless features, enabling customers to make transactions without requiring a PIN.

Supporting regulatory initiatives to collaborate on building payment connectivity in ASEAN, BCA has introduced QRIS cross-border services in BCA mobile, which are currently available in three countries: Thailand, Malaysia, and Singapore.

BCA also strengthened its credit infrastructure through human resource development, various automation initiatives, and adjustments to credit procedures. To support government programs that aim to add value for commodities, BCA has extended credit to the downstream mining and metal sectors. BCA is committed to support infrastructure development in Indonesia through syndicated loans.

In 2024, BCA launched the Poket Valas digital service in the myBCA application, offering access to 16 foreign currencies.

To help merchants efficiently meet their business needs, fund disbursement for payments via QRIS at Merchant BCA app can now be conducted four times a day.

Merger of BCA Multi Finance with BCA Finance brings together the best potentials of both companies. It is expected that BCA Finance, as the merged company, will strengthen the BCA Group's position in Indonesia's financing sector.

Event Highlights 2024

1 25 January

Supporting National Economic Growth, BCA Achieves Robust Credit Growth Across All Segments
FY23 Results: BCA and its subsidiaries concluded 2023 with a solid 13.9% year-on-year (YoY) growth in total credit, surpassing the industry average. On the profitability front, the net profit of BCA and its subsidiaries increased by 19.4% YoY, reaching Rp48.6 trillion throughout 2023.

2 27 January

Signing Cooperation agreement with Jamkrindo, BCA is Committed to Promote Quality KUR Disbursement
BCA has forged a strategic partnership with PT Jaminan Kredit Indonesia (Jamkrindo) to foster the development of micro, small, and medium enterprises (MSMEs) and accelerate economic growth in Indonesia through the implementation of KUR (People's Business Credit) guarantees.

3 25 February

BCA Recycles 12.2 Tonnes of Uniform Waste
During 2023, BCA collected 12.2 tons of uniform waste for recycling. About half of the collected uniform waste has been processed to produce 36,000 metres of recycled fabric which was released on 25 February 2024.

4 29 February

BCA Held the 2024 BCA Expoversary
Celebrating its 67th Anniversary, BCA hosted the BCA Expoversary 2024 from February 29 to March 3, 2024, BCA held the BCA Expoversary 2024 at ICE BSD, offering an array of exclusive deals. Highlights included BCA mortgage loans (KPR) with a 2.6% effective annual interest rate fixed for one year, special interest rates and promotions for BCA vehicle loans (KKB) with 0% down payment, special motorcycle loan promotions with down payments starting at 0% of the on-the-road price, and a variety of premier products from BCA Solutions. Attendees could also explore appealing offers on gadgets, fashion, beauty, travel, and high-quality local products from BCA's "Bangga Lokal" MSME initiative. Additionally, the BCA Expoversary was available online via the official website at https://expo.bca.co.id from February 29 to March 31, 2024.

5 2 March

BCA Launches "Merchant BCA" Application,Enabling Business Players to Become Multitaskers
BCA introduced the Merchant BCA application, a cutting-edge solution tailored to empower businesses of all sizes, including Micro, Small, and Medium Enterprises (MSMEs). The application offers a range of advanced features, such as Merchant Care, User Management, Real-Time Transaction Notifications, and the capability to apply for Static EDC or QRIS services.























6 9 March

Wisma BCA BSB Building Achieves Green Building Certificate
Wisma BCA BSB Semarang has received Green Building Certificate from the Green Building Council Indonesia (GBCI). Established in 2021, Wisma BCA BSB Semarang is the second BCA building to obtain a Green Building certificate after Wisma BCA Foresta in the BSD area, Tangerang.

7 14 March

Annual General Meeting of Shareholders 2024: BCA Sets Dividend of Rp270.00 per Share
The Annual General Meeting of Shareholders (AGMS) has reached several key resolutions, including the approval of the Annual Report, which comprises the Company's Financial Statements and the Supervisory Report of the Board of Commissioners for the fiscal year ending December 31, 2023. Furthermore, the AGMS has determined the allocation of the net profit, including the distribution of a cash dividend of IDR 270.00 per share, marking a 31.7% increase compared to the cash dividend distributed for the fiscal year 2022.

8 20 March

Partnership with NU Care-LAZISNU
BCA established a strategic partnership with the Nahdlatul Ulama Amil Zakat, Infaq and Sadaqah Institution (NU Care-LAZISNU) to fulfill customers' needs in making donations and zakat through mobile banking services.

9 18 April

In celebration of Kartini Day, BCA presents special interest rate starting from 3.21% for women entrepreneurs
In commemoration of Kartini Day, which falls on 21 April, BCA presented the Kartini Multipurpose Business Credit (KMU) programme, specifically for women entrepreneurs or businesses with a majority of female employees. This program offered special interest rate starting from 3.21% p.a, and is valid from 1 April 2024 to 30 June 2024.

10 22 April

BCA's Credit Grows by 17.1%, Delivering Solid Performance Across All Segments
BCA and its subsidiaries recorded a 17.1% year-on-year (YoY) increase in total loans, reaching Rp835.7 trillion as of March 2024, surpassing the industry average growth rate. Meanwhile, net profit for BCA and its subsidiaries rose by 11.7% YoY to Rp12.9 trillion in the first quarter of 2024. This growth was driven by robust loan disbursement expansion, consistent improvements in loan quality, and increased transaction volumes and funding activities.

11 24 April

Launch of #BuktiBaktiBCA Campaign
BCA underscores its dedication to creating a positive social impact through a range of sustainable development initiatives with the launch of the #BuktiBaktiBCA campaign. The launch was highlighted by the premiere of the Bukti Bakti BCA video and the official introduction of Nicholas Saputra as ambassador of Bakti BCA.

Event Highlights 2024 - continued

12 3 May

Celebrating National Education Day, Bakti BCA Holds 'BCA Shares Knowledge' Campaign
In commemoration of National Education Day, Bakti BCA has once again conducted its "BCA Berbagi Ilmu" (BCA Shares Knowledge) initiative. This program is a flagship initiative under the Bakti Pendidikan (education) pillar, aimed at supporting the achievement of the Sustainable Development Goal (SDG) for Quality Education while preparing skilled and competitive younger generation to face the peak of the Demographic Bonus in 2030. Throughout 2024, the program has reached 10 universities across various cities in Indonesia.

13 8 May

Bakti BCA Holds Natural Colour Training for 50 East Sumba Weavers
BCA and Perkumpulan Warna Alam Indonesia (WARLAMI) symbolically kicked off natural dyeing process coaching for 50 weavers from 5 villages and sub-districts in East Sumba, East Nusa Tenggara (NTT) which is scheduled to last for 6 months.

14 4 June

BCA Receives 4 Best Awards in Asia: CEO, CFO, CSR and Investor Relations
BCA won an award at the 14th Asian Excellence Award 2024 organised by Corporate Governance Asia in Hong Kong on Friday (31/05). Representing Indonesia, BCA won awards in four categories, namely Asia's Best CEO for BCA President Director Jahja Setiaatmadja, Asia's Best CFO for BCA Director Vera Eve Lim, Asia's Best CSR, and Best Investor Relations Company in Indonesia.

15 11 June

BCA Helps Revitalise Cikoneng Coffee Plantation in Bogor
BCA, under the umbrella of Bakti BCA, revitalised the Cikoneng Coffee Farm in Tugu Utara Village, Bogor. Through this programme, BCA collaborates with the National Coffee Foundation (YKN) and the Bogor Regency Food Crops Horticulture & Plantation Office (Distanhorbun) to provide coaching, counselling, and infrastructure assistance to local farmer groups.

16 17 June

Forbes Again Named BCA the Best Bank in Indonesia
PT Bank Central Asia Tbk (BCA) has been named the #1 World Best Bank in Indonesia by Forbes, an international economic and business media company. This honour is a testament to BCA's commitment to maintaining trust and providing the best financial solutions for customers.

17 1 July

PT BCA Finance and PT BCA Multi Finance Merger
Two subsidiaries of PT Bank Central Asia Tbk (BCA), PT BCA Finance (BCA Finance/BCAF) and PT BCA Multi Finance (BCA Multi Finance/BCAMF), have merged to bolster the automotive financing business . Following the merger, BCA Finance emerged as the surviving entity. The merger has received approval from the Financial Services Authority (OJK). This strategic move marks a significant step for the BCA Group in enhancing its ability to deliver exceptional services across various segments of automotive financing.

























18 15 July

Consistently Contributes to State Revenue, BCA Receives 2024 Taxpayer Award Again

PT Bank Central Asia Tbk (BCA) received an award and taxpayer appreciation from the Regional Office of the Directorate General of Taxes Large Taxpayers (LTO Regional Office). The award was given to BCA for its contribution and compliance in submitting the Annual Corporate Income Tax Return and Periodic Tax Return for the fiscal year 2023.

19 24 July

2024 First Semester Performance Results

PT Bank Central Asia Tbk (BCA) and its subsidiaries posted an increase in total loans of 15.5% on an annual basis (YoY) to Rp850 trillion as of June 2024. The growth in total loans was above the industry average. In terms of profitability, the net profit of BCA and its subsidiaries grew 11.1% YoY to Rp26.9 trillion in the first semester of 2024. This growth was supported by quality financing expansion, as well as increased transaction volume and funding.

20 28 July

Bakti BCA Supports Indonesia's Advanced Innovation Through an Incubation Space for 15,000 Turtle Eggs

Through the Bakti BCA programme, the company supported the research and manufacture of 'Intan Ruang', a turtle egg incubation device, by the Banyuwangi Sea Turtle Foundation (BSTF) as part of efforts to maintain the world's turtle population, particularly in Banyuwangi. The Intan Ruang can significantly increase the probability of hatching hatchlings with a success ratio above 90% since May 2024.

21 7 August

2024 UMKM Fest

PT Bank Central Asia Tbk (BCA) once again hosted the BCA UMKM Fest at Kota Kasablanka Mall, Jakarta, from August 7-11, 2024, with the event continuing online from August 12 to September 12, 2024. In its fourth edition, this annual festival will feature over 50 selected MSMEs showcasing their flagship products, as well as more than 1,200 MSME participants in the online event, accessible through the umkmfest.bca.co.id website, in collaboration with e-commerce platforms Blibli and Grab. Additionally, more than 300 local businesses joined the UMKM Fest at BCA's 47 KCUs across various regions.

22 12 August

Kantar Names BCA as Southeast Asia's Most Valuable Brand in 2024

BCA successfully maintained its top position in the Kantar BrandZ Top 30 Most Valuable Southeast Asian Brands 2024 list. This award recognised BCA as the most valuable brand in Southeast Asia. BCA also won an award in the 'Most Meaningfully Different Brand in Indonesia' category. In the Kantar BrandZ report, BCA's brand valuation reached US$28.3 billion (around Rp460 trillion), an increase of 21% in just one year.

23 16 August

BCA Expo 2024 Presents the Lowest Interest Rates in History on Independence Day, Mortgages from 1.45% and Vehicles from 2.45%

Coinciding with the Independence Day of the Republic of Indonesia, BCA once again held BCA Expo 2024 offline on 16-18 August 2024 at Hall 5-10 ICE BSD City and online on 16 August-30 September 2024 through the official website expo.bca.co.id. Presenting special mortgage interest offers starting from 1.45% eff. p.a. fixed 1 year and for KKB there is a special interest of 2.45% flat p.a. for a 3 year tenor and 0% DP promo.

Event Highlights 2024 - continued

24 24 August

Gebyar BCA Merah Putih
To celebrate Indonesia's 79th Independence Day, BCA under Bakti BCA presented an event: 'Gebyar BCA Merah Putih: Indonesia Banget!'. The event took place on 22-24 August 2024 in the Prambanan Temple area, Yogyakarta. For three days, the event featured "Pasar Kangen" market with 60 MSME tenants, including various MSMEs fostered by Desa Bakti BCA and BCA's Bangga Lokal programme. The event culminatede with a musical performance entitled 'Nusantara: The Soul of Equatorial Paradise' at Ramayana Ballet Prambanan.

25 4 September

BCA Wealth Summit is Back! Presents a Variety of Prizes, Promos, and Cashback for Investment and Protection Products
BCA Wealth Summit 2024 was held under the theme 'Grow Prosperity Beyond Wealth', with a variety of attractive promos, ranging from cashback on mutual fund units up to millions of rupiah for the purchase of investment products, trip packages to Tasmania (Australia) for the purchase of insurance products, lucky draws and other promotional activities.

26 18 September

Representing Indonesia! BCA Again Becomes Newsweek Magazine's Most Trusted Bank in the World
PT Bank Central Asia Tbk (BCA) has once again won the prestigious World's Most Trustworthy Company title by Newsweek Magazine. Representing Indonesia, BCA ranked first in the world in the Banks category for the second consecutive year, outperforming 66 other banks from various countries.

27 23 September

BCA Announces Recipients of Gebyar Hadiah BCA Program
PT Bank Central Asia Tbk (BCA) hosted the Gebyar Hadiah BCA 2024 program and officially announced the winners at an event in Jakarta on Monday (September 23). The program was organized as a token of appreciation for BCA's loyal customers who have consistently supported the bank. Given the overwhelming enthusiasm from customers, BCA is set to hold the Gebyar Hadiah BCA program again, offering customers the chance to win a range of exciting prizes, including 4 units of Mercedes-Benz E 200 Exclusive Line, 12 units of Toyota Innova Zenix Q Hybrid, and 120 units of Honda Vario 125 CBS ISS.

28 26 September

Halo BCA wins 66 medals at TBCCI 2024, defending the Grand Champion Title for 13 Years in a Row
BCA, through its Halo BCA service, has retained its highest recognition as Grand Champion at The Best Contact Centre Indonesia (TBCCI) for the 13th consecutive year. The recognition at this prestigious event for contact centre practitioners reinforces BCA's commitment to always provide quality service to all of its beloved customers. This year, BCA won 66 medals, consisting of 20 Platinum medals, 21 Gold medals, 13 Silver medals, 12 Bronze medals, and 1 Grand Champion title.

29 2 October

Wisma BCA Foresta achieves first Green Mark Super Low Energy Building Certificate in Indonesia
One of BCA's office buildings, Wisma BCA Foresta, has received a Green Mark Super Low Energy Building certificate from the Building and Construction Authority of Singapore. The certificate was achieved because Wisma BCA Foresta was considered successful in implementing very high efficiency in building operations. Wisma BCA Foresta is the first building in Indonesia to receive Green Mark Super Low Energy Building certification based on the International Green Mark criteria.





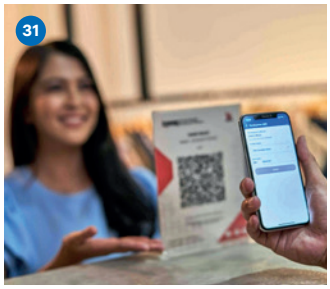






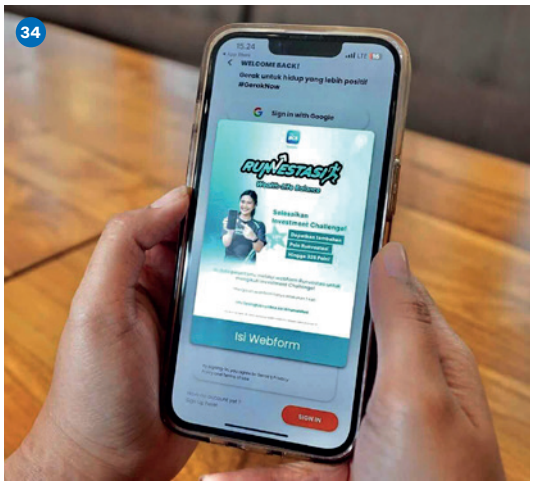














30 7 October

BCA named as the overall winner of the 2023 Annual Report Award

BCA named as the Overall Winner at the Annual Report Award (ARA) 2023. The ARA Award was organized by OJK, the Coordinating Ministry for Economic Affairs, the Ministry of SOEs, the Directorate General of Taxes of the Ministry of Finance, the Indonesia Stock Exchange (IDX), the National Committee on Governance Policy (KNKG), and the Indonesian Accountants Association (IAI), recognizing BCA's commitment to producing a high-quality and transparent annual report. This achievement underscored BCA's ongoing dedication to enhancing the quality of its annual report preparation, in full compliance with Financial Services Authority (OJK) regulations.

31 15 October

Multi Settlement feature for QRIS transactions

PT Bank Central Asia Tbk (BCA) introduced the Multi Settlement feature for QRIS transactions in the BCA Merchant application. Through this feature, individual micro-entrepreneurs (UMi) can withdraw funds from static and dynamic QRIS transactions more quickly and frequently up to four times per day. This feature is a manifestation of the company's commitment to prioritise digital innovation in supporting the growth of the local business ecosystem.

32 23 October

Q3-2024 Performance Results

PT Bank Central Asia Tbk (IDX: BBCA) and its subsidiaries posted a 14.5% YoY increase in total loans to Rp877 trillion as of September 2024. The net profit of BCA and its subsidiaries grew 12.8% YoY to Rp41.1 trillion in the first nine months of 2024, supported by the expansion of quality financing as well as increased transaction volume and funding.

33 12 November

Indonesia Knowledge Forum (IKF) 2024: Strengthening the Business Sector Towards a Golden Indonesia 2045

PT Bank Central Asia Tbk (BCA) hosted the Indonesia Knowledge Forum (IKF) 2024 on November 12–13, 2024. With the theme "Linear to Limitless: Advancing Business Exponential Growth," IKF 2024 featured 25 distinguished practitioners and experts from various industries. They shared insightful perspectives on future-oriented strategic thinking, innovation, and collaboration.

34 8 December

BCA invites customers to be healthy while earning, BCA Holds Runvestasi

BCA held its first "Runvestasi" competition from 8-22 December 2024. With 'Wealth-Life Balance' theme, the event presented an innovative concept that combines fitness competition with financial investment. With this concept, BCA hoped to improve people's quality of life while expanding financial literacy and inclusion in Indonesia.

35 11 December

BCA Distributes Interim Cash Dividend of Rp50.00 per Share

PT Bank Central Asia Tbk (BCA) announced its decision to pay interim cash dividend, reflecting the Company's ongoing commitment to delivering added value to its shareholders. This decision is backed by the Company's sustained performance growth through the third quarter of 2024.

Corporate Culture



VISION

To be the bank of choice and a major pillar of the Indonesian economy



MISSION

To build centers of excellence in payment settlements and financial solutions for businesses and individuals

To understand diverse customer needs and provide the right financial services to optimize customer satisfaction

To enhance our corporate franchise and stakeholders value

CORE VALUES

1



Customer Focus

2



Integrity

4



Continuous Pursuit of Excellence



Teamwork

3

More detailed information of corporate culture can be found in the Corporate Governance section on pages 489.

Products and Services

As of 31 December 2024

Products and Services	Description
Deposits Accounts	Tahapan
	Tahapan Xpresi
	Tahapan Gold
	Tahapan Berjangka
	Tahapan Berjangka SiMuda
	Tapres
	Simpanan Pelajar
	TabunganKu
	BCA Dollar
	Deposito Berjangka
	Giro
	e-deposito
	Poket Valas
Transaction Banking Services	Safe Deposit Box
	Transfer
	Remittance
	Collection dan Kliring
	Bank Notes
	Travellers' Cheque
	Virtual Account
	Sub Account
	Payment
	Auto Debit
	Payroll Services
	Cash Pick Up
	Jasa Kustodian
	Business Debit Card (BDC)
	Payment Gateway
	STAR Teller
	eBranch
	eService
	Modul Penerimaan Negara Generasi 3 (MPN G3)
	e-Billing (local tax payment: PPN, PPh, and others)
Electronic Banking	ATM BCA (multifunction, non cash and cash recycling machine)
	EDC BCA
	Debit BCA
	Tunai BCA
	Flazz
	BCA mobile
	m-BCA
	Internet Banking
	KlikBCA Individu
	KlikBCA Bisnis
	KlikBCA Bisnis Integrated Solution - with a more comprehensive features than KlikBCA Bisnis, for example, to accommodate supply chain services
	API BCA
	OneKlik
	Welma
	VIRA
	Sakuku
	BCA KlikPay
	WhatsApp Bank BCA
	Vindi
	myBCA
	BCA by Phone
	Info SMS/Email
	Video Banking
	CS Digital

Products and Services	Description
Electronic Banking (continued)	Call Center (Halo BCA)
	Host to Host (H2H) ERP Integration
	Paylater
Cash Management Services	Payable Management/Disbursement
	Receivable Management/Collection (including B2B & B2C)
	Account and Liquidity Management (termasuk RDN dan RDL)
Credit Cards	BCA Card
	BCA Mastercard
	BCA Visa
	BCA Amex
	BCA JCB
	BCA UnionPay
Bancassurance Products	**Regular Premium Unit Link**
	Maxi Infinite Link Assurance Plus (MILA Plus)
	Maxi Value Protection
	Health Protection
	BCA Life Proteksi Kesehatan (BCA Life ProKes)
	Hospital 100% Refundable
	Bima Proteksi Kesehatanku
	Optima Cancer Protection
	Optima Protection Plus
	Proteksi Penyakit Kritis Maksima Extra (PRIMA Extra)
	Premier Medical Protection (Medic Pro)
	Proteksi Kesehatan Ultima (PRATAMA)
	BCA Life Perlindungan Kritis Optima (BCA Life PELITA)
	Dental Care Plan
	Safety Guard Critical Cover (STAR)
	Life Protection
	BCA Life Accident Safeguard
	BCA Life Heritage Protection
	BCA Life Proteksi Jiwa Optima
	Optima Accident Protection
	Education Guard
	Household Guard
	Wealth Premier Protection (Premier Pro)
	Credit Life
	Digital
	MyGuard
	Education
	Proteksi Edukasi Maksima (EduPlan)
	Retirement
	Proteksi Retirement Maksima (RetirePlan)
	Corporate Solutions
	Program Pensiun DPLK
	Health Corporate Insurance
	Life Corporate Insurance
	General Insurance
	Electronic Equipment Insurance (EEI)
	Asuransi Kebakaran
	Asuransi Property/Industrial All Risks (PAR/IAR)
	Asuransi Kendaraan Bermotor
	Travel Insurance
Mutual Fund Investment Products	**Money Market Mutual Funds**
	Bahana Gebyar Dana Likuid
	Batavia Dana Kas Maxima
	BRI Gebyar Dana Likuid
	Manulife Dana Kas II Kelas A2
	Schroder Dana Likuid

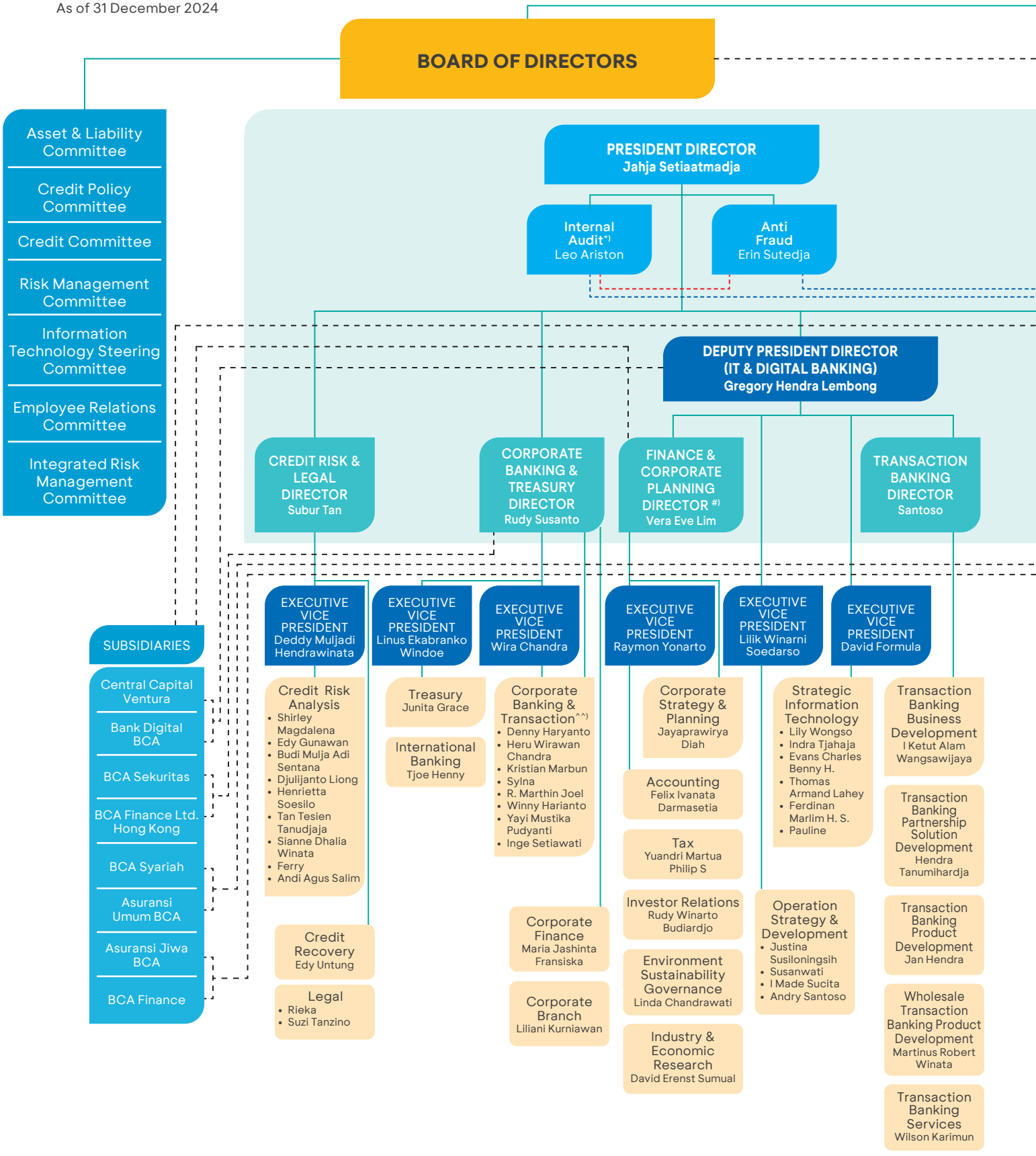
Products and Services	Description
Mutual Fund Investment Products (continued)	**Rupiah Fixed Income Mutual Funds** Ashmore Dana Obligasi Nusantara Ashmore Dana Obligasi Unggulan Nusantara Bahana Pendapatan Tetap Makara Prima Kelas G Batavia Dana Obligasi Ultima BNP Paribas Prima II Kelas RK1 BRI Gebyar Indonesia II Eastspring Investments Yield Discovery Kelas A Manulife Obligasi Negara Indonesia II Kelas Income 1 Manulife Obligasi Unggulan Kelas A Panin Gebyar Indonesia II Schroder Dana Mantap Plus II Schroder Prestasi Gebyar Indonesia II **USD Fixed Income Mutual Funds** Ashmore Dana USD Nusantara BNP Paribas Prima USD Kelas RK1 Manulife USD Fixed Income Kelas A Schroder USD Bond Fund **Fixed Income Index Mutual Funds** Bahana Indeks IBPA 35 **Mixed Mutual Funds** Schroder Dana Terpadu II Schroder Dana Kombinasi Schroder Dynamic Balance Fund **Rupiah Equity Mutual Funds** Ashmore Dana Ekuitas Nusantara Ashmore Dana Progresif Nusantara Ashmore Saham Dinamis Nusantara Batavia Dana Saham Batavia Dana Saham Optimal BNP Paribas Ekuitas BNP Paribas Pesona Syariah BRI Mawar Konsumer 10 Kelas A Eastspring Investment Value Discovery kelas A Schroder 90 Plus Equity Fund Schroder Dana Istimewa Schroder Dana Prestasi Schroder Dana Prestasi Plus **USD Equity Mutual Funds** Batavia Global ESG Sharia Equity USD Batavia India Sharia Equity USD Batavia Technology Sharia Equity USD BNP Paribas Cakra Syariah USD Kelas RK1 BNP Paribas Greater China Equity Syariah USD Kelas RK1 Manulife Saham Syariah Asia Pasifik Dollar AS Schroder Global Sharia Equity Fund USD **Index Mutual Funds** Batavia Index PEFINDO i-Grade BNP Paribas Sri-Kehati
Treasury Investment Products	**Money Market** DBMM (Deposito Berjangka Money Market) Term Deposit (TD) Valas DHE SDA **Fixed Income** Surat Berharga Negara (SBN) A. Surat Utang Negara (SUN) **In Rupiah** 1. ORI (Obligasi Ritel Indonesia) 2. Fixed Rate 3. SPN (Surat Perbendaharaan Negara) 4. SBR (Savings Bond Ritel)* **Foreign Currencies** 1. Global Bonds

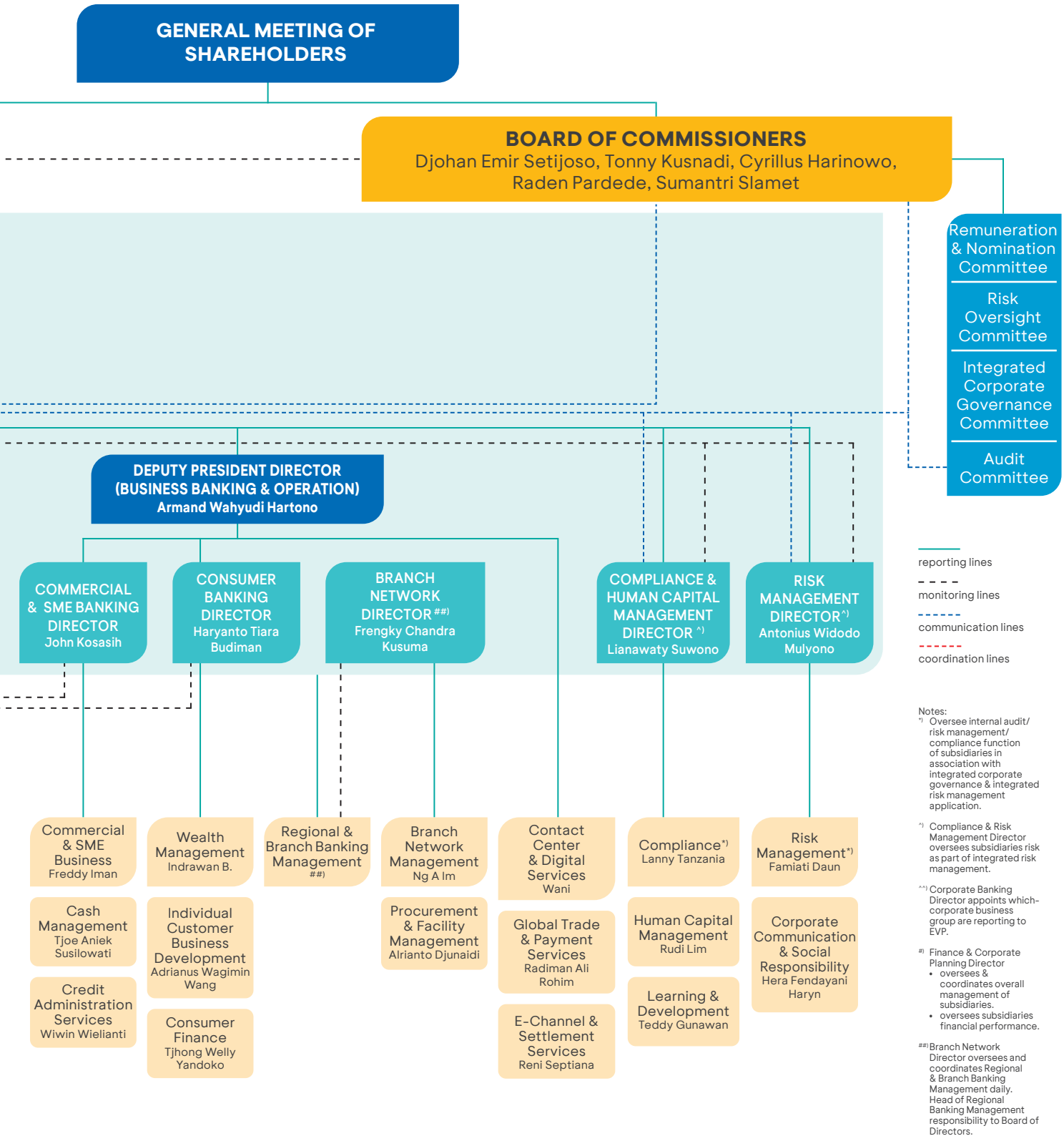
*) Cannot be traded in secondary market

Products and Services	Description
Treasury Investment Products (continued)	B. SBSN (Surat Berharga Syariah Negara) **In Rupiah** 1. SR (Sukuk Ritel) 2. PBS (Project Based Sukuk) 3. SPNS (Surat Perbendaharaan Negara Syariah) 4. ST (Sukuk Tabungan)* **Foreign Currencies** 1. Global Sukuk **Structured Product** DCI (Dual Currency Investment) SLD (Swap Linked Deposit)
Credit Facilities	Mortgage Vehicle Loan Syndication Loan Working Capital Loan Pre-Export Financing Trust Receipt Investment Loan Distributor Financing Supplier Financing Dealer Financing Franchise Financing Showroom Financing Investment Financing Business Personal Loan Kredit Usaha Rakyat Personal Loan Pinjaman Berjangka Money Market (PBMM)
Standby LC / Bank Guarantees	Advance Payment Guarantee Bid Guarantee Counter Guarantee Custom Guarantee (P4BM) Direct Pay Guarantee Financial Guarantee Maintenance Guarantee Payment Guarantee Performance Guarantee
Export Import Facilities (Trade Finance)	Inward Documentary Collection LC Issuance Trust Receipt LC Forfaiting LC Confirmation LC Discounting LC Negotiation Letter of Guarantee Outward Documentary Collection Pre Export Financing (Export Loan)
Local LC	SKBDN Issuance Trust Receipt SKBDN Forfaiting Letter of Guarantee SKBDN Discounting
Foreign Exchange Facilities	**Cash Transaction** FX TOD FX TOM FX SPOT Banknotes **Derivatives/Hedging/Structured Products** FX FORWARD FX SWAP DNDF (Domestic Non Deliverable Forward) FX OPTION CCS (Cross Currency Swap) IRS (Interest Rate Swap) OIS (Overnight Index Swap) CSO (Call Spread Option)

Organization Structure

As of 31 December 2024





Notes:
*) Oversee internal audit/ risk management/ compliance function of subsidiaries in association with integrated corporate governance & integrated risk management application.

^) Compliance & Risk Management Director oversees subsidiaries risk as part of integrated risk management.

^^) Corporate Banking Director appoints which-corporate business group are reporting to EVP.

#) Finance & Corporate Planning Director
- oversees & coordinates overall management of subsidiaries.
- oversees subsidiaries financial performance.

##) Branch Network Director oversees and coordinates Regional & Branch Banking Management daily. Head of Regional Banking Management responsibility to Board of Directors.

Board of Directors Profile



Jahja Setiaatmadja
President Director

Indonesian citizen, 69 years old. Domiciled in Indonesia. Appointed as President Director of BCA at the 2011 Annual GMS and received approval from Bank Indonesia on 17 June 2011. He was last reappointed to the position at the 2021 Annual GMS for a 5-year term.

DUTIES AND RESPONSIBILITIES	President Director of BCA, responsible for general coordination, as well as overseeing the Internal Audit Division and Anti-Fraud Bureau.
CAREER	He served as Deputy President Director of BCA (2005-2011) lastly responsible for Branch Banking, Treasury Division, International Banking Division, and overseas representative offices. Previously served as Director of BCA (1999-2005) and has held a variety of managerial positions at BCA since 1990. Prior to joining BCA, he served as the Finance Director at a leading Indonesian automotive company, PT Indomobil (1989-1990), and held various managerial positions at one of Indonesia's largest pharmaceutical companies, PT Kalbe Farma (1980-1989), lastly as the Finance Director. He started his career in 1979 as an accountant at an accounting company (Price Waterhouse). During his career, he accumulated extensive experience in various areas and assignments, including change management, banking strategy, treasury, accounting & financial management, corporate banking, international banking, risk management, and digital banking.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	He holds a Bachelor's degree in Accounting from Universitas Indonesia (1982). Certification: • Risk Management Level 7. Trainings, seminars, and conferences in 2024 can be seen on page 337 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Gregory Hendra Lembong
Deputy President Director

Indonesian citizen, 52 years old. Domiciled in Indonesia. Appointed as Deputy President Director of BCA at the 2022 Annual GMS and obtained the approval of OJK on 22 April 2022. Appointed to the position at the 2021 Annual GMS for a 5-year term.

DUTIES AND RESPONSIBILITIES	Deputy President Director of BCA, in charge of general supervision of the Finance & Corporate Planning Director and the Transaction Banking Director, as well as responsible for the Strategic Information Technology Group and the Operation Strategy & Development Group. Also monitors developments at PT Central Capital Ventura, a subsidiary in venture capital, and at PT Bank Digital BCA (BCA Digital), a subsidiary in engaged in digital banking.
CAREER	He has over 30 years of banking experience both in Indonesia and internationally. Prior to joining BCA, he appointed as Chief Transformation Officer and led the Transformation & Strategy program for all units and functions at PT Bank CIMB Niaga Tbk since January 2019, Chief Fintech Officer CIMB Group Malaysia (June 2018 to December 2018), CEO Group of Transaction Banking CIMB Group Malaysia (July 2016 to December 2018), Chief of Transaction Banking PT Bank CIMB Niaga Tbk (August 2013 to December 2018), Regional Head of Transaction Services (cash, liquidity, FX), Asia Pasific with J.P. Morgan Asia-Pacific in Singapore (2010-2013), Global COO & Head of Business Development with Deutsche Bank London (2009-2010), and a career with Citibank from 1994 to 2009 in various postings in Asia and Europe with strategy and product management responsibility. During his career, he accumulated extensive experience in various areas and assignments, including in transformation strategy & implementation, transaction banking and services, global trade finance & corporate cash management business development, regional strategy & planning, and product solution management.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	He held a Bachelor of Science in Chemical Engineering from University of Washington and a Master of Science in Engineering Economic Systems from Stanford University, USA. Certification: • Risk Management Level 7. Trainings, seminars, and conferences in 2024 are presented on page 337 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Armand Wahyudi Hartono

Deputy President Director

Indonesian citizen, 49 years old. Domiciled in Indonesia. Appointed as Deputy President Director of BCA at the 2016 Annual GMS and obtained the approval of OJK on 21 June 2016. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.

DUTIES AND RESPONSIBILITIES	Deputy President Director of BCA, charged with general supervision of the Regional Network and Branch Director, Consumer Banking Director, and the SME & Commercial Banking Director, as well as responsible for a number of operational units including the E-Channel & Settlement Services, International Banking Services, as well as Contact Center and Digital Services.
CAREER	He served as a Director of BCA from 2009. Previously served as Head of Regional Planning and Development of BCA (2004-2009). Prior to this, he has held several executive positions at PT Djarum (1998-2004), including Finance Director, Deputy Director for Purchasing, and Head of Human Resources. He began his career working as an analyst at Global Credit Research and Investment Banking, JP Morgan Singapore (1997-1998). During his career, he accumulated extensive experience in various areas and assignments, including in IT & digital transformation, change management, banking operations & service excellence, and network distribution & delivery channel.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	Graduated from the University of California, San Diego (1996), and obtained a Master of Science degree in Engineering Economic-System and Operations Research from Stanford University, USA (1997). Certification: • Risk Management Level 7. Trainings, seminars, and conferences attended in 2024 are presented on page 338 in this Annual Report.
AFFILIATIONS	He has a financial and family relationship with Robert Budi Hartono and Bambang Hartono, the controlling shareholders of BCA, but no financial, stock ownership, and/or family relationship with members of the Board of Commissioners or fellow members of the Board of Directors of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Subur Tan
Director

Indonesian citizen, 64 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2002 Annual GMS and obtained the approval of OJK on 13 August 2002. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.

DUTIES AND RESPONSIBILITIES	Director of BCA in charge of Credit Risk Analysis, Credit Recovery, and Legal & Litigation.
CAREER	Head of Legal Work Unit, Deputy Head of Legal Division (1999- 2000), Head of Legal Bureau (1995-1999), and has held several managerial positions, including Head of Credit in Operational Headquarters (1991-1995). He joined BCA in 1986. During his career, he accumulated extensive experience in various areas and assignments, including in legal & litigation, enterprise & credit risk management, human capital management, credit restructuring, compliance, divestments and IPOs, as well as mergers and acquisitions.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	Universitas Jenderal Soedirman (1986) and obtained a Notary qualification from the Faculty of Law, Universitas Indonesia (2002). Certification: • Risk Management Level 7 . Trainings, seminars, and conferences in 2024 are presented on page 338 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Rudy Susanto
Director

Indonesian citizen, 62 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2014 Annual GMS and received approval of OJK on 21 July 2014. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.

DUTIES AND RESPONSIBILITIES	Director of BCA, responsible for Corporate Banking, Transactions & Finance Group, Treasury Division, International Banking Division, and Corporate Branch. Also supervises developments at BCA's wholly-owned subsidiary in remittance services, BCA Finance Limited (Hongkong), and the securities subsidiary, PT BCA Sekuritas.
CAREER	Since joining BCA in 2002, he has served in a number of managerial positions, including as Group EVP of Credit Risk Analysis (2011-2014), Group Head of Credit Risk Analysis (2004- 2011), and Head of Credit Division (2002-2004). Prior to joining BCA, he worked with the Indonesian Bank Restructuring Agency (IBRA) as Head of Division, Loan Work Out II (2001-2002), and Senior Credit Officer (1999-2001). He has also served at PT Bank LTCB Central Asia as Vice President of Corporate Finance (1998-1999), Senior Manager of Corporate Finance (1996-1998), Manager of Corporate Finance (1995) and Assistant Manager of Corporate Finance (1994). He began his career in 1992 as a trainee in the Credit Marketing Program of PT Bank Danamon Tbk. During his career, he accumulated extensive experience in various areas and assignments, including in corporate lending business, syndication loan, credit restructuring, corporate banking operation & services, treasury, international banking business, and merger & acquisition.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	Obtained a Bachelor's degree in Civil Engineering from Universitas Tarumanagara (1989) and an MBA degree in Finance from the University of Tennessee, Knoxville, USA (1992). Certifications: • Risk Management Level 7. • Level 5 Treasury Dealer. Trainings, seminars, and conferences in 2024 are presented on page 338 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Lianawaty Suwono
Director

Indonesian citizen, 58 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2016 Annual GMS. Appointed as Compliance Director of BCA at the 2022 Annual GMS and obtained the approval of OJK on 22 April 2022.

DUTIES AND RESPONSIBILITIES	Director of BCA, responsible for Bank Strategy Management and Compliance Policy, Human Resources, and Learning & Development.
CAREER	She served as Head of the Human Capital Management Division (2006-2016) and member of the Remuneration and Nomination Committee (2007-2016). Joined BCA in 1991 as a trainee in the Management Development Program, and then appointed as Business Analyst in the Information Systems Division (1992-1996), handling the Integrated Banking Systems Project for the Integrated Deposit Systems & Integrated Loan Systems. After handling Information Technology, she started a career in Human Resources, starting with an assignment to develop a Human Resource Information Systems. She has held various executive positions in her career, including as Deputy Head of the Human Resources Division (2002-2006), Head of the HR Resourcing & Development Bureau (2000-2002), Head of Management Development Program Bureau & Head of Career Development Bureau (1999-2000), Head of HR Operations Systems & Support Bureau (1998-1999), and Head of HR Operations Support (1996-1998). In 2014 up to July 2016, she also served as President Commissioner of PT Asuransi Jiwa BCA. During her career, she accumulated extensive experience in various areas and assignments, including in human capital management, talent management, corporate culture, employee training & development, information system & technology, and compliance.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	Graduated with a degree in Business Information Computing Systems from San Francisco State University, California, USA. Certifications: • Risk Management Level 7. • Risk Management of Insurance Companies. Trainings, seminars, and conferences attended in 2024 are presented on page 338 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Santoso
Director

Indonesian citizen, 58 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2016 Annual GMS and approved by OJK on 8 August 2016. He was last reappointed to the position at the 2021 Annual GMS for a 5-year term.

DUTIES AND RESPONSIBILITIES	Director of BCA, responsible for Transaction Banking Business Development & Marketing, Transaction Banking Partnership Solution Development, Transaction Banking Product Development, Transaction Banking Business Support & Services, and Transaction Banking Wholesale Product Development.
CAREER	He served as Head of the Consumer Card Business Services & Support Group (2015-2016), Head of Merchant & Consumer Credit Card Group (2012-2014), Head of Credit Card Business Unit (2009-2012), Head of Small & Medium Business Division (2005-2009), Deputy Head of the Consumer Network Division, Deputy Head of the Service Network Division and Deputy Head of the Sales & Network Division (2000-2005), and Head of Area Marketing Bureau (1998-2000). Has held various managerial positions, including Head of Marketing for Non Jabodetabek Areas II (1996-1998). Joined BCA in 1992 as Head of Administration Support. He is also active as Chairman of the Indonesian Payment System Association (ASPI) (June 2021-present), Member of Board of Executives of the Indonesian Credit Card Association (AKKI) (2013-present), Vice Secretary General of ASPI (August 2020 to June 2021), Chair of Research, Assesment, and Publication (RPP) at the Indonesian Bankers Association (IBI) (2019-present), Chairman of Committee VII of ASPI (2016-2020), Commissioner of PT Abacus Cash Solution, a cash management service provider (2010-2016), and as Head of BCA Pension Fund (2003-2016). During his career, he has accumulated extensive experience in various areas and assignments, including in transaction banking business development, retail payment settlement, business partnership, consumer card issuance & acquisition, and digital banking & financial technology.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	Graduated from the Faculty of Engineering, Universitas Trisakti, Jakarta (1989). Certification: • Risk Management Level 7. Trainings, seminars, and conferences attended in 2024 are presented on page 339 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Vera Eve Lim
Director

Indonesian citizen, 59 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2018 Annual GMS and obtained the approval of OJK on 20 April 2018. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.

DUTIES AND RESPONSIBILITIES	Director of BCA, responsible for monitoring activities in Corporate Strategy and Planning, Industry & Economic Research, Investor Relations, Environment, Social and Governance (ESG), Good Corporate Governance (GCG), Corporate Secretary, Finance & Accounting, and Tax & Regulatory Reporting.
CAREER	She joined BCA in 2018 as Executive Vice President of Finance & Planning and Corporate Secretary. Prior to joining BCA, she has served as Director and Commissioner in various companies, including as Director and Chief Financial Officer at PT Bank Danamon Indonesia Tbk (2006-2017), Commissioner at PT Adira Dinamika Multi Finance, and concurrently as Director at PT Bank Danamon Indonesia Tbk (2010-2017), Deputy President Commissioner at PT Asuransi Adira Dinamika and concurrently Director at PT Bank Danamon Indonesia Tbk (2008-2013), Chief Financial Officer PT Bank Danamon Indonesia Tbk (2003-2006), and as Head of Division, Deputy Head of Division and Section Head at PT Bank Danamon Indonesia Tbk (1990-2003). She started her career working as assistant manager of finance with PT Asuransi Sinarmas (1987-1998) and assistant manager of accounting & finance with PT MBF Leasing (1988-1990). During her career, she accumulated extensive experience in various areas and assignments, including in merger and acquisition, divestment and IPO, capital market fund/capital raising, transformation management office, operation excellence, corporate strategy and planning, procurement, real estate management, investor relations, financial accounting & tax, regulatory reporting, management information system (MIS), and others.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	Obtained a Bachelor's degree in Economics/Accounting from Universitas Tarumanagara (1989), and completed the Executive Program at Stanford Graduate School (2008). Certification: • Risk Management Level 7. Trainings, seminars, and conferences held in 2024 are presented on page 339 in the Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Haryanto Tiara Budiman
Director

Indonesian citizen, 56 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2020 Annual GMS and obtained the approval of OJK on 14 May 2020. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.

DUTIES AND RESPONSIBILITIES	Director of BCA, responsible for the Consumer Loan Business Division, Individual Customer Business Development Division, and Wealth Management Division. He also monitors developments at PT Asuransi Jiwa BCA (BCA Life) which is engaged in life insurance, PT BCA Finance in automotive financing, and PT BCA Multi Finance in factoring, motorcycle financing, and leasing.
CAREER	He served as Managing Director & Senior Country Officer (Chief Executive) J.P. Morgan Indonesia (January 2012 to April 2020), Senior Executive Vice President and Head of Change Management Office PT Bank Mandiri (Persero) Tbk (October 2006 to December 2011), and he began his career at the global management consulting firm McKinsey & Company (1996-2006), lastly as Associate Partner and Director of PT McKinsey Indonesia. He was appointed as Chairman of the Indonesian Bankers Association (IBI) for a 4-year term (2019-2023) and was re-elected as Chairman for the second period (2023-2027). He was also appointed as one of the seven B20 Indonesia Task Force Chairs in Indonesia G20 Presidency 2022 for Integrity & Compliance. In September 2022, he was appointed as a member of the Board of Trustee USINDO (United States Indonesia Society) – a non-profit organization exclusively dedicated to a stronger US – Indonesia relationship. During his career, he accumulated extensive experience in various areas and assignments, including in strategic planning, corporate & investment banking, risk management, compliance, merger & acquisition, capital market and consumer banking.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	He held a Bachelor's degree from Texas A&M University, a Master's degree from Virginia Polytechnic Institute & State University (Virginia Tech), and a Ph.D. degree from the Massachusetts Institute of Technology (MIT) in the United States. Certifications: • Risk Management Level 7. • Treasury Dealer Advance Level. Trainings, seminars, and conferences in 2024 are presented on page 340 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Frengky Chandra Kusuma
Director

Indonesian citizen, 58 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2021 Annual GMS and obtained the approval of OJK on 26 April 2021, for a 5-year term.

DUTIES AND RESPONSIBILITIES	Director of BCA, responsible for Network, Regional & Branch overseeing the day-to-day operations of branch network management and regional development, and responsible for Logistics & Buildings Division and the Regional & Branch Management Division.
CAREER	Frengky Chandra Kusuma started his career in 1989 at BCA as a Credit Analyst, and rose through the ranks to become Head of Cakranegara Branch in 2001. Subsequently he served as Head of the Sidoarjo Branch, Diponegoro Branch, Solo Branch and Veteran Surabaya Branch, respectively, until appointed as Head of Regional Office IV East Indonesia in 2012. In 2018 to 2021, he served as Head Regional Office III Surabaya, and was also a member of the Steering Committee of the East Java Regional Banking Consultative Agency. During his career, he accumulated extensive experience in various areas and assignments, including in SME & commercial banking, branch banking management, network distribution & delivery channel, and procurement & property management.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	He obtained a Bachelor's degree in Accounting from STIE Yayasan Pendidikan Ujung Pandang (STIE YPUP) and a Master degree in Financial Management from Universitas Katolik Widya Mandala. Certifications: • Risk Management Level 7. Trainings, seminars, and conferences attended in 2024 are presented on page 340 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



John Kosasih
Director

Indonesian citizen, 55 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2021 Annual GMS and obtained the approval of OJK on 26 April 2021, for a 5-year term.

DUTIES AND RESPONSIBILITIES	Director of BCA who is responsible for the Commercial & SME Division, Cash Management Division and Credit Service Centre. He also monitoring the developments of subsidiaries that are wholly owned by BCA, i.e. PT Asuransi Umum BCA (BCA Insurance) as well as PT Bank BCA Syariah (BCA Syariah).
CAREER	From 2016 to early 2021, he served as President Director of PT Bank BCA Syariah. Prior to this, he has had extensive experience in the banking industry, holding a variety of positions including as Finance and Loan Administration Manager, Head of Central Coordinator and Member of IBRA Team at PT Bank Risjad Salim Internasional (1997-2000), Head of Business Development and Business Planning, Consumer Mass Marketing, Head of Consumer Banking Strategic Planning & Marketing Communication, Head of Liability Product & Marketing Communication, Head of Jakarta Region with PT Bank Danamon Indonesia Tbk (2000-2005), Head of Sales Development Individual Banking, Senior Advisor to the Regional Development & Planning Task Force, and Consultant for Marketing Strategy Development with PT Bank Central Asia Tbk (2005-2010), and Director and Vice President Director of PT Bank BCA Syariah (2010-2016). He is also currently active in the Administrative Body of Perbanas (2020-2024 period). During his career, he accumulated extensive experience in various areas and assignments, including in consumer banking, wealth management, commercial & SME banking, micro business, sharia/islamic banking strategy, and accounting & financial management.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	He obtained a Bachelor's degree in Economics from Murdoch University, Perth, Western Australia, including Pacific RIM Bankers Programme – University of Washington, Foster Education Seattle, USA (2012), ASEAN Global Leadership Program, UC Berkeley, California, USA (2017), and University of Chicago Booth School of Business, USA (2023). Certifications: • Risk Management Level 7. • Treasury Dealer. Trainings, seminars, and conferences in 2024 are presented on page 340 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Antonius Widodo Mulyono
Director

Indonesian citizen, 61 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2022 Annual GMS and obtained the approval of OJK on 22 April 2022, for a term of office until the end of the Annual GMS in 2026.

DUTIES AND RESPONSIBILITIES	Director of BCA, responsible for Risk Management, Enterprise Security, and Corporate Communications & Social Responsibility.
CAREER	Antonius Widodo Mulyono has had an extensive experience of more than 30 years in the banking industry in Indonesia. From 2019 until 2022, he served as Director of PT Asuransi Jiwa BCA, in charge of the marketing of Asuransi Jiwa BCA products in all distribution channels. Prior to serving as Director of PT Asuransi Jiwa BCA, he served as the Business Director with PT Bank DKI (2015-2018), Commissioner of PT Asuransi Umum BCA (2014-2015), and in a number of other positions with PT Bank Central Asia Tbk, including as Head of Commercial & SME Division (2011-2015), Head of Regional Office II Central Java & DI Yogyakarta (2009-2011), Head of Regional Office IV Denpasar Bali (2008-2009), Head of BCA Malang Branch Office (2006-2008), Deputy Division Head of Retail Banking (2003-2006), Head of BCA Yogyakarta Branch Office (2000-2003), and Head of Branch Credit Bureau (1994-1999). Currently, he also serves as Chairman of the Communication Division for the period 2023-2027 at the Indonesian Bankers Association (IBI). During his career, he accumulated extensive experience in various areas and assignments, including in commercial & SME banking, retail banking, branch banking management, marketing strategy, general insurance, life insurance, management community development, and corporate communication.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	He held a Bachelor's degree in Economics as well as a Magister Management degree, both from Universitas Gadjah Mada, Yogyakarta. Certifications: • Risk Management Certification Refresher Program – BARa Risk Forum: Digitalization of Risk Management. • Certification Maintenance Program for Risk Management Level 7 - Optimization of Active Supervision by the Board of Commissioners: In-Depth Exploration of the Functions and Active Roles of Commissioners in the BANI (Brittle, Anxious, Non-Linear, and Incomprehensible) Era. Tranings, seminars, and conferences attended in 2024 are presented on page 340 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.

Board of Commissioners Profile



Djohan Emir Setijoso
President Commissioner

Indonesian citizen, 83 years old, domiciled in Indonesia. Appointed as President Commissioner of BCA at the 2011 Annual GMS and obtained the approval of Bank Indonesia on 25 August 2011. Lastly, reappointed to the position at the 2021 Annual GMS for a 5-year term.

CAREER	Djohan Emir Setijoso served as President Director of BCA (1999-2011), lastly responsible for overall coordination, Internal Audit Division, Corporate Planning, Finance & Accounting, and Corporate Secretary. Prior to joining BCA, he worked at Bank Rakyat Indonesia (1965-1998) with his last position as a Director; and President Commissioner of Inter Pacific Bank (1993-1998). In addition to serving as President Commissioner of BCA, he is currently active in various organizations. During his career, he accumulated extensive experience in a variety of areas or assignments, including banking & financial strategy, banking supervision, internal audit, corporate banking, branch banking, and individual banking.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	Obtained a Bachelor's degree from Institut Pertanian Bogor in 1964. Certifications: • Risk Management Level 7. Trainings, seminars, and conferences attended in 2024 are presented on page 321 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with fellow members of the Board of Commissioners, members of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Tonny Kusnadi
Commissioner

Indonesian citizen, 77 years old. Domiciled in Indonesia. Appointed as Commissioner of BCA at the 2003 Annual GMS and obtained the approval of Bank Indonesia on 4 September 2003. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.

CAREER	Prior to joining BCA, he served as Director of PT Cipta Karya Bumi Indah, a property development and construction company (2001-2002), following a previous posting in the company as Commissioner. Tonny Kusnadi has also served as Chief Manager of Corporate Banking at BCA (1992-1998) as well as various managerial positions in several other companies, including President Director of PT Sarana Kencana Mulya, an electronic distributor company (1999-2001), General Manager of PT Tamara Indah, an engineering and general supplier company (1988-1992), and General Manager of PT Indomobil, a leading Indonesian automotive company (1987). During his career, he accumulated extensive experience in various areas and assignments, including corporate banking, banking operations & services, and corporate planning.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	Obtained a Bachelor's degree in Mechanical Engineering from Universitas Brawijaya, Malang in 1978. Certifications: • Risk Management Level 6. Trainings, seminars, and conferences attended in 2024 are presented on page 321 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with fellow members of the Board of Commissioners, members of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Currently also serves as President Commissioner of PT Sarana Menara Nusantara Tbk.



Cyrillus Harinowo
Independent Commissioner

Indonesian citizen, 71 years old. Domiciled in Indonesia. Appointed as Independent Commissioner of BCA at the 2003 Annual GMS and obtained the approval of Bank Indonesia on 4 September 2003. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.

CAREER	Prior to joining BCA, he has had a career in Bank Indonesia (BI) for around 25 years, including in the position of Director of the Money Market and Giralization and Monetary Management Department (1994-1998), a director-level position. He has also served as Alternate Executive Director and Technical Assistance Advisor for Monetary and Exchange Affairs Department, the International Monetary Fund (IMF), Washington (1998-2003). He has served in various managerial positions at both government and non-government institutions, including as Staff to the Minister of Trade (1988-1989). He is an active lecturer with a number of leading universities in Jakarta, and a regular speaker at seminars and forums both domestically and abroad as well as writing articles for mass media. He has published books on Indonesia's public debt (2002) and on the IMF (2004), 'Indonesian Economic Spring' (2005), 'Oceanic Joy: A Journey of a Big Indonesian Shipping Company' (2020), 'Towards the Age of Electric Vehicles' (2021), 'Towards the Renewable Energy Era' (2022), and 'Gunungkidul, The Next Bali' (2022), 'Indonesia as the Gravity Center of the World Battery Industry' (2023), and 'Multi-Pathways for Car Electrification' (2024). During his career, he accumulated extensive experience in various areas and assignments, including in monetary economy, macro & international economy, banking & finance, and renewable energy.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	Obtained a Bachelor's degree in Accounting from Universitas Gadjah Mada (1977), a Master's degree in Development Economics from Williams College, Massachusetts (1981), and a PhD in International Monetary and Economics from Vanderbilt University, Nashville, Tennessee, USA (1985). Certifications: • Risk Management level 6. Trainings, seminars, and conferences attended in 2024 are presented on page 321 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with fellow members of the Board of Commissioners, members of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Does not have concurrent positions in companies or other institutions in accordance with the prevailing OJK Regulations.



Raden Pardede
Independent Commissioner

Indonesian citizen, 64 years old. Domiciled in Indonesia. Appointed as Commissioner of BCA at the 2004 Annual GMS and obtained the approval of Bank Indonesia on 14 June 2004. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.

CAREER

He served as Independent Commissioner of PT Adaro Energy Indonesia, Tbk (2010-2022), President Commissioner of PT Perusahaan Pengelola Aset (2008-2009), Deputy President Director of PT Perusahaan Pengelola Aset (2004-2008), Executive Director of PT Dana Reksa (2002-2004), Chief Economist and Head Division of PT Dana Reksa (1995-2002), Executive Director of PT Danareksa (2002-2004), Chief Economist and Head Division of PT Danareksa (1995-2002).

In addition, Raden Pardede has held various positions in several companies and governments, including Secretary General of the Committee for COVID Handling and National Economic Recovery (2020-2023), Vice Chairman of the National Economic Committee (2010-2014), Special Staff to the Minister of Finance (2008-2010), Chairman of the Indonesian Financial System Stability Forum (2007-2009), Secretary of the Financial System Stability Committee (2008-2009), Chairman of Indonesian Infrastructure Development Financing (2004-2005), Special Staff to the Coordinating Minister for Economic Affairs (2004-2005), Deputy Coordinator of the Assistance Team to the Minister of Finance (2000-2004), Founder of Danareksa Research Institute (1995), Consultant at the World Bank (1994-1995), Planning Staff at the Ministry of Industry (1985-1990), and Process Engineer at PT Pupuk Kujang (1985).

Raden Pardede is a visiting lecturer at Institut Teknologi Bandung, Universitas Indonesia, and Prasetiya Mulya Business School.

During his career, he accumulated extensive experience in various fields and assignments, including monetary economy, economic development planning, scenario planning, banking & finance, and macroeconomic policy.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

Obtained a Bachelor's degree in Chemical Engineering from Institut Teknologi Bandung and a PhD in Economics from Boston University, USA.

Certifications:
- Risk Management level 6.

Trainings, seminars, and conferences attended in 2024 are presented on page 321 in this Annual Report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with fellow members of the Board of Commissioners, members of the Board of Directors, and/or the controlling shareholders of BCA.

CONCURRENT POSITIONS

Currently also serves as Independent Commissioner of PT Global Digital Niaga Tbk.



Sumantri Slamet
Independent Commissioner

Indonesian citizen, 70 years old. Domiciled in Indonesia. Appointed as Independent Commissioner of BCA at the 2016 Annual GMS and obtained the approval of OJK on 11 July 2016. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.

CAREER	He served as Independent Commissioner and Chairman of the Audit Committee of PT Multi Bintang Indonesia Tbk, member of the Board of Trustees of Universitas Indonesia, Chairman of the Risk Committee at Universitas Indonesia, member of the Information Technology & Risk Management Committee of PT Bursa Efek Indonesia, Remuneration & Nomination Committee and Audit Committee at PT Bank CIMB Niaga Tbk, and President Commissioner of PT Danakita Investama, an investment management company. He has also held managerial and director positions in several companies, including Head of Project Finance and Investor Relations - Strategy and Business Development at PT Medco Energy International Tbk (2008-2013) and concurrently as Managing Director at several Medco subsidiaries outside Indonesia, namely in Singapore, United States, Oman, Yemen, and France (2008-2013). Additionally, he once served as a Director at PT Surya Citra Televisi-SCTV (2005-2008) and Director at PT Surya Citra Media Tbk (2004-2008). During his career, he accumulated extensive experience in various areas and assignments, including IT, finance, capital market, audit, risk management, and remuneration & nomination.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	Graduated with a Bachelor's degree majoring in Mathematics at the Faculty of Mathematics and Natural Sciences of Universitas Indonesia (1978) and obtained a Master's degree (1981) and a PhD (1983) in Computer Science from the University of Illinois, Urbana Champaign, USA. Certifications: • Risk Management level 6. Trainings, seminars, and conferences attended in 2024 are presented on page 321 in this Annual Report.
AFFILIATIONS	No financial relationship, stock ownership relationship, and/or family relationship with fellow members of the Board of Commissioners, members of the Board of Directors, and/or the controlling shareholders of BCA.
CONCURRENT POSITIONS	Currently also serves as a Member of the Risk Committee of Universitas Indonesia (effective until August 2024).

Audit Committee Profile



Sumantri Slamet
Chairman

Sumantri Slamet has been the Chairman of the BCA Audit Committee since April 22, 2021, based on Director's Decree No. 073/SK/DIR/2021. He also serves as Independent Commissioner. Detailed information can be found in the Board of Commissioners' Profile section on page 78.



Fanny Sagitadewi
Member

Indonesian citizen, 59 years old, residing in Indonesia. She was appointed as a member of the BCA Audit Committee on April 22, 2021, based on Director's Decree No. 073/SK/DIR/2021.

CAREER

She began her career in 1990 as an internal auditor at PT BCA Tbk, later becoming Head of General Audit Affairs at the Head Office and Regional Offices (1996-1997), Head of Audit Bureau at the Head Office and Regional Offices (1997-1999), and Head of Audit Bureau for Branches Area 1 (1999-2004). She then joined the Finance and Planning Division as Senior Advisor for Cost Effectiveness Evaluation (2013-2014). Later, she served as Head of the Subsidiary Monitoring & Cost Effectiveness Evaluation Subdivision (2015-2018), and Head of Business Finance & Planning Subdivision in the Corporate Strategy & Planning Division (2019-2020).

Throughout her career, she has gained experience and expertise in various fields, particularly in Banking.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

She graduated from the Faculty of Economics at Universitas Trisakti (1990) and holds a Master of Management degree from Sekolah Tinggi Manajemen PPM (2005).

Certifications:
- Risk Management Level 6, issued by LSPP.

Trainings, seminars and conferences attended in 2024 are presented on page 372 in this Annual Report.



Rallyati A. Wibowo
Member

Indonesian citizen, 64 years old, domiciled in Indonesia. She was appointed as a member of the BCA Audit Committee on April 22, 2021, based on Director's Decree No. 073/SK/DIR/2021.

CAREER

Prior to joining the BCA Audit Committee, she served as a member of the Audit Committees at PT Tugu Pratama Indonesia, the University of Indonesia, and PT Krakatau Steel Tbk. Rallyati A. Wibowo started her career in 1986 as an accountant at Drs. Hadi Sutanto & Rekan Accounting Firm (Price Waterhouse). She then held managerial positions at several companies, including Vice President – Financial Controller at PT Sewu New York Life (1992-1995), Vice President – Head of Finance and Accounting at PT Kustodian Depositori Efek Indonesia (1995-2005). Later, she became Vice President – Head of Finance, Accounting & Tax, Human Resources & GA Division, and Vice President – Head of Risk Management at PT Surya Citra Media Tbk (2005-2009). She also served as Finance and Administration Director at PT Indospec Asia (2012), and Independent Director at PT Adi Sarana Armada Tbk (2012-2015).

Currently, she is a lecturer at the Faculty of Economics and Business, Universitas Indonesia (FEBUI), and an Independent Commissioner and Chair of the Audit Committee at PT WOM Finance Tbk. (October 2024 - present), a member of the Audit Committee at PT Mitrabara Adiperdana Tbk. (October 2024 - present), and a member of the Indonesian Audit Committee Association (IKAI) (October 2019 - present).

Throughout her career, she has gained extensive experience in various fields, including Finance and Accounting.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

She holds a Bachelor's degree in Accounting from the University of Indonesia (1985) and a Master's degree in Accounting from the University of Indonesia (2010).

Certifications:
a. Audit Committee Practice Certification (CACP), issued by Ikatan Komite Audit Indonesia (IKAI).
b. Chartered Accountant (CA) issued by Ikatan Akuntan Indonesia (IAI)

Trainings, seminars and conferences attended in 2024 are presented on page 372 in this Annual Report.

Risk Oversight Committee Profile



Cyrillus Harinowo
Chairman

Cyrillus Harinowo has been the Chairman of the BCA Risk Monitoring Committee since April 29, 2021, based on Director's Decree No. 079/SK/DIR/2021. He also serves as an Independent Commissioner and Chairman of the Integrated Governance Committee. Detailed information can be found in the Board of Commissioners' Profile section on page 76.



Endang Swasthika Wibowo
Member

Indonesian citizen, 63 years old, domiciled in Indonesia.
She has been a member of the BCA Risk Monitoring Committee since 2007. Her most recent appointment was effective on December 18, 2023, based on Director's Decree No. 0212/SK/DIR/2023.

CAREER

Endang Swasthika Wibowo is an academician and researcher in the fields of risk management, finance, and banking. Previously, she served as the Head of the Master's Program in Banking Management at ABFII Perbanas, a trainer for risk management (Certified GARP – BSMR), Head of the Research and Community Service Center at Perbanas (2000-2006), Expert Staff in Economic and Banking Affairs at the Legislative Body of the Indonesian Parliament (2000-2005), Commissioner of PT Putera Lintas Kemas, an Air Freight Forwarder Company (2000-2004), and Head of the Management Department at STIE Perbanas (1990-1993).

Throughout her career, she has gained experience and expertise in finance and banking.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

She graduated from the Faculty of Economics at Universitas Islam Indonesia, Yogyakarta (1985), earned a Graduate Diploma in Banking & Finance (1996), and a Master's degree in Banking from Monash University, Australia (1998).

Certifications:
a. General Banking Trainer, issued by the Professional Banking Certification Institute (LSPP).
b. Trainer for Payment Systems and Management of Rupiah (SPPUR) – Bank Indonesia.
c. Risk Management Level 6 – LSP BSMR.

Trainings, seminars, and conferences attended in 2024 are presented on page 379 in this Annual Report.



Joanes Justira Gunawan
Member

Indonesian citizen, 59 years old, residing in Indonesia. He was appointed as a member of the BCA Risk Monitoring Committee on December 18, 2023, based on Director's Decree No. 0212/SK/DIR/2023.

CAREER

Joanes Justira Gunawan started his career at BCA as an internal audit staff in the Internal Audit Division (1990-1996), Head of the Internal Audit Division (1997-2001), Deputy Head of the Internal Audit Division (2001-2012). He then joined the Electronic Banking Services Center (2012-2020) as Head of the Electronic Banking Services Center.

He was also assigned as Commissioner at PT. Abacus Cash Solution (2019-2023). After retiring in 2020, he became Commissioner at PT. Abacus Teknika Solusindo (2021-2023), Commissioner at PT. Zeals Digital Asia (2022-present), and President Commissioner at PT. Abacus Dana Pensiuntama (2023-2024). He rejoined BCA as a member of the Risk Monitoring Committee in January 2024.

Throughout his career, he gained experience and expertise in IT Audit and electronic operations.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

He holds a Bachelor's degree from Universitas Trisakti (1989) and a Master's degree in Management from the University of Budi Luhur Jakarta (2023).

Certifications:
- Banking Risk Management Level 7, issued by LSPP.

Trainings, seminars, and conferences attended in 2024 are presented on page 380 in this Annual Report.



Reinhard Harianja
Member

Indonesian citizen, 61 years old, domiciled in Indonesia. He was appointed as a member of the BCA Risk Monitoring Committee on December 18, 2023, based on Director's Decree No. 0212/SK/DIR/2023 regarding the Appointment of Members of the Risk Monitoring Committee.

CAREER

Reinhard Harianja began his career at Bank BTN as a Staff Officer in the Officer Development Program (1991-1994) in KC Jayapura and Head of Section at KC Samarinda (1994-1997), as well as Head of Operational Risk Management at the Risk Management Division (2005-2009). He then worked as Branch Manager at KC Mataram (2009-2010), AVP Operational Risk at the Risk Management Division (2010-2011), Head of Operational Risk Management Department (2011-2012), and Division/Branch Risk Management Coordinator (Feb 2012-July 2012). He later became Vice President, Head of the Risk Management Division (2013-2015), Business Deputy Regional Manager at the Surabaya Regional Office 2 (2015-2017), and Housing Finance Center Head (2017 until his retirement preparation in 2018). He was appointed as a member of the Audit Committee at PT Perusahaan Perdagangan Indonesia (Persero) since 2020 and as a member of the BCA Risk Monitoring Committee since 2024.

In the banking industry, he was actively involved in the Banker Association for Risk Management (BARa) as Deputy Director of Liquidity Risk (2018) and Deputy Executive Director (2018-2021).

Throughout his career, he gained experience and expertise in Risk Management.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

He holds a Bachelor's degree from the Bogor Agricultural Institute (1987) and a Master's degree in Management from Universitas Gajah Mada (1999). He is currently pursuing a Doctoral Program (Ph.D.) in Communication & Leadership at the London School of Public Relations.

Certifications:
a. Banking Risk Management Qualification Level 7.
b. Payment Systems and Rupiah Money Management (SPPUR) qualification Level 6, Subfield Cash Handling.
c. Fund Transfer Management for Banks and Foreign Currency Exchange and Foreign Currency Banknote Handling issued by LSP-LSPP.
d. Certification in Audit Committee Practices (CACP) issued by the Indonesian Audit Committee Association (IKAI).
e. Competency Assessor Certificate issued by LSP-LSPP; Certified Credit Manager issued by the Indonesian Bankers Association.

Trainings, seminars, and conferences attended in 2024 are presented on page 380 in this Annual Report.

Remuneration and Nomination Committee Profile



Raden Pardede
Chairman

Raden Pardede has served as Chairman of the Remuneration and Nomination Committee of BCA since 7 April 2021 based on Board of Directors Decree No. 064B/SK/DIR/2021. Concurrently, he is also an Independent Commissioner of BCA. His complete profile is presented in the Board of Commissioner Profile on page 77.



Djohan Emir Setijoso
Member

Djohan Emir Setijoso has served as member of the Remuneration and Nomination Committee of BCA since 7 April 2021 based on Board of Directors Decree No. 064B/SK/DIR/2021. Concurrently he is also the President Commissioner of BCA. His complete profile is presented in the Board of Commissioner Profile on page 74.



Rudi Lim
Member

Indonesian citizen, 54 years old. Domiciled in Indonesia. Appointed as a member of the Remuneration and Nomination Committee of BCA since 7 April 2021 based on Board of Directors Decree No. 064B/SK/DIR/2021.

CAREER	Started his career with BCA through the Management Development Program (MDP) in 1994, and subsequently held various positions as Head of Operations at KCU Cikokol (1998-1999), Head of Compensation and Employment Services Bureau (2005-2012), Head of Human Capital Services Sub-Division (2012-2016), Head of Human Strategy & Solutions Sub-Division (2016-2020), and lastly as Head of Human Capital Division (January 2021 - present). During his career, he has accumulated extensive experience and skills in various areas or assignments, including as Director of Pension Fund.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	Obtained a Bachelor's degree in Agribusiness from Institut Pertanian Bogor (1993) and Master's Degree in Management from Sekolah Tinggi Manajemen PPM (2005). Trainings, seminars and conferences attended in 2024 are presented on page 385 in this Annual Report.

Integrated Governance Committee Profile



Cyrillus Harinowo has been serving as the Chairman of the Integrated Governance Committee at BCA since May 6, 2021, based on Decree No. 088/SK/DIR/2021. He also holds the position of Independent Commissioner and Chairman of the Risk Monitoring Committee. Further details are available in the Board of Commissioners Profile section on page 76.

Cyrillus Harinowo
Chairman



Prabowo
Member

An Indonesian citizen, 66 years old, residing in Indonesia. He was appointed as a member of BCA's Integrated Governance Committee on May 6, 2021, following Director's Decree No. 088/SK/DIR/2021.

CAREER	Prabowo started his career at Bank Indonesia in 1985, holding various positions, with his last role as Director of Banking Investigation and Mediation (2012-2013). He later joined the Financial Services Authority (OJK) as Director of Market Conduct (2014-2015), and as the President Director of the OJK Pension Fund (2015-2019). His career has equipped him with extensive experience in human resources, finance, and banking.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	He earned a Bachelor's degree in Civil Law from the University of Gadjah Mada (1984) and an MBA in International Business from the University of Stirling, Scotland, United Kingdom (1994). Trainings, seminars and conferences attended in 2024 are presented on page 391 in this Annual Report.



Sulistiyowati
Member

An Indonesian citizen, 65 years old, residing in Indonesia. She has been serving as a member of BCA's Integrated Governance Committee since May 6, 2021, in accordance with Decree No. 088/SK/DIR/2021. She is also an Independent Commissioner at PT BCA Finance.

CAREER

Sulistiyowati started her career in an export-import company from 1978 to 1981. In 1981, she joined PT Bank Central Asia Tbk, where she worked in various roles until 2004, with her last position as Head of the Finance and Accounting Division. She then became a financial trainer and consultant, as well as a partner at Elevasi Performa Insani. She has been an Independent Commissioner at PT BCA Finance since 2016.

Her expertise includes accounting and finance.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

She graduated in Accounting from the Indonesian Accounting Foundation (1983) and the PPM School of Management (1996).

Trainings, seminars and conferences attended in 2024 are presented on page 391 in this Annual Report.



Gustiono Kustianto
Member

An Indonesian citizen, 70 years old, residing in Indonesia. He has been a member of BCA's Integrated Governance Committee since 2015, with his most recent reappointment effective May 6, 2021, as per Decree No. 088/SK/DIR/2021. He has also been an Independent Commissioner at PT Asuransi Umum BCA since 2011.

CAREER

Before joining BCA, Gustiono Kustianto held senior positions in the financial and non-financial industries, including VP at Citibank N.A. Jakarta, Director of PT Bank Tiara Asia Tbk, Head of the Bank Restructuring Unit at the Indonesian Bank Restructuring Agency (BPPN), Vice President Director at PT Bank Internasional Indonesia Tbk (now PT Bank Maybank Indonesia Tbk), Director of PT Tri Polyta Indonesia Tbk (now PT Chandra Asri Petrochemical Tbk), CFO at PT Broadband Multimedia Tbk (now PT First Media Tbk), and President Director at PT Indonesia Air Transport Tbk.

He has expertise in financial management and risk management.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

He holds a Civil Engineering degree from the Faculty of Civil Engineering at Universitas Kristen Petra, Surabaya (1979), and an MBA from the Indonesian Management Development Institute (IPMI) in 1988.

Trainings, seminars and conferences attended in 2024 are presented on page 391 in this Annual Report.



Pudjianto
Member

An Indonesian citizen, 68 years old, residing in Indonesia. He has been a member of BCA's Integrated Governance Committee since 2015, with his reappointment effective May 6, 2021, according to Decree No. 088/SK/DIR/2021. He is also the Independent Commissioner and Chairman of the Audit Committee at PT Asuransi Jiwa BCA since November 2014.

CAREER

Before joining BCA, Pudjianto had a 31-year career at PT Asuransi Kesehatan Indonesia (PT Askes), followed by 5 years at PT Asuransi Jiwa InHealth Indonesia. He started his career as a staff member in the Finance Division at PT Askes in 1977, and later rose through the ranks to become Assistant Manager (1983-1987), Manager (1988-1999), and General Manager (2000-2008). He became the Finance Director at PT Asuransi Jiwa InHealth Indonesia (2009-2013).

His expertise lies in financial management, accounting, and life insurance risk management.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

He completed his Bachelor's degree in Business Administration from the Universitas Terbuka, Jakarta (1990) and his Master's in Financial Management from the IMMI School of Management, Jakarta (2002).

Trainings, seminars and conferences attended in 2024 are presented on page 391 in this Annual Report.



Felicia Mathilda Simon
Member*

Indonesian citizen, 57 years old. Domiciled in Indonesia. Appointed as a member of the Integrated Governance Committee of BCA on September 2023, based on Board of Directors Decree No. 0154/SK/DIR/2023. Currently also serves as an Independent Commissioner of PT BCA Multi Finance.

CAREER

Joined BCA in 1991, with experience in branches (1992-2001) and various strategic positions in Consumer Lending at the Head Office, including Head of Business Development (2001-2004), Head of Marketing and Sales (2004-2007), Head of Operation (2007-2011), and most recently as Division Head of Consumer Lending (2011-2022).

Throughout her career, she has accumulated experience and expertise in various fields and assignments, especially in strategic planning and development of consumer lending, joint financing, risk management, and managing banking operations.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

Obtained her Bachelor degree from the Faculty of Economics Management Program at Tarumanagara University in 1990.

Trainings, seminars and conferences attended in 2024 are presented on page 391 in this Annual Report.

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



Ratna Yanti
Member

An Indonesian citizen, 61 years old, residing in Indonesia. She became a member of BCA's Integrated Governance Committee on March 31, 2022, with her most recent reappointment effective March 10, 2023, according to Decree No. 0050/SK/DIR/2023. She also serves as the President Commissioner at PT Bank BCA Syariah.

CAREER

Before becoming the Independent President Commissioner at BCAS, Ratna Yanti worked at BCA from 1988 to 2018, starting as an HR staff member in recruitment and later holding key positions such as Head of the Surabaya Regional Office (2015-2018), Semarang Regional Office (2011-2015), Balikpapan Regional Office (2010-2011), and Branch Manager at several BCA branches. She was also Head of BCA's team in acquiring Bank Royal Indonesia and Rabobank Indonesia from 2019 to 2020.

Her expertise includes operations, banking supervision, and clinical psychology.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

She earned her Bachelor's degree in Psychology from Universitas Surabaya in 1987.

Trainings, seminars and conferences attended in 2024 are presented on page 392 in this Annual Report.



Sutedjo Prihatono
Member

An Indonesian citizen, 56 years old, residing in Indonesia. He has been a member of BCA's Integrated Governance Committee since 2015, with his reappointment effective May 6, 2021, as per Decree No. 088/SK/DIR/2021. He also serves as a member of the Sharia Supervisory Board at PT Bank BCA Syariah.

CAREER

Before joining PT Bank BCA Syariah, Sutedjo Prihatono worked at PT Bank Muamalat Indonesia Tbk from 1993 to 2004 as Senior Corporate Banking, then became Director at Karim Business Consultant (2004-2014). He also served as Audit and Risk Monitoring Committee at PT Bank BCA Syariah from 2010 to 2015.

His expertise includes Sharia banking and general management.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

He holds a Bachelor's degree in Management from the Faculty of Economics at Universitas Krisnadwipayana (1993) and a Master's in Management from Binus Business School (2014).

Trainings, seminars and conferences attended in 2024 are presented on page 392 in this Annual Report.



Hendra Iskandar Lubis
Member

An Indonesian citizen, 58 years old, domiciled in Indonesia. He has been a member of BCA's Integrated Governance Committee since 2017, with his reappointment effective May 6, 2021, in accordance with Decree No. 088/SK/DIR/2021. He also serves as an Independent Commissioner at PT BCA Sekuritas since 2017.

CAREER

Hendra Iskandar Lubis is currently serving as the Risk Planning and Monitoring Committee of Perum Perumnas (September 2020-present), Audit Committee of PT Hasnur International Shipping Tbk (May 2021-present), President Director of PT Central Sudirman Development (June 2021-present). Hendra Iskandar Lubis is also an independent consultant in the field of corporate finance and capital markets (2012-2014 and 2016-present). Previously, he served as President Director of PT Pefindo Riset Konsultasi (2014-2016), Director of Investment Banking & Corporate Finance at PT OSK Nusadana Securities Indonesia (2006-2012), Director of PT Catunilai Finans Adhinarya (2002-2006), Advisor at Lippo Group (2000-2002), and Group Head of Bank Restructuring and Division Head of Asset Management Investment at the Indonesian Bank Restructuring Agency (1998-2000).

During his career, he has gained experience and expertise in various fields and assignments including capital markets and finance.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

He earned his Bachelor's degree in Urban & Regional Planning from Bandung Institute of Technology (1990) and an MBA from George Washington University, USA (1994).

Trainings, seminars and conferences attended in 2024 are presented on page 392 in this Annual Report.



Janto Havianto
Member

An Indonesian citizen, 56 years old, domiciled in Indonesia. He became a member of BCA's Integrated Governance Committee on June 20, 2024, as per Decree No. 0093/SK/DIR/2024. He also serves as an Independent Director at PT BCA Finance Limited since June 13, 2024.

CAREER

Janto Havianto has spent much of his career in the Treasury world in several local and international banks, starting from Bank Bali (1992-1996), PT Bank Credit Agricole Indonesia (1996-2002), PT Rabobank Indonesia (2002-2008) and finally joining PT Bank Central Asia Tbk in 2008 with his last position as Head of Treasury Division in 2020-2021.

During his career, he has gained a lot of experience and expertise in the Treasury field, related to activities and transaction management in the fields of ALM, Money Market, Forex, Fixed Income, Derivative and Structured Products in meeting the needs of customers, both individuals, corporations, interbank, and wholesale clients, including developing Treasury System Support.

EDUCATION, CERTIFICATION, AND TRAINING IN 2024

He completed his Bachelor's in Electrical Engineering from Universitas Indonesia (1992) and a Master of Science in Sharia Banking from PSKTTI Universitas Indonesia (2010).

Certifications:
a. Treasury Dealer Level Advance Competency Certificate (Level-7) from LSPP in 2022.
b. Assessor Competency Certification from LSPP in 2021.

Trainings, seminars and conferences attended in 2024 are presented on page 392 in this Annual Report.



Ina Suwandi
Member

An Indonesian citizen, 59 years old, domiciled in Indonesia. She has been serving as a member of BCA's Integrated Governance Committee since September 14, 2023, based on Decree No. 0154/SK/DIR/2023.

CAREER	Before serving as Independent Commissioner of PT Bank Digital BCA, he had a career at BCA (1990-2020) and started his career in the Internal Audit Division before continuing his career in Consumer Banking BCA since 1995 with his last position as Head of the Banking Transaction Product Development Division (February 2020). During his career, she has gained experience and expertise in various fields, especially in the development of electronic banking products, development of third party funds and marketing communication.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	She holds a Bachelor's in Food Technology from IPB (1988) and an MBA from IPMI (2006). Trainings, seminars and conferences attended in 2024 are presented on page 393 in this Annual Report.

Corporate Secretary Profile



Raymon Yonarto
Corporate Secretary

Indonesian citizen, 54 years old, residing in Indonesia. He serves as the Corporate Secretary of PT Bank Central Asia Tbk ("BCA") since September 1, 2019, based on Appointment Letter No. 2271/SK/HCM-KP/A/2019. He is also the Senior Executive Vice President responsible for Industry & Economic Research, Investor Relations, ESG (Environment, Social, and Governance), GCG (Good Corporate Governance), Corporate Secretary, Finance & Accounting, Tax, and Regulatory Reporting.

CAREER	He has held several managerial positions at BCA, including Head of the Finance and Planning Division (2011-2018), Corporate Secretary (2007-2011), and Head of Investor Relations (2005-2006). Before joining BCA, he worked as Vice President at the Indonesian Financial Sector Policy Committee (2002-2003), Vice President at the Indonesian Bank Restructuring Agency (1998-2002), Banking Analyst at PT DBS Securities Indonesia (1996-1998), and in the Accounting, Finance, and Internal Audit Departments at Modern Group (1994-1996). During his career, he gained experience in various fields, including ESG, financial accounting & tax, capital markets/ capital raising, mergers and acquisitions, corporate planning and strategy, investor relations, and regulatory reporting.
EDUCATION, CERTIFICATION, AND TRAINING IN 2024	He holds a Bachelor of Arts degree in Accounting from the Philippines Christian University (1994) and an MBA from the Strathclyde University in the UK, where he received a Chevening Scholarship. Trainings, seminars and conferences attended in 2024 are presented on page 419-420 in this Annual Report.

Senior Executive

As of December 31, 2024

Name	Position
WEMINTO SURYADI	Head of Regional Office I, Bandung
WIDJAJA STEPHEN	Head of Regional Office II, Semarang
HENDRIK SIA	Head of Regional Office III, Surabaya
HARIJANTO	Head of Regional Office IV, Makassar
IWAN SANTOSO NARTO	Head of Regional Office V, Medan
SUHARDJO MOELIADI	Head of Regional Office VI, Palembang
HIANNI	Head of Regional Office VII, Malang
LILIANA	Head of Regional Office VIII, Pondok Indah, Jakarta
SEWAKA KOSASIH MULJADI	Head of Regional Office IX, Matraman, Jakarta
IKA MAYA SARI KHAIDIR	Head of Regional Office X, Pluit, Jakarta
JUNIARTA	Head of Regional Office XI, Balikpapan
TITIANI	Head of Regional Office XII, Wisma Asia, Jakarta
WIRA CHANDRA	Executive Vice President Grup Corporate Banking, Transaction & Finance
RAYMON YONARTO	Executive Vice President CFO Office & Corporate Secretary
LINUS EKABRANKO WINDOE	Executive Vice President Treasury Division & International Banking Division
LILIK WINARNI SOEDARSO	Executive Vice President Operation Strategy & Development Group
DAVID FORMULA	Executive Vice President Strategic Information Technology Group
DEDDY MULJADI HENDRAWINATA	Executive Vice President Credit Risk Analysis Group
HERA FENDAYANI HARYN	Head of Corporate Communication & Social Responsibility
LEO ARISTON	Head of Internal Audit Division
FREDDY IMAN	Head of Commercial & SME Banking Division
TJHONG WELLY YANDOKO	Head of Consumer Credit Business Division
TJOE ANIEK SUSILOWATI	Head of Cash Management Division
JAYAPRAWIRYA DIAH	Head of Corporate Strategy & Planning Division
RUDI LIM	Head of Human Capital Management Division
ADRIANUS WAGIMIN WANG	Head of Individual Customer Business Development Division
TEDDY GUNAWAN	Head of Learning & Development Division
ALRIANTO DJUNAIDI	Head of Logistic and Building Division
NG A IM	Head of Network Management & Regional Development Division
TJOE HENNY	Head of International Banking Division
JUNITA GRACE	Head of Treasury Division
INDRAWAN B	Head of Wealth Management Division
ANDI AGUS SALIM	Head of Corporate Credit Risk Analysis Group
EDY GUNAWAN	Head of Corporate Credit Risk Analysis Group
FERRY	Head of Corporate Credit Risk Analysis Group
TAN TESIEN TANUDJAJA	Head of Corporate Credit Risk Analysis Group
SHIRLEY MAGDALENA	Head of SME & Commercial Credit Risk Analysis Group
DJULIJANTO LIONG	Head of SME & Commercial Credit Risk Analysis Group
BUDI MULJA ADI SENTANA	Head of SME & Commercial Credit Risk Analysis Group
SIANNE DHALIA WINATA	Head of SME & Commercial Credit Risk Analysis Group

Name	Position
HENRIETTA SOESILO	Head of SME & Commercial Credit Risk Analysis Group
INGE SETIAWATY	Head of Corporate Transaction Group
SYLNA	Head of Corporate Banking Group
YAYI MUSTIKA PUDYANTI	Head of Corporate Banking Group
KRISTIAN MARBUN	Head of Corporate Banking Group
DENNY HARYANTO	Head of Corporate Banking Group
HERU WIRAWAN CHANDRA	Head of Corporate Banking Group
R. MARTHIN JOEL	Head of Corporate Banking Group
WINNY HARIANTO	Head of Corporate Support & Data Analytics
MARIA JASHINTA FRANSISKA	Head of Corporate Finance Group
LILIANI KURNIAWAN	Head of Corporate Branch Office
EVANS CHARLES BENNY H.	Head of Digital Innovation Solutions Group
INDRA TJAHAJA	Head of IT Infrastructure & Operations Group
LILY WONGSO	Head of Enterprise IT Architecture, Data Management & Service Quality
THOMAS ARMAND LAHEY	Head of Application Management Group
FERDINAN MARLIM H. S.	Head of Information Technology Security Group
PAULINE	Head of Modernization Group
I KETUT ALAM WANGSAWIJAYA	Head of Transaction Banking Business Development & Marketing Division
JAN HENDRA	Head of Transaction Banking Product Development Division
HENDRA TANUMIHARDJA	Head of Transaction Banking Partnership Solution Development Division
WILSON KARIMUN	Head of Transaction Banking Services
MARTINUS ROBERT WINATA	Head of Wholesale Transaction Banking Product Development
RUDY WINARTO BUDIARDJO	Head of Investor Relations
YUANDRI MARTUA PHILIP S	Head of Tax
FELIX IVANATA DARMASETIA	Head of Accounting
LINDA CHANDRAWATI	Head of Environment Sustainability Governance
SUSANWATI	Head of Experience Design - Consumer & Wholesale Banking Group
JUSTINA SUSILONINGSIH	Head of Experience Design - Branch & Shared Service Group
ANDRY SANTOSO	Head of Experience Design - Loan Operation and Credit Process Group
I MADE SUCITA	Head of Application & User Acceptance Test Group
RENI SEPTIANA	Head of E-Channel & Settlement Services
LANNY TANZANIA	Head of Compliance Division
FAMIATI DAUN	Head of Risk Management Division
EDY UNTUNG	Head of Credit Recovery Group
RADIMAN ALI ROHIM	Head of Global Trade & Payment Services
WANI	Head of Contact Center & Digital Services
WIWIN WIELIANTI	Head of Credit Administration Services
SUZI TANZINO	Head of Legal Operation & Litigation Group
RIEKA	Head of Legal Credit, Corporation & Asset Management Group
DAVID ERENST SUMUAL	Head of Economic & Industry Research
ERIN SUTEDJA	Head of Anti Fraud Bureau

Number of Employees and Competence Development

Number of Employees

At the end of 2024, BCA had 26,532 employees, representing a decrease of 1.42% compared to 26,915 employees in 2023.

Employee by Organization Level

	2024	2023	2022
Non Staff	903	996	1,070
Staff	20,186	20,713	18,450
Managers	5,349	5,099	4,886
Senior Officers (Including the Board of Commissioners and Directors)	94	107	102
Total	**26,532**	**26,915**	**24,508**

Employee by Age

	2024	2023	2022
≤ 25 Years old	4,377	4,978	3,740
> 25 – 30 Years old	6,494	5,973	5,387
> 30 – 35 Years old	5,430	5,565	4,998
> 35 – 40 Years old	2,690	2,089	1,435
> 40 – 45 Years old	899	999	1,462
> 45 – 50 Years old	2,561	3,033	3,675
> 50 Years old	4,081	4,278	3,811
Total	**26,532**	**26,915**	**24,508**

Employee by Education Level

	2024	2023	2022
Up to Senior High School	2,108	2,460	2,574
Diploma and Undergraduate	23,155	23,282	20,869
Graduate and Doctorate	1,269	1,173	1,065
Total	**26,532**	**26,915**	**24,508**

Employee by Employment Status

	2024	2023	2022
Permanent	24,685	24,054	22,291
Non Permanent (incl. contract, probationary, and trainee)	1,847	2,861	2,217
Total	**26,532**	**26,915**	**24,508**

Employee by Seniority

	2024	2023	2022
≤ 1 Year	1,800	4,470	2,585
> 1 - 5 Year	8,185	5,828	4,698
> 5 - 10 Year	5,679	5,994	6,598
> 10 - 15 Year	3,353	2,261	1,560
> 15 - 20 Year	775	700	559
> 20 Year	6,740	7,662	8,508
Total	**26,532**	**26,915**	**24,508**

* Data on total employees in 2023 has been restated

Competence Development

Employee Training

	2024			2023			2022		
	Number of Classes	Number of Days	Number of Participants	Number of Classes	Number of Days	Number of Participants	Number of Classes	Number of Days	Number of Participants
Managerial Leadership & Personal Development	467	51,303	12,430	420	30,907	11,371	342	15,337	10,625
Credit Management	82	40,105	2,020	190	12,202	4,140	169	19,831	4,164
Risk Management Certification Program	134	15,758	13,523	47	665	476	31	431	382
Sales	187	7,683	5,187	288	11,061	7,142	156	11,118	5,628
Service	49	4,317	2,306	32	6,951	1,584	25	3,049	2,123
Operations & Information Technology	866	122,368	18,610	856	80,993	18,503	871	141,545	19,623
Other	921	40,513	32,179	729	107,730	27,266	528	70,343	22,614
Total	**2,706**	**282,047**	**86,255**	**2,562**	**250,509**	**70,482**	**2,122**	**261,654**	**65,159**

Employee Training Expenses (in million Rupiah)

	2024	2023	2022
Total Employee Training Expenses	**353,627**	**372,815**	**263,243**

More detailed information regarding competence development can be seen in this Annual Report under the Human Resources chapter on page 246-248.

Training and/or Education for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Information on training and/or education for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit can be found in the Annual Report under the Company Profile on pages 62-91 and Corporate Governance sections on pages 321-322, 337-341, 372-393, and 419-420.

Changes in the Composition of the Board of Commissioners and Directors

In 2024, there were no changes in the composition of the Board of Commissioners and Directors. Changes to the composition of the Board of Commissioners and Directors, can be found in the Annual Report sections on the Board of Commissioners on pages 314-327 and Directors on pages 328-345 .

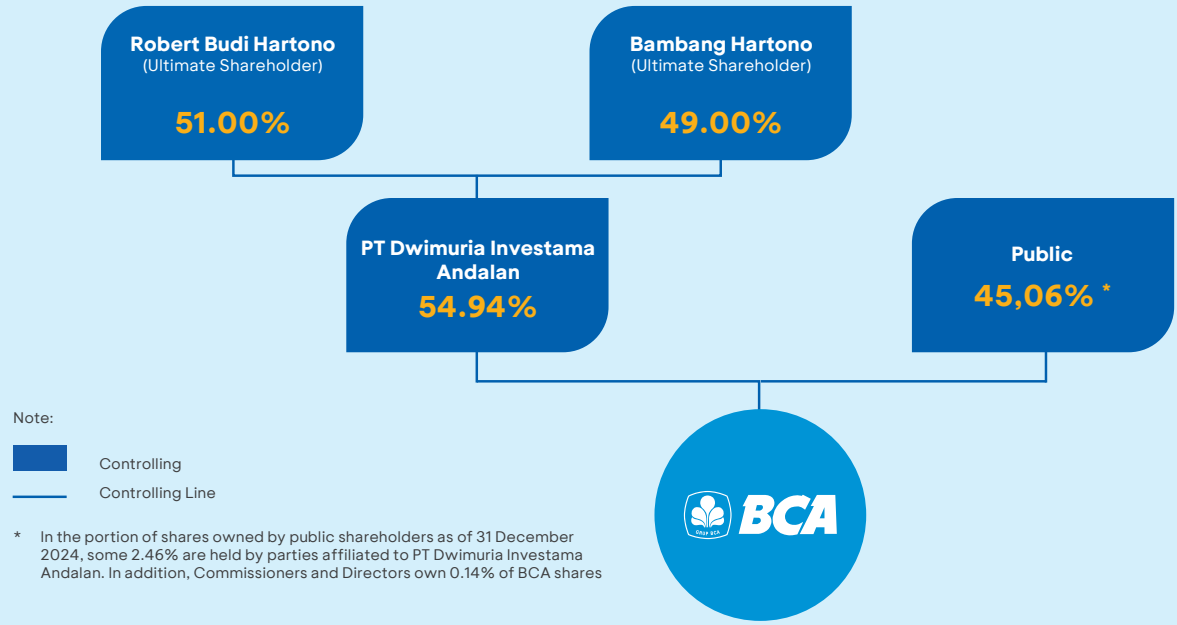
Statement of Independence of Independent Commissioners

Details on the appointment and statement of independence of Independent Commissioners can be found in the Annual Report under the Independent Commissioners section on page 326.

Shareholder Composition

BCA Ultimate Shareholder

In the period January 1, 2024 - December 31, 2024 there was no change in BCA's controlling shareholder.



Note:

Controlling

Controlling Line

* In the portion of shares owned by public shareholders as of 31 December 2024, some 2.46% are held by parties affiliated to PT Dwimuria Investama Andalan. In addition, Commissioners and Directors own 0.14% of BCA shares

Details of 20 Largest Shareholders

As of 1 January 2024

No.	Name	Number of Shares	%
1	PT DWIMURIA INVESTAMA ANDALAN	67,729,950,000	54.94
2	CITIBANK SINGAPORE S/A GOVERNMENT OF SINGAPORE	1,772,181,025	1.44
3	PT TRICIPTA MANDHALA GUMILANG	1,313,250,000	1.07
4	PT CATURGUWIRATNA SUMAPALA	1,261,750,000	1.02
5	ANTHONI SALIM	855,239,635	0.69
6	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	753,898,097	0.61
7	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	749,080,650	0.61
8	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD BOARD-2039927326	729,665,300	0.59
9	JPMCB NA RE-EUROPACIFIC GROWTH FUND	630,484,100	0.51
10	JPMCB NA RE-NEW WORLD FUND,INC	628,557,549	0.51
11	BBH BOSTON S/A GQG PARTNERS EMERGING MARKETS EQUITY FUND	623,756,130	0.51
12	STATE STREET BANK-GOLDMAN SACHS TRUST II-GOLDMAN SACHS GQG PARTNERS INTERNATIONAL OPPORTUNITIES FUND	608,808,898	0.49
13	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY - 1	596,146,700	0.48
14	JPMCB NA RE-WELLCOME TRUST	580,770,100	0.47
15	JPMSE LUX RE UCITS CLT RE-JPMORGAN FUNDS	580,632,300	0.47
16	STATE STREET BANK-ISHARES CORE MSCI EMERGING MARKETS ETF	502,209,200	0.41
17	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA	471,828,200	0.38
18	PT LINGKARMULIA INDAH	450,000,000	0.37
19	STATE STREET BANK-INVESCO DEVELOPING MARKETS FUND	387,065,800	0.31
20	JPMCB NA RE-VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET IT II	360,015,242	0.29
Total		**81,585,288,926**	**66.18**

As of 31 December 2024

No.	Name	Number of Shares	%
1	PT DWIMURIA INVESTAMA ANDALAN	67,729,950,000	54.94
2	CITIBANK SINGAPORE S/A GOVERNMENT OF SINGAPORE	1,804,761,329	1.46
3	PT TRICIPTA MANDHALA GUMILANG	1,313,250,000	1.07
4	PT CATURGUWIRATNA SUMAPALA	1,261,750,000	1.02
5	BBH BOSTON S/A GQG PARTNERS EMERGING MARKETS EQUITY FUND	873,752,230	0.71
6	ANTHONI SALIM	855,239,635	0.69
7	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	777,666,397	0.63
8	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD BOARD-2039927326	724,578,700	0.59
9	JPMCB NA RE-NEW WORLD FUND,INC	715,787,000	0.58
10	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	708,575,550	0.57
11	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY - 1	697,688,164	0.57
12	SSB 58Z6 GOLDMAN SACHS TST II-GOLD SA GQG PRTN IOF-2183964139	608,808,898	0.49
13	JPMCB NA RE-WELLCOME TRUST	521,550,100	0.42
14	JPMCB NA RE-EUROPACIFIC GROWTH FUND	516,745,500	0.42
15	SSB 2Q27 ISHARES CORE MSCI EMERGING MARKETS ETF -2183966403	487,008,200	0.40
16	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA	476,417,900	0.39
17	PT LINGKARMULIA INDAH	450,000,000	0.37
18	JPMSE LUX RE UCITS CLT RE-JPMORGAN FUNDS	443,898,900	0.36
19	SSB KGZ3 INVESCO DEVELOPING MARKETS FUND -2183965924	423,372,600	0.34
20	CITIBANK SINGAPORE S/A MONETARY AUTHORITY OF SPORE	411,177,306	0.33
Total		**81,801,978,409**	**66.36**

Source: Indonesian Central Securities Depository (KSEI)

Note:
Several of the institutions listed act as custodians for shareholders

Details of Shareholders with More than 5% Share Ownership

From 1 January 2024 to 31 December 2024, there were no shareholders owning more than 5% of shares, except for PT Dwimuria Investama Andalan, the Controlling Shareholder of BCA.

Public Shareholders with Less than 5% Share Ownership

As of 1 January 2024

	Composition*
Individual	
Local	3.86%
Foreign	0.003%
Institution	
Local	5.35%
Foreign	35.86%
Total	**45.06%**

As of 31 December 2024

	Composition*
Individual	
Local	4.12%
Foreign	0.004%
Institution	
Local	4.86%
Foreign	36.08%
Total	**45.06%**

As of 1 January 2024

	Composition*
Local Shareholders	**9.20%**
Individual	3.86%
Limited Liability Company	2.59%
Insurance	1.27%
Mutual Funds	0.94%
Foundation	0.55%
Cooperative	0.002%
Foreign Shareholders	**35.86%**
Individual	0.003%
Foreign Legal Entity	35.86%
Total	**45.06%**

As of 31 December 2024

	Composition*
Local Shareholders	**8.98%**
Individual	4.12%
Limited Liability Company	2.61%
Insurance	1.08%
Mutual Funds	0.72%
Foundation	0.45%
Cooperative	0.002%
Foreign Shareholders	**36.08%**
Individual	0.004%
Foreign Legal Entity	36.08%
Total	**45.06%**

* Calculated based on total number of BCA share outstanding amounting to 123,275,050,000 shares
Source: KSEI and PT Raya Saham Registra

Shareholder Composition - continued

Share Ownership Percentage of Commissioners and Directors

As of 31 December 2024, the Board of Commissioners and Directors cumulatively owned 0.14% of BCA shares. Detailed ownership information for each member can be found in the Annual Report on pages 636-637.

Temporary Suspension of Trading and/or Delisting of Shares

In 2023 and 2024, BCA was not subject to temporary share trading suspensions or share delistings. If such incidents occurred, the reasons would be explained.

Corporate Actions , Material Information and Information on Affiliated Transactions and Conflict of Interest Transactions

Throughout 2024, BCA did not engage in capital injections, stock splits, reverse stock splits, share dividends, bonus shares, or changes in nominal share values. Additionally, no new bonds/sukuk were issued. Other corporate actions disclosure are detailed on pages 490-491.

Throughout 2024, BCA did not conduct divestitures, mergers/consolidations of primary entities, acquisitions, debt/capital restructurings, or material transactions.

Information on affiliate transactions and conflicts of interest in 2024 can be found on page 457-465.

Membership In Associations

The list of industry association memberships among others:

No.	Associations
1	Perhimpunan Bank Nasional (Perbanas)
2	Asosiasi Bank Kustodian Indonesia (ABKI)
3	Asosiasi Pengelola Reksa Dana Indonesia (APRDI)
4	ACI Financial Market Association (ACI FMA)
5	Asosiasi Sistem Pembayaran Indonesia (ASPI)
6	Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)
7	Perhimpunan Pedagang Surat Utang Negara (HIMDASUN)
8	Indonesia Contact Center Association (ICCA)
9	The Institute of Internal Auditors (IIA)
10	Indonesia Chapter Ikatan Komite Audit Indonesia (IKAI)
11	Securities Investor Protection Fund (SIPF)
12	Asia Pacific Loan Market Association (APLMA)
13	European ATM Security Team (EAST)
14	International Monetary Conference (IMC)
15	Certified Information System Audition - Information Systems Audit & Control Association (CISA)
16	Association of Certified Fraud Examiners (ACFE)
17	Konsorsium Data Kerugian Eksternal (KDKE)
18	Inisiatif Keuangan Berkelanjutan Indonesia (IKBI)
19	Asosiasi Emiten Indonesia (AEI)
20	Indonesian Corporate Secretary Association (ICSA)

Record of BCA Share and Other Securities Listing

PT Bank Central Asia Tbk (BCA) held Initial Public Offering (IPO) on 11 May 2000. The IPO was listed on the Jakarta Stock Exchange and the Surabaya Stock Exchange on 31 May 2000 (Currently both exchanges were merged into the Indonesia Stock Exchange).

Record of BCA Share Listing at the Indonesia Stock Exchange

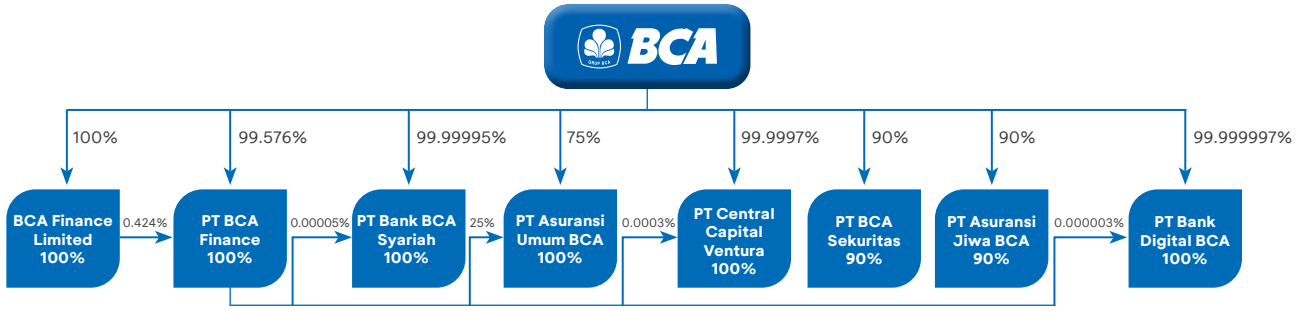
Date	Description		Number of Outstanding Shares	%
11 May 2000	Initial Public Offering (IPO)	2,943,986,000	2,943,986,000	500
15 May 2001	Stock split I with ratio of 1:2, Price After Stock Split to Rp860	x 2	5,887,972,000	250
2001	Shares issued in accordance with the Management Stock Option Plan (MSOP)	58,025,000	5,945,997,000	250
2002	Shares issued in accordance with the Management Stock Option Plan (MSOP)	71,526,000	6,017,523,000	250
2003	Shares issued in accordance with the Management Stock Option Plan (MSOP)	113,611,500	6,131,134,500	250
8 June 2004	Stock split II with ratio of 1:2, Price After Stock Split to Rp1,750	x 2	12,262,269,000	125
2004	Shares issued in accordance with the Management Stock Option Plan (MSOP)	40,944,500	12,303,213,500	125
2005	Shares issued in accordance with the Management Stock Option Plan (MSOP)	15,888,000	12,319,101,500	125
2006	Shares issued in accordance with the Management Stock Option Plan (MSOP)	8,403,500	12,327,505,000	125
31 January 2008	Stock split III with ratio of 1:2, Price After Stock Split to Rp3,525	x 2	24,655,010,000	62,5
15 October 2021	Stock split IV with ratio 1:5, Price After Stock Split to Rp7,320	x 5	123,275,050,000	12,5

Note:
The Extraordinary General Meeting of Shareholders on 12 April 2001 decided to increase the issued capital by issuing 147,199,300 shares through the Management StockOption Plan (MSOP). The MSOP was executable from 10 November 2001 up to 9 November 2006. Shares issued in accordance with the MSOP program above were taken into account for the effect of the stock split.

Record of Other Securities Listing

Since 2018, BCA has issued subordinated bonds, which detail can be seen in the Bonds Highlights on page 21.

BCA Group Structure and Subsidiaries Ownership



	Product and Services
PT BCA Finance	**Auto Financing:** New Car, Used Car
BCA Finance Limited	Fire Cash, Tahapan, LC, Loan and Trade Financing, Remittance
PT Bank BCA Syariah	**Funding:** Tahapan iB, Tahapan Rencana iB, Current Account iB, Deposits iB, Simpanan Pelajar (SimPel) iB, Tahapan Mabrur iB, Customer Fund Account (RDN) **Financing:** Checking account financing - shariah iB, Bank Guarantee, Umrah financing iB, Working Capital BCA Syariah iB, Investment loan BCA Syariah iB, Mortgage iB, Factoring BCA Syariah iB, Auto financing iB, Gold iB **Services:** Deposit services - Haji BCA Syariah, Money transfer (Retail dan RTGS), Kliring (Local and Intercity Clearing), Inkaso, Safe Deposit Box (SDB), Payroll, Bank's Referrence
PT Asuransi Umum BCA (BCA Insurance)	Auto Insurance, Fire Insurance, Property All Risks Insurance, Earthquake Insurance, Personal Accident Insurance, Travel Insurance, Freight Insurance, Terrorism and Sabotage Insurance, Contractor All Risks Insurance, Heavy Equipment Insurance, Machinery Breakdown Insurance, Personal Cyber Insurance, Total Loss Protection Insurance, Electronic Equipment Insurance, Moveable Property All Risk Insurance, General Liability Insurance, Money Insurance, Billboard Insurance, Employee Dishonesty Insurance, Ship Frame Insurance, Personal Accident Microinsurance
PT Central Capital Ventura (CCV)	Investment and Collaboration Services
PT BCA Sekuritas	Securities Brokerage Dealer and Underwriter for Issuance of Securities
PT Asuransi Jiwa BCA (BCA Life)	**Health Insurance:** Hospital 100% Refundable Insurance, Bima Proteksi Kesehatanku, BCA Life Perlindungan Kritis Optima, BCA Life Purna Medis Optima **Heritage:** BCA Life Heritage Protection, BCA Life Proteksi Jiwa Optima, BCA Credit Life Protection **Accident Protection:** b-SAVE Accident Protection
PT Bank Digital BCA	Digital Banking Solutions

Information on Subsidiaries

As of 31 December 2024

Company Name	Share Ownership			Type of Business
PT BCA Finance	PT Bank Central Asia Tbk	:	99.59%	Auto Financing & Multipurpose Financing
	BCA Finance Limited	:	0.41%	
	Total	:	100%	
BCA Finance Limited	PT Bank Central Asia Tbk	:	100%	Remittance and Money Lending
PT Bank BCA Syariah (BCA Syariah)	PT Bank Central Asia Tbk	:	99.99995%	Sharia Banking
	PT BCA Finance	:	0.00005%	
	Total	:	100%	
PT Asuransi Umum BCA (BCA Insurance)	PT Bank Central Asia Tbk	:	75%	General Insurance
	PT BCA Finance	:	25%	
	Total	:	100%	
PT Central Capital Ventura (CCV)	PT Bank Central Asia Tbk	:	99.9997%	Venture Capital Company
	PT BCA Finance	:	0.0003%	
	Total	:	100%	
PT BCA Sekuritas	PT Bank Central Asia Tbk	:	90%	Securities Brokerage Dealer and Underwriter for Issuance of Securities
	Chandra Adisusanto	:	10%	
	Total	:	100%	
PT Asuransi Jiwa BCA (BCA Life)	PT Bank Central Asia Tbk	:	90%	Life Insurance
	Chandra Adisusanto	:	10%	
	Total	:	100%	
PT Bank Digital BCA	PT Bank Central Asia Tbk	:	99.999997%	Banking
	PT BCA Finance	:	0.000003%	
	Total	:	100%	

Brief Profile	Total Assets (in billion Rupiah)	Company Address	Operational Status
PT BCA Finance was established in 1981 and then in 2000 began to focus on the motor vehicle financing business.	10,995	Wisma BCA Pondok Indah 8th Floor, Jl. Metro Pondok Indah No. 10 Jakarta 12310 Tel. : (021) 29973100	Operating
BCA Finance Limited was established in 1975 and operates in the field of money transfer services and has a business license as a money lender. BCA has ownership (direct and indirect) of 100% in 1996.	414	Unit 4707, 47/F, The Center, 99 Queen's Road Central, Hong Kong Tel. : (852) 28474388	Operating
PT Bank BCA Syariah (formerly known as PT Bank UIB) was established in 1991 and is engaged in Islamic Banking. Since December 10, 2020, PT Bank Interim Indonesia has effectively merged with PT Bank BCA Syariah. BCA has ownership (direct and indirect) of 100% in 2009.	16,641	Jl. Jatinegara Timur No. 72 Jakarta 13310 Tel. : (021) 8505030, 8505035, 8190072	Operating
PT Asuransi Umum BCA (formerly known as PT Central Sejahtera Insurance) was established in 1988 and operates in the insurance industry, especially in general insurance or loss insurance. BCA through PT BCA Finance became a 25% shareholder in 2010, and BCA increased its direct and indirect ownership to 100% in 2013.	3,355	Sahid Sudirman Center Building 10th Floor Unit F Jl. Jend. Sudirman Kav. 86 Jakarta 10220 Tel. : (021) 27889588	Operating
PT Central Capital Ventura, established since 2017 and engaged in venture capital companies. BCA has ownership (direct and indirect) of 100%.	497	Office 8 Building, 16th Floor Unit F SCBD Lot 28 Jl. Jend. Sudirman Kav 52-53 Jakarta 12190	Operating
PT BCA Sekuritas (formerly known as PT Dinamika Usaha Jaya) was established in 1990 and operates in the field of securities trading intermediaries and securities underwriting. BCA became the majority shareholder in 2011.	1,432	Menara BCA, Grand Indonesia 41st Floor, Suite 4101 Jl. M.H. Thamrin No.1 Jakarta 10310 Tel. : (021) 23587222	Operating
PT Asuransi Jiwa BCA, established in 2013, operates in the life insurance sector and began operational activities in 2014. In 2017, BCA became a direct shareholder in PT Asuransi Jiwa BCA with 90% ownership, which was previously an indirect shareholder through PT BCA Sekuritas and PT Asuransi Umum BCA.	3,340	Chaze Plaza, 22nd Floor Jl. Jend. Sudirman Kav. 21 Jakarta 12920 Tel. : (021) 21888000	Operating
PT Bank Digital BCA (formerly PT Bank Royal Indonesia) operates in the banking sector with the status of Bank KMBI I. BCA has ownership (direct and indirect) of 100% in 2019.	16,054	The City Tower, 11th Floor Jl. M.H. Thamrin No. 81 Jakarta 10310 Tel. : (021) 50848010	Operating

Capital Market Supporting Institution

As of 31 December 2024

Public Accounting Firm

KAP Rintis, Jumadi, Rianto & 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
Website: www.pwc.com/id

Share Registrar

PT Raya Saham Registra
Gedung Plaza Sentral, 2nd Floor
Jl. Jend. Sudirman Kav. 47-48
Jakarta 12930, Indonesia
Tel. (+62-21) 252 5666
Fax. (+62-21) 252 5028
Website: www.registra.co.id

Securities Rating Agency

Fitch Ratings Ltd
30 North Colonnade, Canary Wharf,
London E14 5GN
Tel. (+44-20) 3530 1000
Fax. (+44-20) 3530 1000
Website: www.fitchratings.com

PT Fitch Ratings Indonesia
DBS Bank Tower, 24th Floor, Suite 2403
Jl. Prof. Dr. Satrio Kav. 3-5
Jakarta 12940, Indonesia
Tel. (+62-21) 2988 6800, (62-21) 4000 0180
Fax. (+62-21) 2988 6822
Website: www.fitchratings.com

PT Pemeringkat Efek Indonesia (PEFINDO)
Equity Tower, 30th Floor
Sudirman Central Business District Lot 9
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia
Tel. (+62-21) 5096 8469
Fax. (+62-21) 5096 8468
Website: www.pefindo.com

Trustee

BCA Continuous Subordinated Bonds I
Phase I 2018
(A & B Series)

PT Bank Rakyat Indonesia (Persero) Tbk
Investment Services Division
Jl. Jend. Sudirman Kav. 44-46
Jakarta 10210, Indonesia
Tel. (+62-21) 251 0244, 251 0254, 251 0264,
251 0269, 251 0279
Fax. (+62-21) 250 0065, 250 0077

Notary

Christina Dwi Utami, S.H., M.Hum, M.Kn
Jl. K.H. Zainul Arifin No.2
Kompleks Ketapang Indah Blok B2 No. 4-5
Jakarta Barat 11140, Indonesia
Tel. (+62-21) 630 1511
Fax. (+62-21) 633 7851

Law Firm Consultant

Hadiputranto, Hadinoto & Partners
Pacific Century Place, Level 35
Sudirman Central Business District Lot 10
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia
Tel. (+62-21) 2960 8888
Fax. (+62-21) 2960 8999

Awards and Certifications





















Category: Corporate		
Name of Award	**Organizer**	**Category/Rank**
Global Excellence in Retail Finance Awards 2024	The Asian Banker	Most Recommended Retail Bank in Asia Pacific, Best Retail Bank in Indonesia, Most Recommended Retail Bank in Indonesia
World's Strongest Banking Brand 2024	Brand Finance	AAA+ (93,8 / 100)
Forbes World's Best Bank 2024	Forbes	#1 World's Best Bank in Indonesia
Gallup Global Customer Engagement 2023	Gallup International	Customer Engagement Recognition - Customer Engagement achieved Customer Engagement Score threshold above the global average or 90th percentile.
World's Most Trustworthy Companies 2024	Newsweek	No. 1 World's Most Trustworthy Companies 2024 in Banking Sector
Bank Indonesia Award 2024	Bank Indonesia	Best Rupiah Monetary Control Supporting Conventional Bank, Best Green Finance Supporting Bank (KBMI III and KBMI IV), Bank with Best Financial Reporting Compliance.
FinanceAsia Asia's Best Companies 2024	Finance Asia	Indonesia Best Large Cap Company (Gold), Indonesia Best Managed Company (Bronze)
FinanceAsia Award 2024	Finance Asia	Indonesia Best Bank Domestic (Highly Commended)
Top 30 Most Valuable Southeast Asian Brands 2024	Kantar BrandZ	#1 The Most Valuable Southeast Asian Brand in Indonesia, Most Meaningfully Different Brand in Indonesia
Penganugerahan Wajib Pajak Tahun 2024	Kantor Wilayah Direktorat Jenderal Pajak Wajib Pajak Besar (Kanwil LTO)	Taxpayer 2024

Category: Corporate		
Name of Award	**Organizer**	**Category/Rank**
ABF Retail Banking Awards 2024	Asian Banking Finance	Fraud Initiative of the Year - Indonesia
2024 Asia Executive Team	Institutional Investor	#1 Best IR Program (Sell – side) in Asia ex-Mainland China dan #3 Best IR Program (Sell – side) in Core Asia, #1 Best IR Profesional (Sell – side) in Core Asia dan Asia ex-Mainland China, #1 Company Board (Sell – side) in Asia ex-Mainland China dan #2 Company Board (Sell – side) in Core Asia
Private Banking Awards 2024	Euromoney	Best For Next Gen in Indonesia, Best For High Net Worth in Indonesia
Citra Pariwara Advertising Festival 2024	Persatuan Perusahaan Periklanan Indonesia	Audio - Financial and Investment Services - BCA The Birthday Kid's Request (Silver), BCA The Lover's Request (Silver), Audio - Audio Campaign - BCA Credit Card - The Big Request (Silver), Film - Financial & Investment Services - Don't Know? Kasih No! (Bronze), Beli Rumah #TenangDuluan (Bronze), Digital Content - Best use of influencer - myBCA #NyamannyaDuniamyBCA (Bronze), Cinematography - Bakti BCA Kisah Jejak #BuktiBaktiBCA (Bronze) dan Don't Know? Kasih No! (Bronze)
14th Asian Excellence Award 2024	Corporate Governance Asia	Best Investor Relations Company
18th Annual Alpha Southeast Asia Best FI Awards 2024	Alpha Southeast Asia	Best Bank in Indonesia
Global Business & Finance Magazine Awards 2024	Global Business & Finance Magazine Awards 2024	Best PR Campaign: Integrated Communications Indonesia 2024
Marketing Excellence Awards Indonesia 2024	Marketing Interactive	Excellence in CSR / Cause Marketing - Gold (Bakti BCA - Kisah Jejak #BuktiBakti BCA), Best Marketer of The Year - Winner (BCA), Excellence in B2B Marketing - Silver (Merchant App #BukaJalan), Excellence in Brand Awareness - Gold (Ramadan #KemuDianRingan) dan Bronze (Don't Know? Kasih No!), Excellence in Brand Strategy - Gold (Paylater BCA (with Ambilhati)) dan Silver (Ramadan #KemuDianRingan), Excellence in Communication/PR - Silver (Don't Know? Kasih No!), Excellence in Data Driven Marketing - Gold (Advanced Predictive Analytics Solutions for BCA EXPO Campaign (with Merkle)), Excellence in Viral Marketing - Gold (Ramadan #TibaTibaTenang), Excellence in TV/Video Advertising - Gold (Don't Know? Kasih No!), Sllver (#NyamannyaDunia myBCA (with Ambilhati)) dan Bronze (Ramadan #TibaTibaTenang), Excellence in Omnichannel - Silver (myBCA #RahasiaRaisa (with Ambilhati)), Excellence in Multilingual Marketing - Silver (Don't Know? Kasih No!), Excellence in Integrated Marketing - Gold (HUT 67 #BikinTambahMeriah), Excellence in Media Strategy - Gold (myBCA #RahasiaRaisa (with Ambilhati)), Excellence in Event Marketing - Gold (Expoversary (with Ambilhati))
YouTube Works SEA	YouTube	Force for Good (Winner - Don't Know? Kasih No!)
YouTube Works ID	YouTube	Force for Good (Winner - Don't Know? Kasih No!), Best Brand Story (Winner - Don't Know? Kasih No!), The Big Bang (Winner - Don't Know? Kasih No!), Best of Indonesia (Winner - Don't Know? Kasih No!), dan Master of Media (1st Runner Up - Don't Know? Kasih No!)
Qorus-Infosys Finacle Banking Innovation Awards 2024	Qorus-Infosys Finacle	Future Workforce (Bronze) Robotic Precision for APOS Production Efficiency and a Better Workplace
Bisnis Indonesia Financial Award 2024	Bisnis Indonesia	Most Efficient Bank KBMI IV
Bisnis Indonesia Award 2024	Bisnis Indonesia	National Private Bank KBMI IV
Cybersecurity Symposiums (CSS) Indonesia 2024	Asia Symposium	Best Financial Data Protection
PR Excellence Awards 2024 (PREA)	PERHUMAS	Internal PR General Theme, Corporate PR
Malam Apresiasi Indeks Integritas Bisnis Lestari	Tempo Media Group	Diamond Category
PR Indonesia Award (PRIA) 2023	PR Indonesia	20 Institutions/Corporations in Print and Online Media PR INDONESIA AWARDS (PRIA) 2024 version
Fortune Indonesia 100 Indonesia's Biggest Companies 2024	Fortune Indonesia	BCA (as 100 Indonesia's Biggest Companies 2024), The Highest Net Profit Margin

Category: Corporate		
Name of Award	**Organizer**	**Category/Rank**
MMA Smarties	MMA Global Indonesia	Short or Long Form Video (Gold - Don't Know? Kasih No!), Celebrity Marketing (Gold - Don't Know? Kasih No!), Brand Purpose (Gold - Don't Know? Kasih No!), Social Impact Marketing (Gold - Don't Know? Kasih No!), Service Launch (Gold - Merchant App #BukaJalan), Celebrity Marketing (Bronze - Merchant App #BukaJalan), Instant Impact or Promotion (Bronze - Ramadan #KemuDianRingan) dan O2O / New Retail / Innovative & New Tech Sales Channels (Silver - Expoversary #SekarangWaktunya)
International Convention on Quality Control Circles (ICQCC) 2024	Sri Lanka Association for Advancement of Quality & Productivity (SLAAQP)	Gold - Payment Status Request (PSR) Gold - Auto-Reverse Gold - One Stop Reconciliation App (OSRA) Gold - Robotic Process Automation (RPA)
Media Relation Awards 2024	Serikat Perusahaan Pers	Best Media Relations Award Category (BCA Expoversary 2023), Best Press Conference Category (Launch of #BuktiBaktiBCA Campaign)
The 15th Serikat Perusahaan Pers Awards 2024	Serikat Perusahaan Pers	Internal Corporate Digital Magazine - InfoBCA
Media Relation Awards 2024	Serikat Perusahaan Pers	Best Press Conference (Launch of #BuktiBaktiBCA Campaign)
CSA Awards 2024	Asosiasi Analis Efek Indonesia	The Best Financial Sector on the Main Board, Best of the Best
IABC Awards 2024	IABC Indonesia	Awards of Excellence (Category: Impactful Public Relations Awards (IMPRA), Sub-category: PR Kreatif Terbaik), Awards of Merit (Category: Impactful Public Relations Awards (IMPRA), Sub-category: Program Hubungan Media Terbaik)
7th Infobank Satisfaction, Loyalty, and Engagement (SLE) 2024	Infobank Magazine	The Best KBMI IV Bank in Satisfaction, Loyalty, & Engagement 2024, The Best KBMI IV Bank in Marketing Engagement, The Best KBMI IV Bank in Customer Satisfaction, The Best KBMI IV Bank in Brand Interactivity, The 2nd Best KBMI IV Bank in Customer Loyalty
13th Infobank Digital Brand Recognition 2024	Infobank Magazine	The 2nd Best Conventional Commercial Bank 2024 - KBMI IV, The 2nd Best Overall Conventional Commercial Bank 2024
29th INFOBANK BANKING APPRECIATION 2024	Infobank Magazine	The Bank With Excellent Performance In 20 Consecutive Year (Diamond Thropy)
WOW Brand 2024	MarkPlus, Inc	Conventional Bank
Marketeers Digital Marketing Heroes 2024	Marketeers	Content Marketing of the Year (Winner - #AwasModus)
Marketeers Editor's Choice Awards 2024	Marketeers	Content Marketing of the Year (Winner - #AwasModus)
20 Top Companies to Watch in 2024	Bloomberg Technoz	20 Top Companies to Watch in 2024
Malam Apresiasi Emiten 2024	Tempo-IDNFinancials 52	Main Index, High Devidend, High Growth, High Market Cap
Indonesia Best Bank 2024	Warta Ekonomi	Indonesia Best Bank 2024 for Strengthening Hybrid Banking Ecosystem to Maintain Credit Portfolio Performance (Category : KBMI IV, Private)
Indonesia Most Acclaimed Company 2024	Warta Ekonomi	Indonesia Most Acclaimed Company 2024 with Outstanding Financial Performance Through Credit Distribution Growth Category : Conventional Bank, KBMI 4
Indonesia Top Leader Finance 2024	Warta Ekonomi	Best Leader for Maintaining Solid Performance through Expansive Credit Disbursement (Category : KBMI IV - Private)
Indonesia Living Legend Awards 2024	Warta Ekonomi	Platinum Living Legend Company in Strengthening Business Ecosystem Through Development of Solid and Sophisticated Banking System
Indonesia Best Digital Financing Awards 2024	Warta Ekonomi	Best Digital Finance 2024 for Digital Capability Developmennt to Maintain Prudent Credit Disbursement (Category : KBMI IV, Conventional Bank)
7 Most Popular Brand Of The Year 2024	Jawa Pos	Commercial Banking
5th Indonesia Public Relations Award 2024	The Iconomics	5th Corporate Reputation Awards 2024 (Category: Bank)
5th Indonesia Top Bank Awards 2024	The Iconomics	Top Bank 2024 in KBMI IV Category
The Best Bank 2024	Investortrust.id	Commercial Bank KBMI IV (Tier 1 Capital of More than Rp70 Trillion)
The Best Investortrust Companies 2024	Investortrust.id	The Best Six Inverstortrust Companies 2024
Digital Banking Award 2024	Investortrust.id	Best Customer Dimension - KBMI IV Bank

Category: Corporate		
Name of Award	**Organizer**	**Category/Rank**
AI Driven Bot Competition 2024	Indonesia AI Society (IAIS) dan PT Sari Teknologi Global	1st place for GestureCam Innovation for People with Disabilities
Indonesia PR of The Year 2024	Mix Marketing & Communication	PR Program of The Year 2024 (Judges Review) (Category: Internal PR Program, Programme: Special Uniforms Made from Recycled Materials for Employees, Predicate: Good), PR Program of The Year 2024 (Based on Engagement Index) (Category: Internal PR Program, Program: Special Recycled Uniforms for Employees), PR Practitioners of The Year 2024 (Journalist Choice) (Corcomm Team, Category: Financial Services)
Marcom Corcom Dream Team 2024	Mix Marketing & Communication	Corcomm Dream Team (Journalist Choice) (Category: Banking, Predicate: Excellent)
IWEB Award 2024	Ikatan Wartawan Ekonomi Bisnis (IWEB)	Best Corporate Social Responsibility (CSR) Category, Best Good Corporate Governance (GCG) Category

Category: Sustainability		
Name of Award	**Organizer**	**Category/rank**
The 15th IICD Corporate Governance Conference and Award	IICD (Indonesian Institute for Corporate Directorship)	Top 50 Big Capitalization Public Listed Company, Best Overall Big Cap
Annual Report Award (ARA) 2023	Komite Nasional Kebijakan Governansi (KNKG)	Overall Champion
FinanceAsia Asia's Best Companies 2024	Finance Asia	Most Committed to ESG (Silver)
Green Mark Super Low Energy Building	Building and Construction Authority Singapura	Wisma Foresta BSD - Certificate Green Mark Super Low Energy Building (#1 in Indonesia)
Satu Rekening Satu Pelajar (KEJAR) Award	Otoritas Jasa Keuangan (OJK)	Best implementation in the Conventional Commercial Bank group
14th Asian Excellence Award 2024	Corporate Governance Asia	Asia's Best CSR (Bakti BCA)
2024 Asia Executive Team	Institutional Investor	#1 Best ESG (Sell – side dan Combined) in Asia ex-Mainland China dan #2 Best ESG (Sell – side) in Core Asia
2024 Stevie International Business Awards	Stevie Awards	Sustainability Initiative of the Year - in Asia, Australia, and New Zealand (Bronze) - BCA's Sustainable Office Building
Detik Awards 2024	Detik.com	Bakti BCA, Excellent and Impactful Bank Sustainability Action
Fortune Indonesia Change the World	Fortune Indonesia	BCA Sustainability: Processing Banking Waste
Hari Donor Darah Sedunia	PMI Jakarta	Institutions that actively conduct blood donation for the period 2023-2024
Indonesia Excellence Good Corporate Governance Awards 2024	Warta Ekonomi	Indonesia Excellence Good Corporate Governance Awards 2024
Indonesia Most Visionary Companies Awards 2024	Warta Ekonomi	Indonesia Most Visionary Company with Capability Development to Encourage Sustainable Growth - Category : Banking
UMKM Summit 2024	Obsession Media Group	MSMEs as the driving force of the national economy - PT Bank Central Asia Tbk, MSMEs as the driving force of the national economy - Doesoen Kopi Sirap (Bakti BCA)
CSR Award 2024	Investortrust.id	Next generation Empowerment Award: Business & Banking Education Programme (PPBP)
ESG Award 2024	Investortrust.id	Platinum Star Awards (Big Cap)
Nusantara TV Sustainability Communications Award	Nusantara TV	The Excellent Sustainable Communication Company in Financial Sector
Nusantara Award 2024	Media Nawacita Indonesia	Nusantara Cultural Arts & Performances
GRC & Performance Excellence Award 2024	Business News Indonesia	The Greatest Champions of GRC Excellence Performance 2024 (Banking Industries), The Best GRC for Board of GRC Leader

Category: Human Capital		
Name of Award	**Organizer**	**Category/rank**
HR Asia Award 2024	HR Asia	HR Asia Best Companies to Work for in Asia, HR Asia Most Caring Companies Award
Brandon Hall Group Excellence Awards - HCM Program 2024	Brandon Hall Group	Best Benefits, Wellness and Well-Being Program (Bronze) - BCA's Ring the Bell & Beautiful Life Programs, Best Results of a Learning Program (Bronze) - BCA's Digital Factory Program (DFP)
2024 Stevie Awards for Great Employers	Stevie Awards	Best Leadership Development Program (Silver) - BCA's Leadership Acceleration Program (LAP)
Asia Pacific Stevie Awards 2024	Stevie Awards	Gold Winner - Award for Innovation in Internal Corporate Events (BIA)
2024 Stevie Awards for Great Employers	Stevie Awards	Achievement in Leadership Development (Silver) - BCA's Leadership Acceleration Program (LAP)
Marketeers Youth Choice Award 2024	Marketeers	PT Bank Central Asia Tbk (BCA) - Dream Workplace Category (Silver)
HR Excellence Awards 2024	humanresourceonline.net	GOLD - Excellence in Leadership Development
HR Excellence Award 2024	SWA Media Group	Learning & Development (L&D) dan Knowledge Management, Reward Management & Talent Retention Strategy, Employer Branding and Talent Acquisition
Indonesia Best Companies in Creating Leaders from Within 2024	SWA Media Group	Indonesia Best Companies in Creating Leaders From Within - Predikat: Excellent
Indonesia Human Capital Awards (IHCA) 2024	Economic Review	Best Company In Human Capital 2024 Pinnacle Award - Best Of The Best Company 2024 (Overall Champion), Best Company In Transformation In Strategic Human Capital 2024, Best Company In Green HR 2024, Best Company In Digital/Technology 2024

Category: Products & Services		
Name of Award	**Organizer**	**Category/rank**
Primary Dealer and Best Distribution Partner for Government Securities	Ministry of Finance Republic of Indonesia	Best SUN (Government Bonds) Primary Dealer I in 2024, Best SUN Primary Dealer in 2024 in Secondary Market, Best SBSN Primary Dealer I in 2024, Best SBSN Main Dealer in Primary Market in 2024, Best SBSN Primary Dealer in 2024 for Quotation Implementation, Best SUN Distribution Partner in 2024
17th Annual Private Wealth Awards 2024	Alpha Southeast Asia	Best Wealth Management Bank in Indonesia
Top Ranking Performance	ContactCenterWorld.com	45 Gold and 3 Silver: DREAM Team Award, 24 Corporate category awards, 16 Individual awards, 8 Team awards
Top Ranking Performance Award - Asia Pacific Region	ContactCenterWorld.com	8 Certified World Class (Best Contact Center, Best Contact Center Design, Best CX Branch/Retail Service, Best Employee Engagement, Best Employee Wellness Program, Best Help Desk, Best Improvement Award, Best Customer Service), 42 Gold, 2 Silver dan Best TopPlace2Work: PT Bank Central Asia Tbk
2024 Stevie International Business Awards	Stevie Awards	Marketing Campaign of the Year - Financial Products & Services (Gold) - #SuddenlyPeaceful - BCA's Ramadan Campaign, Brand & Experiences - Exhibition Experience (Gold) (BCA's UMKM Fest - Festival for MSMEs)
The Best Contact Center Indonesia (TBCCI) 2024	ICCA (Indonesia Contact Center Association)	20 Platinum (14 Individual and 6 Corporate), 21 Gold (19 Individual, 1 Teamwork and 1 Corporate), 13 Silver (11 Individual and 2 Teamwork), 12 Bronze (10 Individual and 2 Teamwork)

Category: Products & Services		
Name of Award	**Organizer**	**Category/rank**
National Quality & Productivity Convention (NQPC) XXVIII 2024	PT Wahana Kendali Mutu dan Asosiasi Manajemen Kualitas dan Produktivitas Indonesia	Top 3 Diamond (special award for companies with the best innovations) - Integration and Automation of Customer Fund Account Opening Process for the innovation REDANA (account opening service), Excellent Productivity - CSV Cash Ecosystem Transformation for Sustainable Development Goals, Excellent Innovation - CSV Cash Ecosystem Transformation for SDGs, Excellent Hi-Tech Application - CSV Cash Ecosystem Transformation for SDGs, Best Presentation - CSV Cash Ecosystem Transformation for SDGs, Diamond - Reducing BI-FAST Transaction Failures, Accelerating Reconciliation Processes and Complaint Handling through the innovations PSR, Auto-Reverse, OSRA, and RPA, Platinum - Optimizing ATM Asset Management through the innovation OASE System (One ATM Solution Ecosystem), Diamond - Integration and Automation of Customer Fund Account Opening Process for the innovation REDANA, Best Performance - Integration and Automation of Customer Fund Account Opening Process with REDANA innovation, Diamond - Proactive Strategy for Resolving Abnormal Transactions through the innovation Machine Learning & Transformation Process, Most Favorite - Proactive Strategy for Resolving Abnormal Transactions with Machine Learning and Process Transformation through the innovation Machine Learning & Transformation Process, Diamond - End-to-End EDC Process Transformation through the innovation Integrated System Environment, Diamond - Efficiency and Optimization of ATM Cash Replenishment Services through the innovation InCash, Diamond - Transformation of Instant Debit Card Provision through the innovation Magnifico System, Platinum - Accelerating Offline Bulk Transfer Transactions through the innovation Robotic Smart OCR
Solo Best Brand and Innovation (SBBI) 2024	Solopos	Private Bank Savings Category, Credit Card Category
7 Most Popular Brand Of The Year 2024	Jawa Pos	Banking Digital App Category - BCA mobile, Banking Savings Finance Category - Tahapan BCA
7th Infobank Satisfaction, Loyalty, and Engagement (SLE) 2024	Infobank Magazine	The Most Satisfying KBMI IV Bank in ATM Service, The Most Satisfying KBMI IV Bank in Mobile Banking
13th Infobank Digital Brand Recognition 2024	Infobank Magazine	The Best Credit Card Bank Umum Konvensional 2024 - KBMI IV, The Best Debit Card Bank Umum Konvensional 2024 - KBMI IV, The Best Deposito Bank Umum Konvensional 2024 - KBMI IV, The Best KPR Bank Umum Konvensional 2024 - KBMI IV, The Best KKB Bank Umum Konvensional 2024 - KBMI IV, The Best Wealth Management Bank Umum Konvensional 2024 - KBMI IV, The Best Internet Banking Umum Konvensional 2024 - KBMI IV, The 2nd Best E-Money Bank 2024 - KBMI IV, The 2nd Best Overall Deposito Bank Umum Konvensional 2024 Product Brand, The 2nd Best Overall Deposito Bank Umum Konvensional 2024 Product Brand; The Best Overall KPR Bank Umum Konvensional 2024 Product Brand, The Best Overall KKB Bank Umum Konvensional 2024 Product Brand, The Best Overall Kartu Debit Bank Umum Konvensional 2024 Product Brand, The 2nd Best Overall Kartu Kredit Bank Umum Konvensional 2024 Product Brand, The Best Overall Internet Banking Bank Umum Konvensional 2024 Product Brand, The Best Overall Wealth Management Bank Umum Konvensional 2024 Product Brand, The 2nd Best Overall E-Money Bank 2024
21st Infobank Banking Service Exellence 2024	Infobank Magazine	The 2nd Best Conventional Bank in Service Excellence, The Best Overall - Digital Channel, The 2nd Best Overall - E-Banking, The Best - Branch ATM Bank, The Best - Internet Banking, The Best - Opening Account via Mobile Application/Mobile Browser, The Best - Digital Branch, The Best- Cash Recycling Machine Bank, The 2nd Best - Email Service

Category: Products & Services		
Name of Award	**Organizer**	**Category/rank**
7th Infobank Satisfaction, Loyalty, and Engagement (SLE) 2024	Infobank Magazine	The Best KBMI IV Bank in Customer Engagement, The Most Satisfiying KBMI IV Bank in Customer Service, The 2nd Most Satisfying KBMI IV Bank in Teller Service, The 2nd Most Satisfying KBMI IV Bank in Branch Office, Golden Recognition - 5 Consecutive Years in Service Excellence, Platinum Recognition - 10 Consecutive Years in e-Banking, Golden Recognition - 5 Consecutive Years in Digital Channel
Marketeers Youth Choice Award 2024	Marketeers	Tahapan Xpresi BCA - Saving Account Category (Gold), myBCA - Banking Mobile Apps Category (Gold), Flazz - E-money Category (Silver)
Indonesia Excellence Good Corporate Governance Awards 2024	Warta Ekonomi	Indonesia Excellence Good Corporate Governance Awards 2024
ICSQ Award 2024	SWA Media Group	BCA mobile (Category: Mobile Banking Application, Predicate: Excellent, Rank: 1 (Champion)), BCA (Category: General Bank, Predicate: Excellent, Rank: 1 (Champion)), BCA Credit Cards (Category: Credit Cards, Predicate: Excellent, Rank: 1 (Champion)), BCA (Category: General Bank Contact Center, Predicate: Excellent, Rank: 1 (Champion))
ICSC Award 2024	SWA Media Group	Indonesia Customer Service Champion 2024 Award (Predicate: EXCELLENT)
Opexcon Award 2024 - Next-Gen Operational Excellence : Empower People, Optimize Processes, Embrace Technology	SHIFT Indonesia	Indonesia Customer Service Champion 2024 Award (Predicate: EXCELLENT)
Indonesia Customer Experience Champions 2024	SWA Media Group	Gold Achievement Service Category, Silver Achievement Service Category
Indonesia Property&Bank Award XVIII & Indonesia My-Home Award VII	Journalis Media Group	The Best Service and Technology in Banking (PT Bank Central Asia Tbk)

Category: Individual		
Name of Award	**Organizer**	**Category/rank**
FinanceAsia Asia's Best Companies 2024	Finance Asia	Indonesia Best CEO – Jahja Setiaatmadja (Silver)
2024 Asia Executive Team	Institutional Investor	#1 Best CEO (Sell – side) in Asia ex-Mainland China - Jahja Setiaatmadja, #1 Best CFO (Sell – side) in Asia ex-Mainland China - Vera Eve Lim
Asia Pacific Stevie Awards 2024	Stevie Awards	Gold Winner Most Innovative HR Executive of the Year - Lianawaty Suwono, Silver Winner Most Innovative Woman of the Year - Lianawaty Suwono
14th Asian Excellence Award 2024	Corporate Governance Asia	Asia's Best CEO - Jahja Setiaatmadja, Asia's Best CFO - Vera Eve Lim
Top CEO Indonesia Awards 2024	Tempo-IDNFinancials 52	The Best CEO Enormous Support in National Stunting Program - Jahja Setiaatmadja
Infobank TOP 100 and The 200 Future Leaders Forum 2024	Infobank Magazine	Special CEO: CEO in The Most Valuable Company 2024 - Jahja Setiaatmadja, Bankers of The Year - Santoso
Indonesia CEO Excellence Awards 2024	Warta Ekonomi	Indonesia CEO Excellence 2024 for Creating Solid Performance through Financing Expansion and Transaction Volume Enhancement - Jahja Setiaatmadja
3rd Anniversary Indonesia Inspiring Women Awards 2024	The Iconomics	Indonesia Inspiring Women Awards 2024 - Vera Eve Lim
5th Anniversary Indonesia Best 50 CEO Awards 2024"Employees' Choice"	The Iconomics	Indonesia Best 50 CEO 2024 in KBMI IV Category "Employees' Choice" 5th Anniversary - Jahja Setiaatmadja
Indonesia Top Banker Awards 2024	The Iconomics	Djohan Emir Setijoso (as Top Banker)
Indonesia Property&Bank Award XVIII & Indonesia My-Home Award VII	Journalis Media Group	Best CEO of The Year - Jahja Setiaatmadja
CEO Awards 2024	Nusantara TV	Best Assessment in Financial Sector - Jahja Setiaatmadja
Indonesia Human Capital Awards (IHCA) 2024	Economic Review	Best HC Director 2024 - HC Visionary Exemplar Star 2024 - Lianawaty Suwono
GRC & Performance Excellence Award 2024	Business News Indonesia	The Best Chief Compliance Officer 2024 - Lianawaty Suwono

Branches

As of December 31, 2024

REGIONAL OFFICE I

Address:
Jl. Asia Afrika 122-124, 4th Fl.
Bandung 40261
Tel. (022) 4236303

Number of Branches:
11 Main Branches
70 Branches
13 Branches Hub

Locations:

Bandung	Majalengka Kota
Banjar	Ngamprah
Ciamis	Purwakarta
Cianjur	Singaparna
Cimahi	Soreang
Cirebon	Subang
Garut	Sukabumi
Indramayu	Sumber
Karawang	Sumedang
Kuningan	Tasikmalaya

REGIONAL OFFICE II

Address:
Jl. Pemuda 90-92, 4th Fl.
Semarang 50133
Tel. (024) 3510575 / 3510582

Number of Branches:
13 Main Branches
86 Branches
29 Branches Hub

Locations:

Banjarnegara	Purbalingga
Bantul	Purwodadi
Batang	Purwokerto
Blora	Purworejo
Boyolali	Rembang
Brebes	Salatiga
Cilacap	Semarang
Demak	Slawi
Jepara	Sleman
Kajen	Sragen
Karanganyar	Sukoharjo
Kebumen	Surakarta
Kendal	Tegal
Klaten	Temanggung
Kudus	Ungaran
Magelang	Wates
Mungkid	Wonogiri
Pati	Wonosari
Pekalongan	Wonosobo
Pemalang	Yogyakarta

REGIONAL OFFICE III

Address:
Wisma BCA Bukit Darmo,
Jl. Mayjend Jonosewojo No. 14
Surabaya 60225
Tel. (031) 29711888

Number of Branches:
14 Main Branches
93 Branches
28 Branches Hub

Locations:

Bangkalan	Pamekasan
Bojonegoro	Sampang
Gresik	Sidoarjo
Jombang	Sumenep
Lamongan	Surabaya
Mojokerto	Tuban

REGIONAL OFFICE IV

Address:
Jl. Boulevard Blok F5 No.5
Makassar 90231
Tel. (0411) 453355

Number of Branches:
13 Main Branches
73 Branches
16 Branches Hub

Locations:

Ambon	Palopo
Bau Bau	Palu
Bitung	Pare Pare
Denpasar	Pinrang
Gianyar	Praya
Gorontalo	Ruteng
Jayapura	Selong
Kendari	Semarapura
Kotamobagu	Sentani
Kupang	Singaraja
Labuan Bajo	Sorong
Luwuk	Sumbawa Besar
Makassar	Sungguminasa
Mamuju	Tabanan
Manado	Ternate
Manokwari	Timika
Mataram	Tomohon
Maumere	Waingapu
Mengwi	Watampone
Merauke	Woha
Negara	

REGIONAL OFFICE V

Address:
Jl. P. Diponegoro 15, 5th Fl.
Medan 20112
Tel. (061) 4148800 / 4575800

Number of Branches:
11 Main Branches
58 Branches
20 Branches Hub

Locations:

Bandar Seri Bentan	Payakumbuh
Batam	Pekanbaru
Bengkalis	Pematang Siantar
Binjai	Rantau Prapat
Bukittinggi	Sei Rampah
Dumai	Sibolga Kota
Kabanjahe	Stabat
Kisaran	Tanjung Balai
Limapuluh	Tanjung Balai Karimun
Lubuk Pakam	Tanjung Pinang
Medan	Tebing Tinggi
Padang	Tembilahan

REGIONAL OFFICE VI

Address:
Jl. Kapten A. Rivai 22, 4th Fl.
Palembang 30129
Tel. (0711) 312244

Number of Branches:
10 Main Branches
41 Branches
29 Branches Hub

Locations:

Bandar Lampung	Menggala
Bangko	Mentok
Baturaja	Metro
Bengkulu	Muara Bungo
Curup	Muara Enim
Gunung Sugih	Pagar Alam
Jambi	Palembang
Kalianda	Pangkal Pinang
Kepahiang	Pangkalan Balai
Koba	Prabumulih
Kotabumi	Pringsewu
Kuala Tungkal	Sekayu
Lahat	Sungai Liat
Lubuk Linggau	Tanjung Pandan
Manggar	Toboali
Martapura	

REGIONAL OFFICE VII

Address:
Jl. Jend. Basuki Rachmat 70-74,
3rd Fl. Malang 65111
Tel. (0341) 358500

Number of Branches:
11 Main Branches
51 Branches
11 Branches Hub

Locations:

Banyuwangi	Magetan
Batu	Malang
Blitar	Mejayan
Bondowoso	Nganjuk
Jember	Ngawi
Kanigoro	Pasuruan
Kediri	Ponorogo
Kepanjen	Probolinggo
Kraksaan	Situbondo
Lumajang	Trenggalek
Madiun	Tulungagung

REGIONAL OFFICE VIII

Address:
Wisma BCA Pondok Indah, 3rd Fl.
Jl. Metro Pondok Indah No.10
Jakarta 12310
Tel. (021) 29973488

Number of Branches:
11 Main Branches
96 Branches
19 Branches Hub

Locations:

Cibinong	Tangerang
Depok	Tangerang Selatan
Jakarta (Central, South & East)	

REGIONAL OFFICE IX

Address:
Jl. Matraman Raya 14-16, 3rd Fl.
Jakarta 13150
Tel. (021) 8581966

Number of Branches:
13 Main Branches
110 Branches
16 Branches Hub

Locations:

Bekasi	Depok
Bogor	Jakarta (Central, South, East & North)
Cibinong	Karawang
Cikarang	

Branches - continued

REGIONAL OFFICE X

Address:
Jl. Pluit Selatan Raya, Komp. Perkantoran Landmark Pluit
Blok A No. 8 12th & 15th Fl.
Jakarta 14440
Tel. (021) 6601718

Number of Branches:
10 Main Branches
91 Branches
2 Branches Hub

Locations:

Jakarta (West, Central & North)	Tigaraksa

REGIONAL OFFICE XI

Address:
Jl. Jend. Sudirman 139, 4th Fl.
Balikpapan 76113
Tel. (0542) 737133

Number of Branches:
8 Main Branches
40 Branches
7 Branches Hub

Locations:

Balikpapan	Samarinda
Banjarbaru	Sambas
Banjarmasin	Sampit
Batulicin	Sangatta
Bontang	Singkawang
Kapuas	Sintang
Ketapang	Sungai Raya
Martapura	Tanjung
Mempawah	Tanjung Redeb
Palangkaraya	Tarakan
Pangkalan Bun	Tenggarong
Pontianak	

REGIONAL OFFICE XII

Address:
Wisma Asia, 8th Fl.
Jl. S. Parman Kav.79
Jakarta 11420
Tel. (021) 5638888

Number of Branches:
12 Main Branches
97 Branches
30 Branches Hub

Locations:

Cilegon	Serang
Jakarta (West & Central)	Tangerang
Pandeglang	Tangerang Selatan
Rangkasbitung	Tigaraksa

NON REGION OFFICE

Address:
Menara BCA, Grand Indonesia
28th Fl., Jl. M.H. Thamrin No. 1
Jakarta 10310
Tel. (021) 23588000

Number of Branches:
1 Main Branch

Locations:

Jakarta (Pusat)

REPRESENTATIVE OFFICE

SINGAPORE
Address:
360 Orchard Road, # 06-06A
International Building
Singapore 238869

HONG KONG
Address:
Unit 4707, 47/F The Center,
99 Queen's Road Central

Information on Company's Website

BCA has a website, https://www.bca.co.id, thorough which the public can access thorough information about the company.

On the website, BCA provides information on banking products, services and solutions to meet individual and business needs along with details About BCA and other important information.

Information on The Company's Website

Individual

Information on banking products, services and solutions to meet individual needs (https://www.bca.co.id/en/individu)

Login
- Login KlikBCA
- Download BCA mobile
- Webform BCA
- myBCA

Individual Services
- Plan For The Future
- e-Banking
- BCA Prioritas
- Convenience Branch For You
- Customer Service
- Remittance

Individual Products
- Individual Savings
- Individual Loans
- Wealth Management
- Electronic Money
- Credit Card
- Reward BCA

Promo
- Promo BCA

Webform BCA

Chat
- Halo BCA Chat

Business

Information on banking products, services and solutions to meet business needs (https://www.bca.co.id/en/bisnis)

Products
- Business Savings
- Business Collections
- Business Loan
- Business Credit Card
- Investment for Business Customers

Business Solutions
- Cash Management
- API
- BCA Promotion Program
- Business Debit Card
- Fire Cash BCA

Business Services
- e-Banking Bisnis
- Layanan Perbankan
- Treasury & Custodian

BCA Rate
- e-Rate BCA
- Rate Calculator

Chat
- Halo BCA Chat

Career

Information on working environment, career opportunities and other information about careers at BCA.

Daily Activities

Career

Bakti Internship

BCA Scholarships

Info & Article

About BCA

This section provides detailed information about the company.

Corporation
- Visions, Missions, and Core Values
- BCA Management
- BCA Milestones
- Awards and Recognitions
- Subsidiaries

Investor Relations
- Stock Informations
- Financial Report & Corporate Presentations
- Investor News
- Corporate Ratings
- Economic Research Report

Good Corporate Governance
- ACGS, Policy, & Report
- Deed of Establishment
- Organizational Structure
- Corporate Actions
- Whistleblowing at BCA
- Other Information

Sustainability
- Building a Sustainability Culture
- Commitment to Sustainability
- Sustainable Banking
- Sustainability Culture
- Social Value Creation
- Sustainability Report
- Policies, Standards, & Certifications

Corporate Social Responsibility
- CSR Bakti BCA

Media & Research
- News and Features
- Pressroom
- Social Media
- BCA Economic Research
- Economic Research Report

Additionally, BCA's website offers a Halo BCA service which enables communication through chat media should there be inquiries regarding BCA's products or services or if feedback is needed for the Bank. Please get in touch with the following for more information regarding BCA:

Corporate Secretary & Communications Division

- **Corporate Communication**
- **Investor Relations**
- **Environment, Sustainability, Governance**

Menara BCA - Grand Indonesia 20th Fl.
Jl. M.H. Thamrin No.1, Jakarta 10310, Indonesia

Tel. (+62 21) 2358 8000
Fax. (+62 21) 2358 8300
E-mail : corcom_BCA@bca.co.id
investor_relations@bca.co.id
corporate_governance@bca.co.id

03

Management

Discussion and Analysis



Business Segment
Performance Overview

Transaction Banking

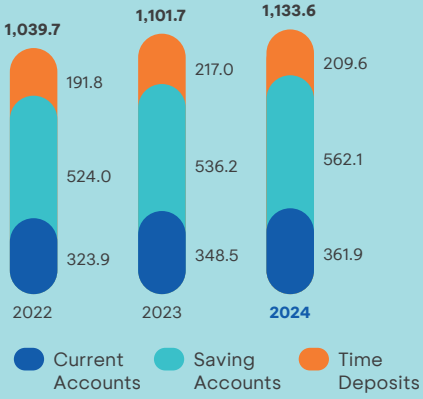
As one of BCA's core businesses, rapid technological advancements require BCA's transaction banking to remain agile. Consistent innovation that is responsive and focused on diverse and dynamic needs of customers has been carried out to maintain BCA's competitive edge. These efforts have enabled BCA to sustain positive CASA growth.

Customer trust in BCA's transaction banking services is supported by BCA's ecosystem, which features various integrated touchpoints. BCA's transaction banking capabilities are continuously developed by leveraging technological advancements. BCA commites to simplify transaction processes for customers and provide reliable payment solutions across multiple channels to ensure a seamless, secure, and convenient transaction experience. In 2024, BCA's total transaction volume reaching 36 billion transactions.

Number of Transaction Growth (YoY)

20.5%

Third Party Funds Composition
(in trillion Rupiah)



Corporate Banking

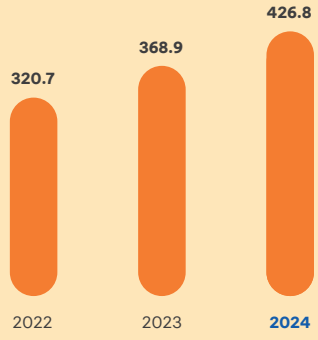
The solid growth in BCA's Corporate Loans is the result of BCA's consistency as a reliable partner in providing financing for corporate clients. Improvements in investment climate has also driven increased demand for loans from various sectors, such as energy and electric power generator and transportation infrastructure.

BCA remains committed to providing loans across various sectors, exploring potential new sectors, and consistently applies prudent lending principles to maintain loan quality.

Corporate Loan Portfolio Growth (YoY)

15.7%

Corporate Loan Portfolio
(in trillion Rupiah)



Commercial & SME Banking

The growth in Commercial and SME loans was supported by strengthened loan infrastructure while maintaining the loan quality. Several initiatives have been taken, including providing integrated solutions and personalized services, utilizing data analytics to identify business opportunities developing human resources, and strengthen relationships with vendors and partners. Additionally, BCA offers a variety of products combined with competitive interest rates for business owners.

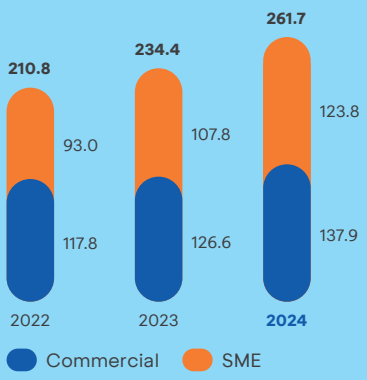
BCA's support for government programs is reflected in its partnerships with various institutions and ministries in channeling loans to SMEs, as seen in the Macroprudential Inclusive Financing Ratio (RPIM) reaching 21.5%.

Commercial & SME Loan Portfolio Growth (YoY)

11.6%

Commercial & SME Loan Portfolio

(in trillion Rupiah)



Individual Banking

As one of the key drivers of business growth, customer trust and loyalty are continuously nurtured and maintained by BCA through various initiatives. BCA consistently deepens its relationships with individual customers through behavioral analysis and data-driven insights to provide appropriate and comprehensive solutions.

Consumer loans, which include mortgage, vehicle loans, and personal loans, continued to grow well, supported by various promotions and strategic events, including BCA Expo which was held twice in 2024. In the investment sector, BCA strives to provide the best services through the Welma app, which now integrated with myBCA. BCA also contributed in expanding financial literacy through initiatives such as Wealth Management Goes to Campus and as well as *Runvestasi* which promotes wealth-life balance.

Consumer Loan Portfolio Growth (YoY)

12.4%

Consumer Loan by Product

(in trillion Rupiah)

	2024	2023	2022	Increase/(decrease) 2024	
				Nominal	%
Mortgage	135.5	121.8	109.1	13.6	11.2
Vehicle	65.3	56.9	47.1	8.4	14.8
Personal Loan	19.5	17.0	13.8	2.5	14.8
Total*	**223.7**	**199.1**	**173.2**	**24.6**	**12.4**

*) including employee loan

Business Review

Transaction Banking



The ever-growing development of transaction banking urges BCA to continuously enhance its products and services, while consistently educate its customers to support sustainable business growth

CASA

Rp **924.0** trillion

Number of Transactions Growth (YoY)

20.5 %

Amid rapid technological advancements, BCA's Transaction Banking business continues to evolve, maintaining its focus on the increasingly diverse and dynamic needs of its customers. To meet these needs, BCA consistently introduce innovations to deliver exceptional transaction experiences. As a result, BCA has maintained positive growth in CASA throughout 2024, with CASA reaching Rp924.0 trillion, which contributes 82% of total third-party funds.

CONSISTENT INNOVATION FOR SECURITY AND CONVENIENCE OF OUR CUSTOMERS

BCA's Transaction Banking strives to strengthen its competitive advantage by continuously innovating and developing products and services. Both individual and organizational customers' transactional needs have evolved towards a hybrid model, where secure and convenient transactions, both offline and online, are essential to support various daily activities, particularly to synergize with business operations.

With tremendous transaction growth in digital channel, BCA focuses on developing its mobile banking and internet banking channels, with various transaction banking features. This aims to provide a secure, reliable, fast, convenient, and comprehensive transaction experience, complementing other transaction channels such as branch offices and ATMs.

Throughout 2024, BCA's mobile banking app, myBCA, continues to be enhanced with additional features. With the growing global mobility of customers and the need for foreign currency transactions, BCA launches Poket Valas, a feature that allows customers to top up funds from Rupiah-based accounts easily and quickly in 16 foreign currencies with competitive exchange rates, and perform debit transactions (including contactless) and cash withdrawals at ATMs with no conversion rate, in the respective countries. BCA also developed the QRIS Payment feature with the Customer Presented Mode (CPM) for QRIS Payments scanned by merchants, QRIS Transfer as an alternative method for transfers, QRIS Cross-border for easy transactions in foreign countries such as Singapore, Malaysia, and Thailand, as well as QRIS Tap that enables contactless transaction. In addition, overseas customers will experience the ease in communicating by using roaming packages available in the Payment & Top Up feature and performing transactions through foreign phone numbers with the Worldwide Banking services, both of which exists in myBCA. For customers that require credit cards and their transactions be converted into installments, can now apply for them through an online application within myBCA.

BCA acknowledges the importance of maintaining loyalty and convenience across its diverse customer generations. Therefore, BCA continues to maintain BCA Mobile, its previous mobile banking app. Both myBCA and BCA Mobile are designed to complement each other, offering customers a range of services tailored to their preferences and needs.

Through BCA's innovations, total customer transactions grew by 21%, reaching more than 36 billion transactions, with mobile banking and internet banking services accounting for more than 87% of total transactions.

SUSTAINABLE INTEGRATION OF MULTI-CHANNEL NETWORKS

BCA is committed to simplify customer transaction processes and position its products as reliable payment tools across various channels. To achieve this, BCA continues to optimize its products, strengthen processes and networks through digitalization. For example, BCA debit and credit card holders may utilize the contactless features to make faster and more convenient tap transactions both domestically and globally. For customers that cares about the safety of credit cards, they may access and set their preference through Card Control feature, accessible through BCA Mobile and myBCA.

Beside transaction features, BCA has a loyalty program that supports the growth of funds and transactions through the launch of the "Gebyar Hadiah BCA" rewards program in May 2024, which is now in its phase with "Gacha Berhadiah" feature.

Halo BCA customer service continues to play a vital role in helping customers transition to BCA's growing digital ecosystem. One of the latest innovations is the ability to update customer's data via online, through the Halo BCA app, which is now integrated with the entire contact center, including VoIP (no-call charges), email, Halo BCA Chat, and @HaloBCA social media accounts, allowing customers to easily access services without communication costs. In November 2024, the VoIP Call feature is added to the myBCA app, allowing customers to reach Halo BCA support services through the app.

Business Review

Transaction Banking

As the primary source of information and services for BCA's customers and potential customers, BCA's website, www.bca.co.id, launched a new feature in August 2024, in the form of Multi-purpose Business Credit simulation. This feature is provided for business customers to help them decide which loan ceilings and terms best suit their needs, and allow them to apply online.

Through digitalization and a strong multi-channel network, the growth of customer acquisition through digital channels shows a positive trend, where online account openings contributes more than 60% of total account opening during 2024.

OFFERING COMPREHENSIVE TRANSACTION BANKING SOLUTIONS

As an effort to build a comfortable and collaborative ecosystem for customers and merchants, BCA offer solutions designed to meet the needs of every segment. Through the BCA Merchant app, BCA provides an accessible platform for merchants that is continuously developed to help them grow their businesses. Serving as an onboarding channel, the app had enabled hundreds of thousands merchants to apply for EDC or Static QRIS feature by December 2024. Merchants may also use this app to monitor real-time sales, manage their stores, and communicate with BCA regarding inquiries or complaints.

The app allows merchants to easily apply for additional EDC machines, QRIS Static, and updating merchant's data. In 2024, several features were added to help merchants manage their businesses, such as: multi-settlement feature of up to four times a day, sound notifications of successful QRIS transactions, QRIS Payment Merchant Presented Mode (MPM), and other solutions accessible via Android and iOS devices.

BCA continues to develop the Application Programming Interface (API) which strengthens the connectivity of the BCA ecosystem and the customer ecosystem in accordance with National Open API Payment Standard (SNAP) which has been implemented since 2022. In addition, BCA continues to improve services for the corporate ecosystem, with the aim of meeting both financial and non-financial needs of corporate customers. This is in line with the 2025 "Blueprint Sistem Pembayaran Indonesia" (BSPI) established by Bank Indonesia and the "Cetak Biru Transformasi Digital Perbankan" by OJK.

Additionally, BCA actively collaborates with strategic partners and local communities to provide value added benefits for each transaction using BCA products, while boosting customer loyalty within the BCA ecosystem.

As one of its top priority, BCA actively promotes a safe digital transaction environment through educational series like "Nurut Apa Kata Mama" and the "Don't Know Kasih No" campaign, which has more than 300 million views combined. Furthermore, BCA consistently provide support to various initiatives, including in March 2024, where BCA collaboratively participated in the Consumer Protection Movement (GEBER PK) with Bank Indonesia, OJK, Kemenkominfo, and relevant associations to raise customer awareness of the latest schemes of fraud and scams.

FUTURE DEVELOPMENT PLANS

BCA is committed to further enhance the transaction experience through innovations that align with evolving customer preferences, society needs, and regulatory changes. Enhancement to its digital channels: myBCA app, Merchant BCA, and others will continue to be carried out by paying attention to the principles of fast, easy, safe, and convenient transactions. To meet the needs for traditional transactions, BCA maintains service excellence through its conventional channels like ATMs and branch offices.

BCA will continue to strengthen its products and services in a comprehensive and synergistic manner for both individual and organizational customers. BCA will collaborate with relevant communities and ecosystems to provide various customer segments with literacy on products, services, and educational initiatives about the safety of performing transactions.

Business Review

Corporate Banking



"By deepening customer relationship and leveraging tailored solutions, BCA strengthen value proposition as a reliable banking partner to corporate customers and their ecosystem"

Corporate Loan Portfolio

Rp **426.8** trillion

Corporate Loan growth (YoY)

15.7 %

Business Review

Corporate Banking

In 2024, Indonesia's economy has shown resilience in various persistent macro challenges, hinges on the government's adaptive policy and effective collaboration between both government and private sectors.

As the leading private bank in Indonesia, from time to time BCA has been a steadfast partner in providing financing to corporate customers. The Corporate Banking loan portfolio grew 15.7% year-on-year or equal to Rp57.9 trillion, reaching Rp426.8 trillion. This solid growth was driven by investment loan and installment loan facilities, totaling Rp48.9 trillion. The improved investment climate and increased credit demand contributed to this positive trend. Sectors such as energy and electric power generator, transportation infrastructure, and coal experienced significant growth during this period.

MAINTAINING LOAN QUALITY

BCA consistently implemented prudent credit risk management practices and stayed vigilant by minimizing concentration risks, which includes diversifying loans across various sectors, exploring high-potential emerging sectors, and carefully selecting creditworthy debtors with proven track records. This approach aims to maintain the BCA's loan quality in the event of disruption in a particular sector.

Concurrently, BCA maintained a rigorous approach to credit assessment, encompassing both new and existing debtors. BCA disbursed Rp44 trillion in new loans to several new debtors/debtor groups, with a significant portion going to the mineral sector. BCA has also allocated adequate impairment allowance to mitigate potential credit losses.

As of December 2024, the corporate Loan at Risk (LAR) ratio improved from 5.6% to 4.3%. The Non-Performing Loan (NPL) ratio remained benign, with low rate at 1.5%, down 0.4% from the 1.9% recorded in December 2023.

STRENGTHENING CORPORATE CUSTOMER TRANSACTIONS

Corporate customers play a key role in the value chain ecosystem. Transactions undertaken by these customers are the cornerstone of BCA's transaction banking business. BCA's digital capabilities, particularly in collections and payments, are increasingly important in strengthening liquidity and driving CASA growth. By leveraging our digital capabilities and deepening customer relationship, BCA encouraged corporate customers to utilize BCA's transaction services within their ecosystem, thereby bolstering CASA dan fee-based income.

To maintain a competitive edge, BCA continues to develop a robust suite of digital features and offers customer-driven solutions such as corporate deposit machines, QRIS API, bulk payroll API, and bulk foreign exchange transactions. Corporate Banking leverage opportunities in creating total business solutions by bundling credit facility with cash management solutions and various attractive programs, such as employee benefit payroll program, tactical credit card program, and QRIS cooperation.

SYNDICATED LOANS TO SUPPORT INFRASTRUCTURE DEVELOPMENT

BCA actively supports Indonesia's infrastructure development by providing syndicated loans for refinancing, acquisitions, and business expansion in various sectors such as toll roads, mining, chemicals, polywood, telecommunication, water treatment, and energy. The Bank has participated in syndicated loans of Rp41.4 trillion from Rp142.1 trillion portfolio exposure in total. Taking multifaceted role as an arranger, underwriter, participant, and agent, BCA has generated Rp569.6 billion fee-based income.



FUTURE PLAN

Corporate Banking will remain focus on high-potential sectors such as healthcare, transportation & logistics, e-commerce, building materials, and fast-moving consumer goods (FMCG).

Digitalization and data utilization continue to underpin BCA's efforts to build stronger and deeper customer relationship as we enhance our digital platforms into customers' ecosystems and industry. MyBCA Bisnis (MBB) is our renewed verision of internet banking for business, offering customized features, both automated and semi-automated, to deliver a more tailored transaction service to corporate customers.

Corporate Banking will also maintain LAR ratio and liquidity adequacy level while expanding loan growth through various competitive lending and refinancing programs. By deepening customer relationship, BCA aims to strengthen our value proposition as a reliable banking partner to corporate customers and their ecosystem.

Business Review

Commercial and Small & Medium Enterprise (SME) Banking



BCA offers value added solution to Commercial and SME customers, supporting growth and enhancing overall banking experience

Commercial & SME Loan Portfolio

Rp **261.7** trillion

Commercial & SME Loan Growth (YoY)

11.6 %

In 2024, we continued to scale up Commercial and SME business, underpinned by healthy growth in loan and cash management services from deepening customer relationship. Various actions have been taken to support the growth of Commercial and SME lending which include optimizing data-driven analytics to identify business opportunities, improving lending processes and infrastructure, and enhancing human resource capabilities. As the result, total Commercial Banking & SME credit facilities grew by 10.8% to Rp438.7 trillion, while outstanding loans grew by 11.6% to Rp261.7 trillion, with credit utilization rate of 60%.

QUALITY LOAN GROWTH

BCA always adheres to prudent lending principle by carefully considering the business prospects, needs, and scale of our customers. We continued to strengthen loan infrastructures to support a sustainable quality credit growth. To improve efficiency, our MSME loan processing unit have been expanded to cover 8 new cities, bringing the total to 56 cities in 2024.

A broad range of financing products, such as Kredit Multiguna Usaha (KMU), Kredit Usaha Rakyat (KUR), and Kredit Kemitraan, have been developed and offered with tailored terms and competitive interest rates. These products are designed using a value chain approach, focusing on prospective business communities and sectors.

Supporting the government's MSME development agenda, BCA has formed partnerships with financial and non-financial institutions, including Indonesian Embassies, Ministry of Religious Affairs, Ministry of Trade, Ministry of Cooperatives and SMEs, Ministry of Tourism and Creative Economy, fintech companies, and organizations with expertise, competencies, and infrastructure in this segment. We also promote women's empowerment and green taxonomy initiatives to support ESG objectives by offering Multi-Purpose Business Credit (KMU) with special rates for women-led MSMEs or business with female management or shareholders.

BCA's support is reflected in its Macroprudential Inclusive Financing Ratio (RPIM), which reached 21.5% in December 2024. This achievement is mainly driven by direct and supply chain financing, further supported by financing to financial institutions, business entities, and Surat Berharga Pembiayaan Inklusif (SBPI).

To preserve the quality of our loan portfolio, we conduct consistent monitoring, paying particular attention to restructured loans. In 2024, total restructured loan for Commercial & SME improved from Rp14.0 trillion to Rp10.1 trillion, or 3.9% of total Commercial & SME loans. Loan at Risk (LAR) also improved significantly, declining from 7.8% to 5.9%, with NPL ratio of 2.2%.

FOCUS ON CUSTOMER ENGAGEMENT

BCA is committed to providing value added banking solutions while enhancing customer experience through diverse activities. One of BCA annual event held in 2024 was BCA UMKM Fest, which was a hybrid event held via Blibli and Grab platforms (online) and at Kota Kasablanka Mall (offline). About 1,579 MSMEs, supported by various institutions (Bank Indonesia, government ministries, BCA, and communities), participated and showcased products ranging from food and beverages, health and beauty, fashions, arts, and crafts. Through the "Bangga Lokal" program, BCA also supports and promotes local branded products to domestic and international markets. In addition, BCA also conducts business matching sessions to help MSMEs market their products. UMKM Fest also provided coaching through webinars on topics related to MSME business development, which were attended by more than 1,500 participants.

Business Review

Commercial and Small & Medium Enterprise (SME)

BCA, in collaboration with the International Chamber of Commerce (ICC) Indonesia, supports MSMEs in scaling up to international markets through the UMKM Go Export program. UMKM Go Export training sessions were conducted in three cities —Bandung, Surabaya, and Malang— attended by 58 MSMEs. In addition, 32 MSMEs participated in the Trade Expo Indonesia 2024 at ICE BSD. The program has successfully increased buyer potential tenfold and transaction value opportunities over twentyfold.

To support MSMEs in complying with government regulations on mandatory halal certification, BCA facilitated training and self-declaration halal certification for MSMEs under its mentorship. Training sessions have been conducted in over 26 locations nationwide, involving more than 2,500 MSME with a target of issuing 2,000 Halal Certificates.

ENHANCING CASH MANAGEMENT SOLUTIONS

Cash Management services have seamlessly facilitated customer's transactions within BCA ecosystem, driving growth of our CASA. By December 2024, the number of Commercial and SME customers utilizing cash management solution increased 18% YoY, with Third Party Funds (TPF) from this segment reaching Rp276 trillion, of which CASA accounts for 90%. Additionally, transaction frequency in this segment surpassed 3 billion transactions, with a total value exceeding Rp30,000 trillion.

BCA provides integrated solution to optimize cash flow management for organizational customers. Our comprehensive approach to "Payable Management, Receivable Management, Account & Liquidity Management," allows BCA Cash Management to continuously innovate, addressing the evolving customer needs.

Leveraging the rise of the digital ecosystem, BCA offers Cash Management Service through Virtual Account Online and Application Programming Interface (API). By December 2024, we have cooperated with more than 6,000 customers for BCA API services. In allignment with the National Open API Payment Standard (SNAP) set by Bank Indonesia, BCA has migrated Payment Service Providers (PJP) since 2022, extending this to non-PJP BCA API users. We are also exploring digital strategic partnerships with various IT API Gateways, Switchers, and Virtual Account Aggregators.

To strengthen payroll penetration and retention, BCA has developed several programs, such as Welcoming Payroll, Loyalty Payroll, and Payroll Executive, providing numerous benefits for companies and their employees. Among these benefits is payroll cash advance facility that allow employees to access immediate funds with automatic full repayment on the next payday.

In 2024, BCA launched "Gebyar Badan Usaha" program, a promotional campaign that includes a prize draw to foster customer loyalty and retain CASA portfolio of corporate customers.



Furthermore, we continue to strengthen business acquisition within customers' ecosystem, including oil & gas business ecosystem, as well as expanding our collaborations with key partners in public service by improving payment solutions and extending coverage area for payment acceptance.

BCA has actively contributed to the growth of Indonesia's capital market, facilitating the opening of numerous investor accounts. To better serve the needs of capital market community, we have developed new feature for investor account opening, and various features to meet capital market investor's needs.

As part of our internal processes, we unceasingly optimized the use of Big Data Analytics and Intelligence Tools to enhance decision making, boost productivity, identify business opportunities, and personalize customer services. Furthermore, we have invested in human resource development to improve the effectiveness of cash management solutions and strengthen relationship with vendors and partners.

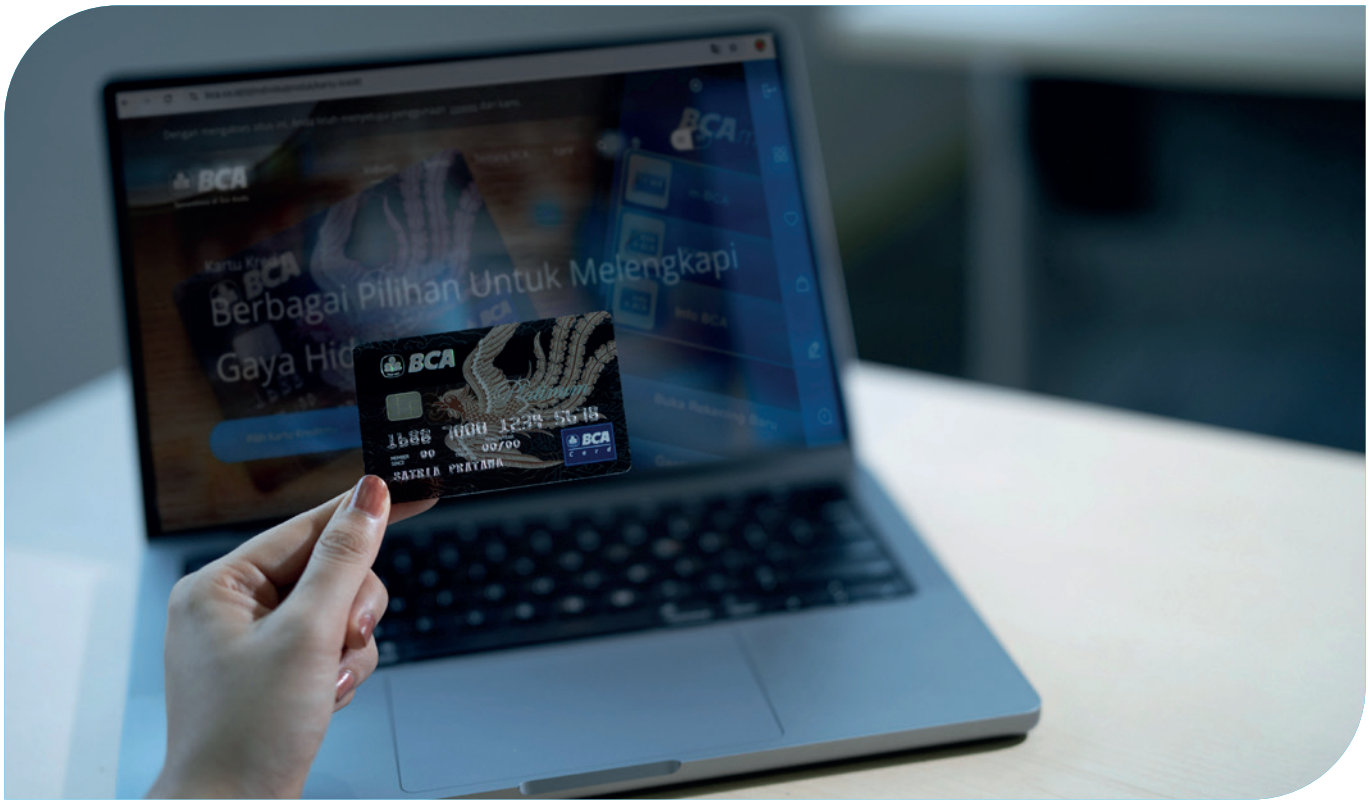
FUTURE PLANS

BCA is committed to driving sustainable business growth through several strategic initiatives, such as enhancing the capabilities of relationship managers and officers, accelerating credit penetration for entrepreneurs, expanding market reach, and leveraging data analytics to optimize business processes.

In the area of cash management, we will keep expanding business community ecosystems and establishing strategic partnerships to broaden BCA's customer base. Our main focus remains on delivering personalized solutions tailored to customer needs, while consistently executing customer acquisition and retention programs.

Business Review

Individual Banking



"For sustainable growth and stability, BCA continuously looks for ways to improve its services and strengthen relationships with individual customers by analyzing and leveraging the data of customers' behavior, transactions, and portfolios"

Consumer Loan Portfolio

Rp **223.7** trillion

Number of Accounts Growth (YoY)

8.0 %

Relationship with customers plays an integral part in the Bank's main focus. Their trust and loyalty are critical factor of BCA's sustainable growth and stability. As such, BCA continuously looks for ways to improve its services and strengthen these relationships.

In 2024, BCA deepened engagement with individual customers by analyzing and leveraging the data on their behavior, transactions, and portfolios. Product bundling and offering were tailored by profession, customer journeys, and other parameters. These efforts successfully maintained and grew BCA's individual customer base. By the end of 2024, individual customers reached more than 32 million, grew around 8% from 2023. Online accounts opening contributed about 60% to total account opening.

BCA SOLITARE AND PRIORITAS SERVICE

High Net Worth Individuals (HNWI) and Affluent customers enjoy special privileges through BCA Solitaire and Prioritas memberships, as part of the Bank's efforts to deliver exceptional experiences.

To maintain relationships with customers, BCA Solitaire and Prioritas consistently strengthened their value propositions, both in banking and non-banking services. As part of the Solitaire and Prioritas experience, customers enjoyed priority in branch and digital services. These customers also have a dedicated Relationship PIC and Personal Banker, which are trained wealth advisors who provide high quality banking solutions. From these excellent services, BCA received the 2024 Euromoney Global Private Banking Awards for being Indonesia's Best for High Net Worth.

Recognizing the value and importance of nurturing future HWNI and Affluent customers, BCA held BCA Young Community Program (BYC) to maintain and develop customers' second and third generations. In 2024, BCA earned Indonesia's Best for Next-Gen award from Euromoney for BYC initiative.

MORTGAGES

Mortgage portfolio grew by 11.2% YoY to Rp135.5 trillion as of December 2024. The solid growth was supported by government policies that aimed to boost the property sector, such as the extension of the LTV relaxation policy to 100% and the PPN-DTP program for house purchased throughout 2024. Despite the end of COVID relaxation program in March 2024, BCA successfully maintained its mortgage NPL ratio at 1.3%, through strict monitoring and consistent NPL management.

The key drivers of the stellar growth were BCA Expo, both offline and online, held in February and August. High public enthusiasm for these expos was reflected in the total mortgage applications of Rp43.2 trillion, from the two events.

In the long term, BCA remains optimistic about the promising prospects of the property sector. As the market leader in the non-subsidized mortgage industry, BCA is committed to developing its digital service infrastructure and enhancing data analytics capabilities for marketing and mortgage processing purposes.

VEHICLE LOANS

Through ongoing collaborations with various well-known car brands and dealers across Indonesia, BCA's Vehicle Loan business recorded a strong growth of 14.8% YoY in 2024, reaching Rp65.3 trillion. The growth was further supported by synergies within the Bank's subsidiaries: BCA Finance and BCA Multi Finance.

To support sustainable growth, BCA ensured that potential auto loan customers could easily access information on services and offerings for vehicles through multiple channels. To date, customers may purchase vehicle insurance from BCA Insurance. Future collaborations and synergies with dealers, subsidiaries, and other related partners will be strengthened to ensure growth in the coming years.

CREDIT CARDS

As one of the leading credit card providers in Indonesia, BCA offers proprietary cards on its private label, as well as partnerships with well-known international principals, such as Visa, Mastercard, JCB, AMEX, and UnionPay. Additionally, BCA has established co-branding partnerships with a renowned international airline, such as Singapore Airlines, as well as prominent e-commerce platforms, including BliBli and tiket.com.

Through these partnerships, customers can securely and conveniently use BCA credit cards at a wide range of merchants, both internationally and domestically. Several collaborations through promotions and special events are held to boost customer engagement and support volume growth.

WEALTH MANAGEMENT

In July 2024, Wealth Management BCA received the Best Wealth Management Bank in Indonesia by Alpha Southeast Asia. The award served as tangible evidence of BCA's success in delivering wealth management solutions to its customers through a mix of product and digital platform development, as well as several engaging activities. As of December 2024, Assets Under Management (AUM) for investment products grew by 35% YoY, reaching Rp268.4 trillion.

Business Review

Individual Banking



AUM growth was supported by the expansion of BCA's wealth management products, from investments to insurance. In investments, eight curated mutual funds were added. Additionally, BCA enabled customers to perform online risk profile assessments through the "Welma" menu in myBCA.

In collaboration with its insurance partner AIA, BCA launched Wealth Premier Protection, a solution with increasing sum-assured benefits designed specifically for HNWI. BCA also introduced the "Protection" menu in the myBCA app. Through this feature, customers can easily purchase MyGuard insurance products from BCA Life. This accessibility is expected to encourage more customers to obtain life protection quickly and conveniently.

BCA also expanded its Government Bond (SBN)-backed loan facilities by adding USD denominated options (INDON/INDOIS). These facilities were offered for both working capital and secured personal loans.

BCA promotes widespread financial literacy and inclusion across all societal levels through various initiatives. Some examples of events include 'Wealth Management Goes to Campus' events, aimed at youth and students to promote financial management, and 'Runvestasi', a virtual run event.

Through Runvestasi, BCA raised awareness regarding both physical and financial health. In September 2024, the Bank held the BCA Wealth Summit 2024, demonstrating its commitment to enhance public education. Under the theme "Grow Prosperity Beyond Wealth", the event featured speakers from domestic and international backgrounds.

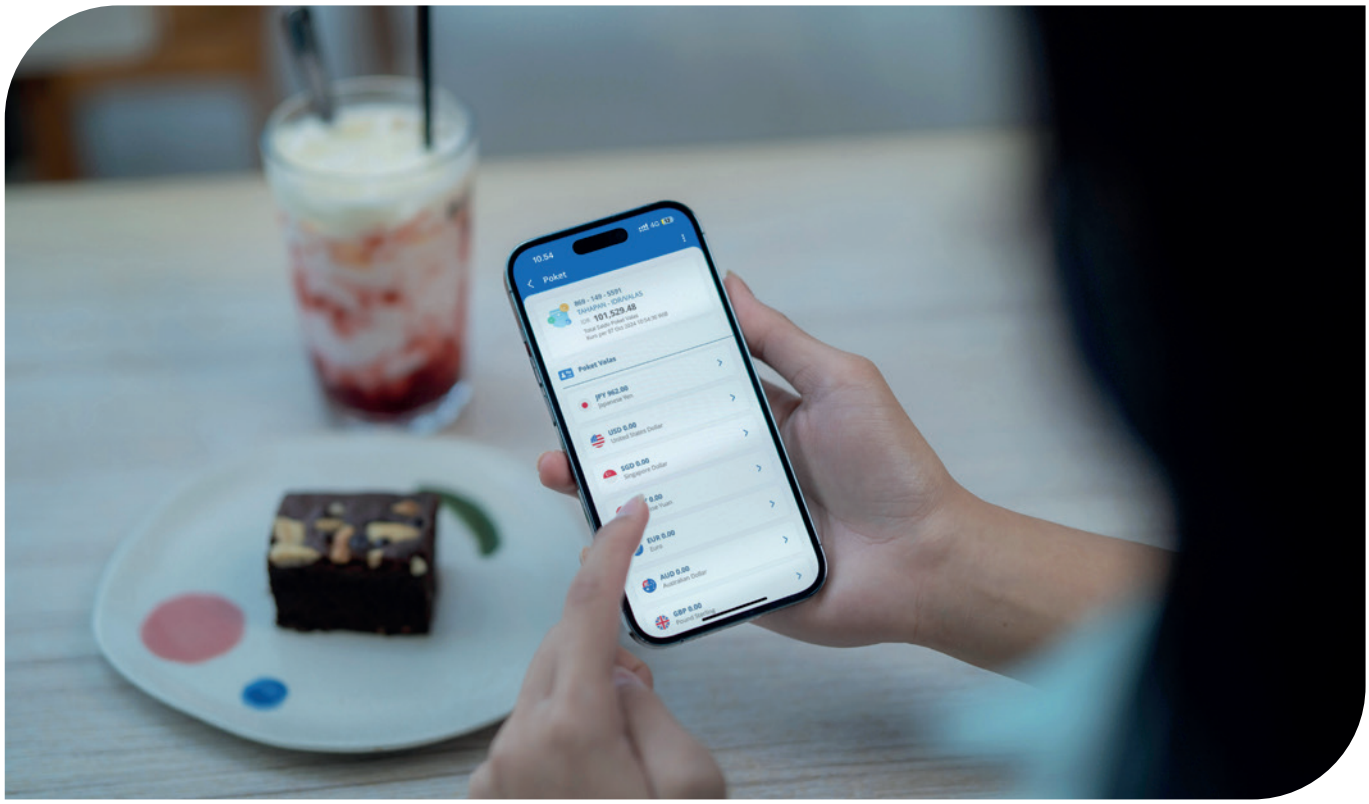
PLANS FOR FUTURE DEVELOPMENT

In 2025, Individual Banking will continue to focus on developing customer ecosystems. Using data analytics, Individual Banking will identify customer's needs to grow their portfolios. Acquiring high-quality customers will be a key strategy, based on specific segments and professions.

BCA will continue to collaborate with its subsidiaries and various third parties, both in collaborative product offering, seamless onboardings and alignment in myBCA. Furthermore, partnership with third parties will be strengthened to create unique products, programs, and services, in line with the preferences of different customer segments. The Bank will also enhance its customer relationship management system to improve efficiency and customer experience, as part of maintaining and strengthening trust for Individual Banking customers.

Business Review

Treasury and International Banking



BCA customers have access to a full suite of BCA Treasury solutions, as well as International Banking products and solutions that are aligned with global financial trends

Investment Funds Managed by Treasury (Treasury Portfolio)

Rp **372.6** trillion

Composition to Total Assets

25.7 %

Business Review

Treasury and International Banking

TREASURY BANKING

BCA Treasury Banking consistently upholds for optimal liquidity management, carefully balancing risk and returns through investment opportunities. BCA manages Rp372.6 trillion treasury assets, representing 25.7% of BCA's total assets.

Beside managing the liquidity, BCA Treasury Banking offers a broad range of solutions to serve the financial needs of our individual, organizational, and financial institution clients that encompassing foreign exchange, capital markets, money markets, and custodial services.

LIQUIDITY MANAGEMENT

In 2024, BCA was appointed as a Primary Dealer by Bank Indonesia (BI) to support the implementation of monetary operations and development of money and foreign exchange markets.

Despite fluctuating market conditions, BCA continued to maintain a strong liquidity position. We allocated excess funds to high-yield risk-measurable financial instruments, which include BI instruments, government bonds, and selected corporate bonds.

TREASURY BANKING SOLUTIONS

BCA Treasury Banking provides a full suite of financial solutions for its clients, encompassing both hedging and alternative investment. These solutions include foreign exchange (FX) products such as spot, forward, and swap contracts, as well as interest rate and cross-currency swaps. BCA also offers options-based products such as call spread options and FX options. Customers can access to swap-linked deposits, domestic non-deliverable forwards (DNDF), BI FX Term Deposit, Money Market Time Deposit, and bonds. Moreover, BCA facilitates Local Currency Transaction (LCT) services to enable cross-border payments.

BCA Treasury Banking has expanded its services to include custodial services for various assets, such as stocks, government and corporate bonds, deposits, mutual funds, and fund management contracts in both Rupiah and foreign currencies. The custodial services managed Rp432 trillion assets, an increase of 21% year on year, with more than 380,000 registered securities accounts.

INTERNATIONAL BANKING

BCA strives to develop international banking products and services that align with global financial trends and bring added values to customers. Our comprehensive range of International Banking services encompass cross-border remittances, trade finance, and specialized solutions for banks and financial institutions.

TRADE FINANCE

BCA responded to the challenge of increasing customer mobility and technological advancement with greater efficiency across its line of services, including trade finance. To meet customers' needs for fast trade transactions, BCA provided seamless and faster trade finance services for both domestic and international trade.

Trade finance services were continuously enhanced through the use of Client Trade, an electronic platform that provides an easier, faster, and more secure application process for Letters of Credit (LC) and *Surat Kredit Berdokumen Dalam Negeri* (SKBDN).

REMITTANCE

As digitalization drives global economic growth through efficiency and innovation, we continue to leverage digital services to meet the evolving needs of organizational and individual customers. Our efforts have yielded positive results, with 39% of remittance transactions through e-channels.

BCA as a leading remittance provider over 20% with market share consistently supports the government in maintaining macroeconomic stability with Local Currency Transactions (LCT). We have facilitated a 31% increase in international trade transactions using local currencies with Malaysia, Thailand, Japan, and China.

BCA also strives to be the customers' top choice by continually improving foreign exchange payment services, with a focus on enhancing remittance features through e-channel.

FINANCIAL INSTITUTIONS

BCA keeps strengthening its relationships with global correspondent banks while adhering to Know Your Customer (KYC) principles and Anti-Money Laundering (AML) policies. By doing so, we ensure our ability to navigate the dynamic global political and economic environments that directly and indirectly influence the banking sector.



In addition, BCA extended business relationship to both international and domestic Non-Bank Financial Institutions (NBFI) partners. Through these partnerships, we provide tailored banking solutions for NBFIs that operate in various financial sectors, including fintech, money transfer operator, Indonesian migrant worker remittance, business payments, and domestic NBFIs.

Adapting to the digitalization of banking services, BCA continuously enhances its FIRE API application that has a real-time connection to BI FAST in order to deliver swift, secure, and flexible remittance solutions for both remittance providers and NBFI partners.

We also actively support the government's LCT program in key target countries, such as Malaysia, Thailand, Japan, and China. At the same time, we prepare to support LCT expansion to additional countries utilizing our banking correspondent network. BCA's QR Cross Border payment service has operated in Thailand and Malaysia, and just recently launched in Singapore. QR Cross Border features real-time exchange rate conversion and offers a fast and seamless payment experience, which at the end it's expected to support the economic growth of participating countries.

Trade finance and guarantees services are the eventual result of BCA's solid relationships with and trust from its correspondent banks. In line with global economic growth and increasing focus on Indonesia's strategic initiatives –such as the new capital city IKN (Ibu Kota Nusantara), Morowali Industrial Estate, and other major infrastructure projects, BCA provides tailored service to eligible customers requiring trade finance and bank guarantees for domestic and international trade transactions.

BCA also offers local banking services in the form of SBLC (Standby LC) and bank guarantees for the eligible customers of correspondent banks who have business investment in or expansion to Indonesia.

FUTURE DEVELOPMENT

As we adapt to market dynamics, Treasury and International Banking will continuously deliver exceptional financial solutions through wide array of innovative products and solutions to meet customers' needs by leveraging technological advancement.

By optimizing our digital channel and streamlining processes, we aim to improve service quality and efficiency to ensure the satisfaction of our valued customers.

Business Support

Risk Management



Facing the dynamic banking business environment, the implementation of risk management serves as a critical foundation for the Bank to maintain stability, protect customer interests, and comply with applicable regulations

BCA implements risk management policies in accordance with prevailing regulations and international best practices. In addition, BCA continuously enhances risk awareness through risk management training for all units to have a strong understanding of risks and their role in risk management.

RISK MANAGEMENT FOCUS FOR 2024

In executing business strategies and activities, BCA continues to emphasize the principle of prudence through the application of good risk management principles while adhering to applicable regulations and considering business environment developments. Throughout 2024, BCA's risk management system focuses on several key activities, including:

- Regular and proactive monitoring to observe debtors who previously underwent COVID-19 restructuring program.
- Update policies and procedures for Corporate, Commercial, SME, Consumer, Credit Card and Interbank Loans.
- Developing Integrated Risk Management Information System (IRMIS) application to support the preparation of BCA's risk profile reports, integrated risk reports, and integrated capital adequacy reports.
- Implementing OJK Regulation No. 24/SEOJK.03/2021 dated 7 October 2021 on the Calculation of Risk-Weighted Assets for Credit Risk Using the Standard Approach for Commercial Banks, replacing OJK Regulation No. 42/SEOJK.03/2016.
- Implementing the Standard Approach in calculating Risk-Weighted Assets (RWA) for operational risk referring to OJK Regulation No. 6/SEOJK.03/2020 dated 29 April 2020 on the Calculation of Risk-Weighted Assets for Operational Risk Using the Standard Approach for Commercial Banks.
- Enhancing implementation of cybersecurity and information technology risk management in accordance with regulatory provisions and national/international standards, including adjustments to organizational structure, policies, procedures, and tools used in risk management.
- Adjusting policies and procedures related to compliance with Law No. 27 of 2022 dated 17 October 2022 concerning Personal Data Protection and ISO 27701, as well as information security policies referring to ISO 27001 through the issuance of personal data protection policies, including ensuring implementation and conducting outreach related to personal data protection.
- Implementing system and methodology for calculating Market Risk Weighted Assets for calculation of the Minimum Capital Adequacy Ratio (CAR) in accordance with OJK Regulation No. 23/SEOJK.03/2022 dated 7 December 2022 concerning the Calculation of Risk-Weighted Assets for Market Risk, which will be effective in January 2024. The trial report of Market Risk Weighted Assets calculation has been submitted to the regulator.
- Conducting market risk study on the implications of transitioning from the use of LIBOR to alternative reference interest rates (ARRs) and preparing a system to accommodate derivative transactions using alternative reference interest rates.

Furthermore, BCA conducts periodic stress tests to measure the impact of changes in macroeconomic factors on capital, liquidity, asset quality, and the Bank's profit. In general, the stress test indicates that BCA has a solid capital and liquidity position to anticipate estimated losses from potential risks in various worsening scenarios. Additionally, BCA considers the magnitude of risks and trends from the Bank's Risk Profile report and underlying parameters in the analysis of capital adequacy to determine the overall business model and interaction with the risk profile.

Loan Quality

BCA consistently applies risk management discipline in loan disbursement. These efforts were reflected in non-performing loans (NPL) ratio of 1.8% per December 2024. Restructured loans decreased by 1.9% to 3.2% compared to the previous year, in line with improving economic conditions and increasing debtors' business activity. This was also reflected in the decrease of Loan at Risk (LAR) of 161 bps, to 5.3% of the total loan portfolio at the end of 2024.

To anticipate potential credit risk, BCA has allocated an allowance for impairment (CKPN) on loan assets amounting to Rp33.5 trillion throughout 2024. As such, total CKPN was recorded at Rp2.0 trillion and which is considered adequate to anticipate the potential risk of bad debts.

BCA continuously monitors credit concentration risk, including the use of credit limits and the portfolio quality, and evaluates industry sectors with consideration of prospects/ business performance and the establishment of limits for specific financing types which are adjusted to the risk level. In addition, BCA also implements an Early Warning System (EWS) to detect potential bad debts, and take preventive measures to minimize the risk.

Liquidity

BCA is committed on maintaining its adequate liquidity position while monitoring the balance between short-term liabilities and short-term funds. BCA also ensures that funds are adequate through short-term, liquid, and low-risk placements, especially in risk-free securities issued by Bank Indonesia.

BCA's Loan to Deposit Ratio (LDR) in December 2024 was recorded at 78.4%. Meanwhile, the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) remained solid at 323.0% and 155.9%.

Capital Position

BCA always maintains adequate capital to support the sustainable business growth of the Bank and its Subsidiaries. As of December 2024, BCA had a consolidated Capital Adequacy Ratio (CAR) of 29.1%. The Bank's capital needs are met through organic capital growth, supported by solid profitability.

In accordance with POJK No.14/POJK.03/2017 regarding the Recovery Plan for Systemic Banks, BCA has:

- Issued Rp500 billion worth of subordinated bonds in 2018 to comply with its obligation to issue debt securities with equity characteristics.
- Developed and submitted its first Recovery Plan document in 2017, and thereafter routinely submitted the annual (2018 until 2024) Updated Recovery Plan to Financial Services Authority (OJK).

Additionally, in accordance with Regulation of Indonesia Deposit Insurance Corporation (LPS) No. 1 of 2021 on Resolution Plan for Commercial Banks, BCA has also submitted its Resolution Plan to the Indonesia Deposit Insurance Corporation (Lembaga Penjamin Simpanan or LPS) in 2022 and updated it in 2024.

Exchange Rate Risk

Amid fluctuations in the Rupiah exchange rate against foreign currencies due to global economic pressures, BCA manages risks related to foreign currency exposure by maintaining a conservative Net Open Position (NOP). In December 2024, BCA's NOP was recorded at 0.3%, far below the maximum 20% limit established by the regulator. BCA constantly monitors foreign exchange transactions to comply with the provisions and internal policies of the Bank, as well as those of the regulator (Financial Services Authority/Bank Indonesia). Transactions processed through the branches are monitored, recorded, and reported to the Treasury Division, which manages all foreign currency transactions. And, each branch is required to cover its foreign exchange rate risk at the end of the working day in accordance with the tolerance limit given.

Operational Risk

BCA has implemented the Calculation of Risk-Weighted Assets (RWA) for operational risk using the Standard Approach with reference to SEOJK No. 6/SEOJK.03/2020 and submitted the Risk-Weighted Asset Calculation Report for Operational Risk using the Standardized Approach and the Risk Management Implementation Report for Operational Risk to the regulator.

The quality of operational risk event data is extremely crucial in determining the adequate capital requirements for operational risk exposure. Therefore, BCA regularly reviews the mechanisms for identifying, collecting, and handling data on operational risk loss outlined in the provisions/manual of the Operational Risk Management Information System (ORMIS) – Loss Event Database (LED), and carries out socialization to work units.

Furthermore, to anticipate risks related to information technology including cybersecurity risks, BCA has established an organizational structure for managing cybersecurity risk with the Information Security Group (ISG) as the first line, Cyber Security Risk Management (CBR) as the second line, and the Internal Audit Division (DAI) as the third line of defense. BCA's policies related to information technology include:

- Basic Policy on Risk Management in the Use of Information Technology
- Policy on Information Technology Implementation
- Policy on Cybersecurity Risk Management
- Provisions for protecting information assets, including the Information Security Policy, Data Loss Prevention Manual, and Bring Your Own Device (BYOD) Guidelines
- Disaster Recovery Plan

In compliance with Law No. 27 of 2022, dated October 17, 2022 concerning Personal Data Protection, BCA has established a unit to coordinate the Personal Data Protection Officer in accordance with regulatory requirements and has made adjustments to its policies and procedures.

INTERNAL CONTROL

BCA implements supervisory mechanisms that have been established by the management on an ongoing basis, that are aligned with the objectives, size and complexity of BCA's business activities and make reference to the requirements and procedures stipulated by the regulator.

Objectives of the Internal Control System

BCA's implementation of an effective internal control system aims to ensure, among others:

1. Compliance with laws and regulations as well as internal policies/provisions.
2. Completeness, accuracy, efficiency, and timeliness of provision of financial and management information.
3. Effectiveness and efficiency of operational activities.
4. Overall effectiveness of risk culture.

RISK PROFILE ASSESSMENT OF BCA AND SUBSIDIARIES

Based on its self-assessment, BCA's risk profile rating for both its individual and integrated assessments with its subsidiaries in 2024 is "low to moderate." This risk profile rating is based on the assessment of inherent risk as "low to moderate" and the evaluation of risk management implementation quality as "satisfactory."

DISCLOSURE OF RISK MANAGEMENT

The disclosure of BCA's risk management principles and risk exposure, including capital, refers to OJK Circular No.9/SEOJK.03/2020 dated 30 June 2020 regarding Transparency and Publication of Report for Conventional Commercial Banks

I. BCA's Application of Risk Management

BCA has implemented risk management with reference to POJK No.18/ POJK.03/2016 dated 16 March 2016 on the Implementation of Risk Management for Commercial Banks, as follows:

1.A. Active Supervision of the Board of Commissioners and Directors

Board of Commissioners and the Board of Directors are responsible of effective risk management implementation at BCA. The execution of active supervision by the Board of Commissioners and Board of Directors refers to the duties and responsibilities as stipulated in the Articles of Association, laws and regulations, as well as applicable internal and external regulations. In addition, supervision is carried out among others through the following:

- Board of Commissioners
  - Supported by the Audit Committee, Risk Oversight Committee, Remuneration & Nomination Committee, and Integrated Corporate Governance Committee.
  - Maintains constructive communication and actively provides advice to the Board of Directors in determining strategic actions to be implemented.
- Board of Directors
  - Supported by the ALCO, Credit Policy Committee, Credit Committee, RMC, Information Technology Steering Committee, Employee Relation Committee, and IRMC.
  - Actively engages in discussions, provides input, and monitors internal and external conditions that directly or indirectly affect BCA's business strategies.

I.B. Adequacy of Risk Management Policies & Procedures, and Determination of Risk Limits

The adequacy of risk management policies and procedures as well as the determination of risk limits can be seen from, amongst others:

1. An adequate formal organizational structure to support the implementation of sound risk management and internal control, including the DAI, MRK, DCP, POL, RMC and IRMC.
2. Policies, procedures, and risk limit determinations have been documented and regularly reviewed and updated.
3. Formulation of the Bank Business Plan (RBB), which outlines the direction of risk management policies and BCA's overall strategy, in alignment with its vision, mission, business strategy, capital adequacy, human resource capabilities, and risk appetite. The Bank Business Plan is periodically reviewed and adjusted to accommodate internal and external developments or changes.

1.C. Adequacy of Risk Identification, Measurement, Monitoring & Mitigation Processes, and Risk Management Information System

Risk identification, measurement, monitoring and control as part of the process of implementing adequate risk management, as seen among others from the following:

1. Regularly and continuously monitor risk exposure by comparing actual risk against established risk limits, to ensure that the risk exposure remains manageable in accordance with the Bank's risk tolerance level.
2. Regularly submit reports, including among others the Risk Profile Report, Integrated Risk Profile Report, Credit Portfolio Report, and Corporate Business Plan Progress Report. These are submitted to the Board of Directors regularly, accurately and in a timely manner.

I.D. Comprehensive Internal Control System

BCA's Internal Control consists of five main components that are in line with the Internal Control Integrated Framework developed by The Committee of Sponsoring Organization of the Treadway Commission (COSO), which covers:

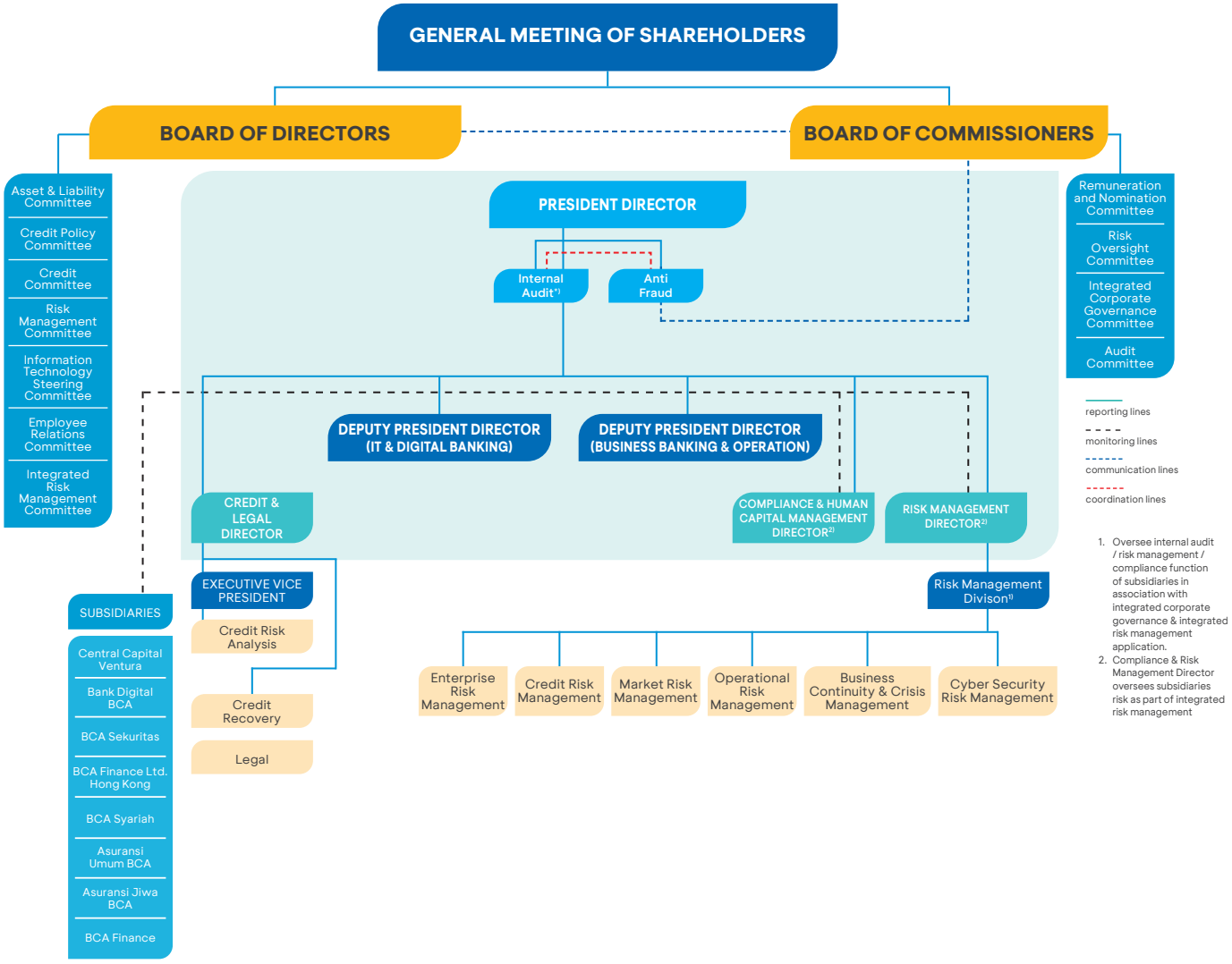
1. Management Oversight and Control Culture
2. Risk Recognition and Assessment
3. Control Activities and Segregation of Duties
4. Accountancy, Information and Communication
5. Monitoring Activities and Correcting Deficiencies.

Through this three lines model, BCA's internal control system and risk management involve all levels of the organizational structure, with oversight by the Board of Commissioners and the Board of Directors.

To support the implementation of an internal control system, BCA has established standard guidelines for internal control systems and risk management policies, comprising of clear delineation of responsibility, segregation of functions, risk limit procedures, and others. BCA strongly encourages a risk awareness culture and compliance with applicable policies and regulations. Risk management guidelines and policy implementation are monitored by the Risk Management Division (MRK) and Compliance Division (DCP), which function as the second line roles.

BCA has also established a comprehensive internal control system to support the implementation of integrated risk management, by ensuring the following:

- Adherence to internal policies or provisions as well as applicable laws and regulations.
- Availability of complete, accurate, suitable and timely financial and management information.
- Effectiveness of risk culture in the financial conglomerate organization as a whole.



REVIEW OF THE EFFECTIVENESS OF THE BANK'S RISK MANAGEMENT SYSTEM

BCA's Boards of Commissioners and Directors evaluate the effectiveness of the Bank's risk management system, assisted by the committees under them. These committees meet regularly to discuss and provide input and recommendations to the Board of Commissioners and the Board of Directors.

The Bank also conducts regular evaluations on the following:

- Applicable policies and methodologies for risk assessments
- Adequacy of policies, procedures, and determination of risk limits
- Adequacy of identification, measurement, monitoring, and mitigation of risks
- Effectiveness of a comprehensive internal control system.

Evaluation and updating of policies, procedures and methodologies are conducted regularly to ensure compliance with applicable regulations and operational conditions. Evaluation of the effectiveness of risk management is also conducted through regular reports submitted to the Board of Commissioners and the Board of Directors, including the Risk Management Policy Implementation Report, Risk Profile Report, Risk Update, and other related reports.

In 2024, the Board of Commissioners and the Board of Directors declared that BCA's internal control system and risk management system were working effectively and adequately, and were capable of managing risks and business opportunities to support the Bank in achieving its business objectives without compromising financial performance, compliance, and/or reputation. BCA has an internal control system and risk management system that can anticipate and manage risks by taking into consideration changes in the risk profile that result from changes in business strategy, external factors, or regulatory requirements.

Implementation of the Basel Accords
The Bank continues to prepare for the implementation of the Basel Accords in Indonesia and participates in supporting the implementation of Basel III both in terms of capital and liquidity, among others through the Quantitative Impact Study (QIS). BCA participates in the implementation of QIS for Market Risk and Operational Risk.

Risk Appetite
The Bank defines risk appetite as the level and type of risks which the Bank is willing to take to achieve its business objectives. The risk appetite set by BCA is reflected in the Bank's business strategies and objectives.

Stress Test
BCA continually and regularly performs stress tests under a variety of scenarios, including climate stress test scenarios, and consistently deepens the factors and parameters of these tests. Stress test scenarios consider macroeconomic variables such as interest rates, inflation rates, gross domestic product (GDP), and exchange rates. The methodology used in conducting stress tests, in addition to statistical models based on historical data, also employs judgment methods that take into consideration qualitative risk factors. Stress testing is carried out to see the impact of changes in macroeconomic factors on various key indicators, including the NPL, profitability, liquidity, and capital.

The results of the Bank's stress testing for credit, market, and liquidity risks have been satisfactory, with the capital and liquidity of the Bank still adequate to anticipate potential losses that may emerge based on the scenarios formulated. Besides that, BCA also carries an integrated stress test that includes its subsidiaries.

II. BCA Capital

Capital Structure

BCA's capital structure consists of the following:
1. Core capital (Tier 1) accounting for 96.3% of total capital at Rp255.3 trillion, up 9.2% from the previous year.
2. Whereas 3.7% of BCA's total capital, or Rp9.9 trillion, is supplementary capital (Tier 2). The Supplementary capital consists mainly of general reserves for Allowance of Asset Quality Assessment (PPKA).

Capital Component (consolidated - in billion Rupiah)

	2024	2023	2022
Capital	**265,198**	**242,694**	**220,568**
Tier 1 Capital	255,311	233,702	212,446
Tier 2 Capital	9,887	8,992	8,123
Risk Weighted Assets (Credit, Operational and Market Risk)	**910,184**	**825,611**	**821,723**
Capital Adequacy Ratio (CAR) - consolidated	**29.1%**	**29.4%**	**26.8%**
Capital Adequacy Ratio (CAR) - non consolidated	**29.4%**	**29.4%**	**25.8%**

Management Policy on Capital Structure

BCA ensures an adequate capital position to support the business development of the Bank and its subsidiaries. The Bank's capital adequacy is calculated using the Capital Adequacy Ratio (CAR) indicator. BCA has an adequate capital level with a CAR of 29.4%, above the minimum requirement in accordance with its risk profile, plus an additional 5.0% as buffer. As a systemic bank, BCA has established this buffer in accordance with Bank Indonesia regulations regarding mandatory establishment of a conservation buffer, a countercyclical buffer, and a capital surcharge.

The Bank and all its subsidiaries have carried out integrated stress tests using various scenarios including various changes to NPL levels and their effects on income, liquidity position and capital position. In general, the stress tests results show that the liquidity and capital positions of BCA and its subsidiaries are very much adequate in anticipating losses from potential risks, based on the scenarios formulated.

BCA capital requirements were able to be fully met through the healthy growth of the Bank's financial performance. Most of the Bank's net profit is retained to increase BCA's capital each year.

Basis for Management Policy on Capital Structure

BCA's capital policy is regularly adjusted with reference to business potential and the application of the principle of prudence. Regarding the provisions of the Financial Services Authority (OJK), the Board of Directors prepares a capital plan as part of the Bank's Business Plan and obtains the approval of the Board of Commissioners. The capital structure policy refers to OJK Regulation No. 11/POJK.03/2016 dated 2 February 2016 and POJK No. 34/POJK.03/2016 dated 26 September 2016 on the Minimum Capital Requirement for Commercial Banks.

III. Disclosure of Risk Exposure and Implementation of Risk Management

The following is an overview of the risk exposures faced by BCA in conducting its business and the application of risk management designed to minimize the impact of these risks.

III.A. Disclosure of Credit Risk Exposure and Implementation of Credit Risk Management

Organization of Credit Risk Management

BCA has developed a structured credit risk management process to support strong credit principles with strong internal controls, which involves the Board of Commissioners, Board of Directors, Chief Risk Officer, and work units that carry out functions related to credit risk management (the Loan Business Unit and Credit Risk Analysis Unit) with details as follows:

1. The Board of Commissioners is responsible for approving the Bank's credit plans and overseeing its implementation, approving the Bank's Credit Basic Policy, and requesting an explanation from the Board of Directors should there be any deviations in loan disbursement from the stipulated policies.
2. The Board of Directors is responsible for preparing the credit plan and credit policy, ensuring the Bank's compliance with the prevailing regulations on credit and credit policy, and reporting to the Board of Commissioners on matters such as the implementation of credit plans, irregularities in loan disbursement, loan portfolio quality, and credit in the special mention or in the non-performing loan category.
3. The Chief Risk Officer is a BCA director who is responsible for the management of credit, market, operational, and other risks within the organization (hereinafter referred as the Risk Management Director).
4. Work units that perform functions related to credit risk management (the Loan Business Unit and Credit Risk Analyst Unit), as the risk owners responsible for the management of credit risk.

In addition, the Bank has dedicated committees to assist the Board of Directors in the lending process, such as the Credit Policy Committee, the Credit Committee, and the Risk Management Committee.

Risk Management Strategies for Activities with Significant Credit Risk Exposure

BCA formulates its risk management strategies in accordance with the overall business strategy and based on risk appetite and risk tolerance. These risk management strategies are also designed to ensure that BCA's risk exposure is prudently managed in line with its credit policy, BCA's internal procedures, laws and regulations, and other applicable provisions.

BCA's risk management strategy is structured based on the following general principles:

- Risk management strategies should towards the long-term to ensure the sustainability of BCA's business by considering economic conditions and cycles,
- Able to comprehensively control and manage the risks of BCA and its Subsidiaries, and
- Maintain expected capital adequacy and allocate adequate resources.

The following factors are taken into consideration in designing the risk management strategy:

- Economic and business development and the potential impacts of risks faced by BCA
- The organizational structure of BCA, including the adequacy of human resources and supporting infrastructure

- The financial condition of BCA, including its ability to generate earnings and the ability to manage risks arising from both external and internal factors,
- The composition and diversification of BCA's portfolio.

Credit Concentration Risk Management Policy
BCA manages credit concentration risk by determining limits for, amongst others, the industrial sector, foreign exchanges, and certain types of loans, as well as both individual and business group exposures. In line with the development of a rating database, technology, human resources, the Bank's complexity level, the market and existing regulations, the Bank actively manages the credit portfolio by optimizing the allocation of the Bank's capital within acceptable levels of risk appetite and risk tolerance.

Credit Risk Measurement and Control
BCA measures credit risk using a standardized method that is compliant with OJK Circular Letter No. 24/SEOJK.03/2021 regarding Guidelines for Calculating Risk Weighted Assets Using a Standardized Approach. The regulation specifies that all banks must use RWA calculation for credit risk using a Standardized Approach.

For internal needs, the Bank uses an internal rating as a supporting tool in the credit decision-making process. Credit risk management is executed by establishing an independent internal credit review for an effective credit risk management process, covering:
- Evaluation of the credit administration process
- Assessment of the accuracy in the implementation of internal risk rating and the use of other monitoring tools, and
- Effectiveness of work units and Bank officers responsible for monitoring individual credit quality.

In addition, the Bank uses an early detection system to identify non-performing or potential non-performing loans so that early mitigation efforts can be carried towards minimizing the impact of non-performing loans on the overall portfolio.

Forward Looking Information
In calculating expected credit losses, the Bank considers the macroeconomic forecast, and determines a weighted probability for the possibility of macro scenarios. Various macroeconomic variables (MEV) are used in modeling PSAK 109 based on the results of statistical analysis of the suitability of the MEV using historical data for modeling impairment. Calculation of expected credit losses and macroeconomic forecasts are periodically reviewed by the Bank.

Policies Related to Wrong Way Risk Exposure
To anticipate wrong way risk exposure due to market prices progressing in an adverse direction, BCA adds a capital charge for the weighted exposure of the Credit Valuation Adjustment (CVA) risk weighted assets in accordance with SEOJK No. 23/SEOJK.03/2022 regarding Calculation of Risk Weighted Assets for Market Risk for Commercial Banks.

Impact of Collateral on Credit Rating
The quality of debtor loan is influenced by various factors, one of them being the quality of the collateral provided. The impact of collateral on a debtor's credit differs between productive loans and consumer loans. For productive loans such as SME, commercial and corporate, the collateral (type, value and/or quality) will affect the credit rating in terms of the exposure risk factor (not the customer risk factor), and thus better quality collateral can improve the exposure risk factor.

Whereas for consumer loans such as Mortgages, the collateral value will directly affect the credit rating of the debtor and thus the higher the value of the collateral, the better the debtor's credit rating will be.

Standardized Approach to the Implementation of Credit Risk Measurement
In the calculation of Risk Weighted Assets (RWA) for credit risk, the Bank refers to OJK Circular Letter No.24/SEOJK.03/2021 regarding the Calculation of Risk Weighted Assets by using the Standardized Approach for Credit Risk, and OJK Circular Letter No.48/SEOJK.03/2017 on Guidelines for Calculating Net Derivative Transaction Bills in the Calculation of Weighted Average Risk Assets for Credit Risk Using the Standard Approach.

The RWA for credit risk uses Basel II Standardized Approach based on the rating results issued by rating agencies recognized by OJK according to OJK Circular Letter No. 37/SEOJK.03/2016 regarding Rating Agencies and Ratings Recognized by OJK. Ratings are only used to calculate RWA credit risk for claims on Governments of Other Countries, Public Sector Entities, Multilateral Development Banks and certain International Institutions, Banks, Securities Companies and Other Financial Services Institutions, and Corporates.

Counterparty credit risk arises from Over the Counter (OTC) derivative transactions and repo/reserve repo transactions, both on the trading book and the banking book. The standardized approach set by the regulator is used to calculate credit risk of capital adequacy ratio for any exposures that cause counterparty credit risk.

Determination of credit limits related to counterparty credit risks are adjusted in accordance with the needs of the counterparty, the Bank's risk appetite, and applicable regulations such as POJK No.32/POJK.03/2018 and POJK No.38/POJK.03/2019 regarding Maximum Lending Limits and Large Fund Provisions for Commercial Banks.

Credit Risk Mitigation
The main collateral accepted for credit risk mitigation is solid collateral in the form of cash collateral and/or land and buildings. These types of collateral have relatively high liquidity value and/or have a fixed presence (not mobile) so that they can be effectively liquidated if the debtor's/debtor group's loan falls into the delinquent category.

The collateral assessment is generally carried out by an independent appraiser and if no independent appraiser is available at the location of the collateral, the assessment will be conducted by internal appraisal staff who are not involved in the credit approval process. To monitor the physical collateral pledged by the debtor to BCA, the collateral is periodically reviewed.

The main guarantors/warrant providers are analyzed when processing credit, and creditworthiness is determined by applying the "Four Eyes Principle" whereby credit decisions are determined by two independent parties, namely the business development side and the credit risk analysis unit. In addition, to mitigate possible credit risks, BCA's loan portfolio is well diversified, both by credit category and by industry/economic sector.

III.B Disclosure of Market Risk Exposure and Implementation of Market Risk Management

Market Risk Management Organization
The Board of Commissioners and the Board of Directors are responsible for ensuring that the implementation of market risk management aligns with the strategic objectives, scale, business characteristics, and market risk profile that could impact the Bank's capital adequacy. They also ensure that market risk management is integrated with other risks, enabling the overall risk profile of the Bank to be managed effectively.

The Board of Directors delegates its authority and responsibility to the parties listed below:

Party	Authority and Responsibility
Asset Liability Committee (ALCO)	Establish policies and foreign exchange and interest rate risk.
Risk Management Division	Support ALCO in monitoring and measuring exchange rate and interest rate risks.
Treasury Division	Manage foreign exchange and interest rate operations in the Bank's trading book, including: - Responsible for maintaining the Net Open Position (NOP) and mitigating interest rate risks in the trading book, ensuring the Bank complies with Bank Indonesia regulations regarding NOP. - Responsible for managing the operations of trading securities and foreign exchange transactions to meet customer needs and/or generate income.
Regional Offices and Branches	Responsible for managing foreign exchange transactions within their respective regions/branches according to the established limits. In principle, foreign exchange transactions in regions/branches are covered by the Treasury Division. Limits for each region/branch are set based on operational needs for managing foreign exchange transactions.

The calculation of market risk for determining BCA's capital requirements uses the standardized method from the Financial Services Authority (OJK), referring to SEOJK No. 23/SEOJK.03/2022 dated December 7, 2022, regarding the Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks, which came into effect on January 1, 2024.

Trading Book and Banking Book Portfolio Management
Management of portfolio exposure to interest rate risk (trading book) and foreign exchange risk is conducted by setting and monitoring the use of Nominal Limits (Securities, Net Open Position), Value at Risk Limits (VAR), and Stop Loss Limits. The valuation method is based on close out prices or market price quotations from independent sources, including the following:

- Indonesia Bond Pricing Agency (IBPA)
- Bloomberg Generic & Value (BGN & VAL)
- Exchange prices
- Dealer screen prices
- The most conservative prices quoted by at least two brokers and/or market makers
- In the event that market prices from independent sources are not available, prices will be set based on the yield curve.

Market Risk Measurement
Market risk monitoring (exchange rates and interest rates) is carried out daily using Value at Risk indicators, which are measured based on a full valuation historical method using a 250-day window of data with a 99% confidence level. For the calculation of minimum Capital Adequacy Ratio (CAR), market risk is calculated based on the standardized method set by OJK.

Scope of Trading and Banking Book Portfolios Accounted for in Capital Adequacy Ratio
The following is portfolio coverage included in the CAR calculations:

- Exchange rate risk based on the trading and banking books. Exchange rate risks can arise from foreign exchange transactions Today (TOD), Tomorrow (TOM), Spot, Forward, Swap, Domestic Non-Delivery Forward (DNDF) and Option (Structured Product).
- Interest rate risk based on the trading book. Interest rate risk can arise from securities, Forward, and Swap transactions
- Equity risk (for subsidiaries) based on the trading book. Equity risk can arise from equity trading transactions that may be carried out by subsidiaries.

Interest Rate Risk in the Banking Book (IRRBB)
Interest Rate Risk in the Banking Book (IRRBB) occurs as a result of market interest rate movements that are against the Bank's position or transactions, and which may affect both the Bank's interest income and the economic capital value. To measure the IRRBB, the Bank uses a gap report (repricing gap) that maps its interest rate sensitive assets and liabilities within a certain period. Mapping is conducted based on the remaining maturity date for any instrument with a fixed interest rate or on the remaining time up to the next interest rate adjustment for any instrument with a floating rate. The Bank uses an earning approach and economic value approach to measure interest rate risk. Monitoring and measurement of interest rate risk exposure on the banking book is submitted to the Board of Directors/ ALCO on a monthly basis.

Anticipation of Market Risks on Foreign Currency and Securities Transactions
The steps taken to anticipate market risk for transactions associated with exchange rate and interest rate risk are to establish and control market risk limits such as Value at Risk (VaR) Limit, Nominal Limit, and Stop Loss Limit, as well as conducting stress tests in measuring risk. In an effort to support the Bank Indonesia program on the Deepening of Financial Market Transactions, the Bank conducts risk management assessments and prepares policies and procedures for the development of various transactions.

III.C. Disclosure of Operational Risk Exposures and Implementation of Operational Risk Management

Operational Risk Management Organization
The bank-wide implementation of Operational Risk Managementl refers to the three lines model, involving the Board of Commissioners and Board of Directors, Risk Management Committee, Internal Audit Division (DAI), Risk Management Division (MRK), Operation Strategy & Development Group (GPOL), as well as the risk owner (business units and supporting units). This includes the Information Technology Security Group (ISG), which is responsible for protecting and securing the Bank's information assets, as well as ensuring that the Bank's information security governance is conducted in accordance with the policies established.

Mechanism to Identify and Measure Operational Risk
The Bank implements the Risk and Control Self-Assessment (RCSA) periodically across all branches, regional offices, and head office work units. RCSA serves as a tool for work units to identify, measure, monitor, and control risks with the aim of enhancing a culture of risk awareness among employees in their daily activities.

In addition to RCSA, the Bank also implements the Loss Event Database (LED) and Key Risk Indicator (KRI). LED aims to document and analyze operational incidents that have occurred and may result in losses for the Bank. It serves as a database for operational losses used to calculate the capital charge for operational risk and as a tool to monitor operational incidents that require follow-up actions.

KRI provides early warning signs of potential increases in operational risk in a work unit to the relevant authorities. It also functions as a data source to identify weak processes, procedures, and controls. All branches, regional offices, and head office work units assessed to have significant operational risks have implemented KRI.

The implementation of RCSA, LED, and KRI methodologies is facilitated using the Operational Risk Management Information System (ORMIS) application. To monitor the results of operational risk management implementation on ORMIS and the execution of the Risk Awareness Program, an interactive dashboard is available for access by each work unit.

Mechanism for Operational Risk Mitigation
To mitigate operational risks, the Bank:
- Implements regular Risk Awareness Programs at all work units both at the branches and at the headquarters to promote risk awareness culture, and thereby strengthen mitigation of operational risks that may impact all BCA stakeholders.
- Sets and consistently updates policies, procedures, and limits in accordance with organizational development, regulations, and prevailing laws.
- Has a Business Continuity Management.
- Has an internal control system, the implementation of which takes into account the dual control and segregation of duty to reduce fraud potential.

To maintain security in conducting digital banking transactions, BCA has implemented cyber risk management with reference to the Bank's strategy and direction from the regulators. BCA also regularly socializes security awareness routinely to employees in the form of e-learning, videos, infographics, e-mail phishing simulations and customer awareness through content on BCA's social media and customer gathering events.

Other measures taken to minimize operational risks related to information technology systems and ensure the reliability, security, availability, and timeliness of the information technology systems used include:
- Availability of a Disaster Recovery Center (DRC)
- Implementing security systems in accordance with national and international system standards.
- Implementing systems/technology and equipment for monitoring, detecting, and mitigating disruptions/ system failures, as well as internal and external fraud threats (cyber attacks) on BCA's banking system.
- Conducting vendor due diligence to mitigate potential cybersecurity risks from third parties.
- Implementing various strategic initiatives to ensure optimal availability of BCA's infrastructure and services, which can accommodate BCA's business targets.

To ensure BCA's business continuity during disruptions, BCA has developed a Business Continuity Plan (BCP) to enable rapid recovery, minimizing and anticipating the impact of disruptions through measures such as:
- Measuring the readiness levels of the Head Office, Regional Offices, and Branch Offices by conducting assessment and awareness programs.
- Ensuring the proper implementation of fire drill testing in all Head Office, Regional Office, and Branch Office buildings, including the adequacy of fire protection facilities (such as fire alarms, water sprinklers, hydrants, paging systems, and more)
- Ensuring the readiness of the Secondary Work Place (SWP) as an alternative workspace to continue operations.

Additionally, to anticipate risks related to workplace activities, BCA implements an Occupational Health & Safety Management System (SMK3) that adheres to applicable regulations. This includes preventive measures against workplace accidents and occupational illnesses, fostering a safe, efficient, and productive work environment.

New Product and Activity Risk Management
In developing new products (including services and/or offerings for customer needs), the Bank considers the following aspects:
- There are systems and procedures governing the issuance of products/activities and the provision of supporting information technology systems in accordance with regulatory provisions, including:
  - POJK No. 21 of 2023 concerning Digital Services by Commercial Banks.
  - POJK No. 13/POJK.03/2021 concerning the Provision of Products by Commercial Banks.
  - PADG No. 24/7/PADG/2022 concerning the Provision of Payment Systems by Payment Service Providers and Operators.
- All plans for Bank product development must receive approval from the Board of Directors and be reported to the Board of Commissioners as part of the active supervision by both boards.
- Product development goes through several stages, including planning, development, testing, implementation, and evaluation.
- Every product development undergoes a risk assessment and materiality evaluation of the increased risk exposure from the Bank's previously developed products.
- Each Bank product must have an adequate accounting recording method in compliance with applicable regulations.
- Implemented Bank products are evaluated to ensure they meet established targets and have adequate risk mitigation measures.
- The Bank ensures transparency of information to customers regarding the products offered.

III.D. Disclosure of Liquidity Risk Exposure and Implementation of Liquidity Risk Management

Liquidity Risk Management Organization
The Board of Commissioners and the Board of Directors are responsible for ensuring that liquidity risk management is conducted in accordance with the strategic objectives, scale, business characteristics, and liquidity risk profile of the Bank, including the integration of liquidity risk management with other risks that may impact the Bank's liquidity position. The authority and responsibility of Board of Directors are delegated to parties below:

Party	Authority and Responsibility
Asset Liability Committee (ALCO)	Establish policies and strategy for liquidity.
Risk Management Division	Support ALCO in monitoring and measuring liquidity risk.
Treasury Division	Manage the overall operational liquidity of the Bank, namely: - Responsible for maintaining Minimum Reserves Requirement (GWM) and ensuring the Bank's compliance with Bank Indonesia regulations on GWM. - Responsible for managing secondary reserves as part of liquidity management, and to identify operational opportunities to generate income for the Bank.
Regional Offices and Branches	Responsible for managing liquidity risk at respective regional offices and branches.

Funding Strategy

The funding strategy consists of strategies to diversify funding sources and maturity in relation to the Bank's characteristics and business plan. BCA has identified and reviewed the primary factors that affect the ability of the Bank to obtain funds, including identifying and monitoring alternative funding sources that can strengthen its capacity to withstand crisis conditions.

Liquidity Risk Mitigation

To mitigate liquidity risk, the Bank has established guidelines to measure and mitigate liquidity risk, including limits on Secondary Reserves, Interbank Overnight Borrowing limits, Liquidity Coverage Ratios, and the Net Stable Funding Ratio. The Bank has also identified and developed Early Warning Indicators and implemented a multi-level Contingency Funding Plan to mitigate risk.

Measurement and Control of Liquidity Risk

BCA regularly and comprehensively measures liquidity risk by monitoring cash flow projections, profiling, liquidity ratios, and stress test scenarios. Stress testing is conducted based on the Bank's specific stress scenarios and general market stress scenarios. Liquidity risk is monitored to facilitate timely mitigation and to inform adjustments to the liquidity risk management strategy as soon as any increase in liquidity risk occurs.

The following activities are included in the liquidity risk monitoring process:

- Monitoring of liquidity risk takes into account both internal and external early warning indicators which have the potential to increase liquidity risk
- Monitoring funds and liquidity positions that include:
  - Interest rate strategy, investment alternatives for fund owners, changes in customer behavior, changes in foreign exchange and interest rates offered by a primary competitor that could impact the fund structure, fund volatility, and core funds. These changes are monitored on a regular basis (daily, monthly, and annually).
  - Daily monitoring of the liquidity position in respect to Minimum Reserves Requirement (GWM), secondary reserves, and liquidity ratio.

Stress Testing Liquidity Risk

Stress testing for liquidity risk is a test that runs selected scenarios of the Bank's ability to meet liquidity needs during a crisis. Stress tests are conducted based on a bank-specific stress scenario and a general market stress scenario. Stress testing for specific stress scenarios within the Bank is carried out at least once every three months, while stress scenarios with regard to the market are carried out at least once a year.

Stress testing is performed by considering several factors, including events that have or have the potential to cause a liquidity crisis, duration (duration of events or stress conditions), and the severity of problems caused by these events. The results of the liquidity risk stress test can then be used as input in reviewing policies and strategies for liquidity risk management, the composition of assets, liabilities and/or administrative accounts, contingency funding plans, and setting limits.

Contingency Funding Plan

The Bank has formulated a contingency funding plan as a plan of action in order to deal with worsening bank liquidity conditions. The action plan is formulated in several levels, namely level one (normal), level two (temporary liquidity squeeze) and level three (name crisis).

The action plan at each level is adjusted in accordance with the conditions during the crisis and the priority of quickly tapping liquidity at a reasonable cost. Contingency funding plans must be aligned with the results of stress tests, evaluated, updated, and tested regularly to ensure a level of reliability.

III.E. Disclosure of Legal Risk Exposure and Implementation of Legal Risk Management

Legal risk refers to risks due to lawsuits and/or juridical vulnerabilities, among others due to the occurrence of lawsuits in the litigation process arising from third party claims against the Bank and claims from Bank against third parties, weak commitments made by the Bank, and the absence of and/or alterations to laws that cause a Bank transaction to be incompatible with prevailing provisions, which cause a transaction carried out by the Bank to subsequently be incompatible with prevailing regulations.

Organization of Legal Risk Management
In order to minimize legal risk, BCA has established a Legal Group at the head office and legal units in regional offices to support BCA in carrying out banking activities and mitigating legal risk. The Legal Group also has the duty and responsibility of supporting and safeguarding the legal interests of BCA with respect to the prevailing laws and regulations as it carries out business activities.

Legal Risk Control
BCA mitigates legal risks through the following:
- Establishing a Legal Risk Management Policy and internal regulations to govern the organizational structure and job description for the Legal Group, and formulating the standardization of legal documents.
- Holding legal communication forums to leverage the competency of legal staff.
- Socializing the impact of new regulations applicable to BCA banking activities and various modus operandi of frauds and other banking crimes as well as the legal guidelines for prosecutions to branches, regional offices, and related work units at head office.
- Performing legal defense of civil and criminal proceedings involving the Bank in court and the monitoring of the progress of such cases.
- Formulating a credit security strategy plan (in collaboration with other work units, including the Credit Recovery Group) in connection with the issues relating to bad loans.
- Registering BCA assets, including Intellectual Property Rights for BCA's products and services, as well as a right to land and buildings owned by BCA, with the relevant authority.
- Monitoring and taking legal action against violations on BCA's assets, including infringement of intellectual property rights belonging to BCA.
- Monitoring and analyzing cases faced by BCA currently on trial.
- Identifying, monitoring, analyzing, and quantifying potential losses that may arise in relation to legal cases.

III.F. Disclosure of Strategic Risk Exposure and Implementation of Strategic Risk Management

Strategic risk are risks that are caused by inaccurate decision making, and/or implementation of a strategic plan, and/or the inability to anticipate changes in the business environment.

Organization of Strategic Risk Management
The Board of Directors provides direction for the preparation of strategic plans and business initiatives, as outlined in the blueprint of the three-year Bank Business Plan (RBB) with the objective to control the direction of business activities and manage the potential for strategic risk.

Furthermore, the Board of Commissioners reviews and approves the RBB. The Corporate Strategy and Planning Division supports the formulation/preparation of the RBB, monitors its realization and reevaluates the business targets.

Policies to Identify and Respond to Changes in the Business Environment
In order to identify and respond to changes in the business environment, both external and internal, BCA conducts the following:
- Regular reviews of the Bank's Business Plan in accordance with business developments and the state of the Indonesian economy. Should there be a need to refresh strategic plans and business initiatives in response to changing business dynamics, the Bank may formulate revisions to the Bank's Business Plan in accordance with prevailing regulations.
- Setting targets for business aspects that take into account the current economic situation and forecasts for the coming year with an emphasis on the prudential principle, with respect to the capacity/capability of BCA and competition trends from other banks and non-banks.

BCA's strategy formulation takes into account Bank Indonesia and OJK regulations and other relevant provisions, as well as the potential impact of strategic risk on the Bank's capital and the Capital Adequacy Ratio (CAR) based on risk appetite, risk tolerance and consideration of BCA's capabilities.

Measurement of the Bank's Business Plan
To measure progress in realizing its business plan, BCA conducts the following activities:
- Identifying, measuring, and monitoring strategic risk, as well as compiling quarterly strategic risk profile reports
- Compiling reports on the realization of the Bank's Business Plan, which includes financial performance (actual vs budget), realization of the Bank's work program, and realization of branch network development/changes.

III.G. Disclosure of Reputational Risk Exposure and Implementation of Reputational Risk Management

Reputational risk can occur as a result of reduced levels of trust from stakeholders triggered by negative perceptions of the Bank.

Organization of Reputational Risk Management
BCA is committed to manage reputational risk. In managing customer complaints, BCA has established the Contact Center & Digital Services Division that specifically deals with customer complaints 24 hours a day, 7 days a week by phone, mail, e-mail, WhatsApp (WA), web chat at www.bca.co.id, the haloBCA application, and social media.

In handling customer complaints, the Contact Center & Digital Services Division coordinates with relevant work units including Banking Transaction Business Support and Consumer Finance Division to respond to events that could potentially create reputational risk.

Meanwhile, for managing negative publicity, BCA has a Corporate Communication work unit responsible for monitoring and addressing negative news in the mass media.

Policies and Mechanisms of Reputational Risk Control
In managing reputational risk, BCA has implemented the following:

- Establishing provisions for handling customer complaints that clearly set the policies, procedures, and work units that monitor and report customer complaints, including reporting to regulators.
- Monitoring customer complaints and reporting them regularly to the heads of respective work units and to the Board of Directors. Customer complaint reports are analyzed and used to support the Bank in developing a systematic complaint handling process
- Infrastructure development that includes the implementation of appropriate software and hardware, as well as the development of better work management and procedures. The development of an information management system infrastructure facilitates monitoring and supports the speed and work quality of the organization in monitoring and responding to customer complaints.
- Regularly monitor negative publicity and coordinate across work units to handle negative news.

Reputational Risk Management in Times of Crisis
BCA has put in place crisis management to handle reputational risks during crises, which covers:

- **Crisis Management Policy**
  The strategy to manage crises or events that disrupt service operations and/or are detrimental to BCA's reputation.
- **A Crisis Management Team**
  Responsible for coordinating crisis management processes, including the recovery process.
- **Crisis Communication Management**
  Actions to coordinate crisis communication to BCA's internal and external parties, including the mass media. The flow of communication protocols and person in charge for communication have been determined for all stages of a crisis.
- **Crisis Management Guidelines**
  Covers emergency response, customer transaction services during a crisis, and emergency conditions.
- **Business Continuity Plan and Disaster Recovery Plan**
  Developed to minimize disruption and speed up the recovery process in the event of disasters.
- **Secondary Operation Center**
  A backup workplace where critical work units can safeguard BCA's business continuity.
- **A Back Up System** to prevent high-risk business failures.

III.H. Disclosure of Compliance Risk Exposure and Implementation of Compliance Risk Management

Compliance risk arises from the Bank's failure to comply with and/or apply prevailing laws and regulations.

Organization of Compliance Risk Management
In minimizing potential compliance risk, all lines of the organization are responsible for the management of compliance risk in all bank activities. The Director that oversees the Compliance Function, assisted by the Compliance Division (DCP) which is independent from other working units, is responsible for ensuring compliance and minimizing compliance risk by formulating compliance risk management policies and procedures as well as monitoring implementation.

The supervisory results of the Director in charge of the Compliance Function submits a quarterly supervisory report to the President Director, with a copy to the Board of Commissioners. In addition, DCP is also responsible for the implementation of the Bank's Anti-Money Laundering, Counter Terrorism Financing Prevention and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (AML, CTF and WMD) at BCA, including the assessment of risk assessment on the implementation of AML, CTF and WMD, in accordance with regulations from the regulators.

The work units at head office and branches are the frontline in ensuring all business activities are carried out in accordance with the relevant regulations.

Risk Management Strategies Associated with Compliance Risk

BCA is strongly committed to comply with prevailing laws and regulations and actively takes steps to correct any weaknesses that occur. This is in line with the Bank's compliance risk management strategy which contains policies to always comply with the applicable regulations, foremost through proactive prevention (ex-ante) in order to minimize the occurrence of any violations, and through curative action (ex-post) as corrective measures.

Compliance Risk Monitoring and Control

To control and minimize compliance risks, BCA has taken the following steps:

- Identifying sources of compliance risk.
- Conducting gap analysis, analyzing the impact of new regulations on the Bank's operations, and proposing adjustments to manuals, policies, and internal procedures.
- Regularly measuring and monitoring compliance risk and submitting the results to the Risk Management Division (MRK).
- Socializing regulations and consulting on their implementation.
- Conducting compliance tests on the implementation of provisions.
- Developing a compliance matrix diary as a monitoring tool to comply with reporting obligations to regulators.
- Making use of information technology, otherwise known as Regulatory Technology (RegTech), to more efficiently and effectively manage regulatory provisions.
- Monitoring suspicious financial transactions by using the STIM (Suspicious Transaction Identification Model) web-based application and continuously developing a system of applications that uses the latest technology and updated parameters to detect suspicious transactions.
- Screening and monitoring customer data and transactions related to the List of Terrorists and Terrorist Organizations (DTTOT) and the List of Funding for the Proliferation of Weapons of Mass Destruction (DPPSPM), the United Nations (UN) List, dan The Office of Foreign Assets Control (OFAC) List issued by the relevant authorities when conducting business relations (account opening or adding other facilities), transactions, and when changes occur to the list.

In order to improve the effectiveness of internal controls, the MRK, Internal Audit Division, and DCP coordinates through regular meetings and intensive communication. Problems associated with internal compliance control, particularly potential compliance risks, are assessed and the necessary follow on measures are formulated.

Implementation of Integrated Risk Management

BCA has implemented Integrated Risk Management with reference to POJK No.17/POJK.03/2014 dated 18 November 2014 and OJK Circular Letter No.14/SEOJK.03/2015 of 25 May 2015 on the Implementation of Integrated Risk Management for Financial Conglomerates.

BCA as the Main Entity of the BCA FC implements integrated risk management that is formulated to mitigate the risks faced by BCA as well as the members of the FC. BCA has monitored and managed 10 (ten) types of risks, consisting of 8 (eight) risks faced by the Bank, namely credit, market, liquidity, operational, legal, reputation, strategic, and compliance risks, in addition to 2 (two) other risks, namely intra-group transaction risk and insurance risk.

In accordance with Financial Services Authority Regulation No. 26/POJK.03/2015, dated 4 December 2015 regarding the Obligation of Minimum Integrated Capital for Financial Conglomerates, BCA and the BCA FC members have maintained adequate minimum integrated capital (Integrated KPMM Ratio) on December 2024 and exceed the minimum stipulated requirement.

BCA controls and manages the risk exposure of the financial conglomerate by referring to the 4 (four) main pillars in accordance with OJK regulations, namely:

1. Active supervision by the Board of Directors and Board of Commissioners from the Main Entity over the BCA Financial Conglomerate.
2. Adequacy of policies, procedures, and establishment of Integrated Risk Management Limits.
3. Adequacy of integrated risk identification, measurement, monitoring, and control processes, as well as the Integrated Risk Management Information System.
4. Comprehensive internal control system for the implementation of Integrated Risk Management.

In implementing Integrated Risk Management, BCA as the Main Entity has:

- Appointed a Director to oversee the integrated risk management function.
- Established the Integrated Risk Management Committee.
- Adjusted the organizational structure of the Risk Management Division to include an integrated risk management function.

- Reported Main Entity and the Members of BCA FC to the OJK.
- Conducted socialization and coordination with BCA FC members.
- Delivered the Integrated Risk Profile Report and the Integrated Capital Adequacy Report on a semi-annual basis.
- Formulated several policies related to the implementation of integrated risk management, such as:
  - Basic Integrated Risk Management Policy.
  - Formulation and submission of the Integrated Risk Profile Report (LPRT).
  - Integrated Minimum Capital Adequacy Policy for BCA FC.
  - Intra-Group Transaction Risk Management Policy.
  - Integrated Compliance Risk Management Policy.
  - Integrated Risk Limit Policy.
  - BCA FC Integrated Business Continuity Policy.
- Reviewed the implementation of integrated risk management and stress tests (at BCA and its subsidiaries) to assess the resilience of capital (solvency) and liquidity on a regular basis.
- Reviewed proposals for new business lines that are strategic in nature and have a significant impact on the Financial Conglomerate Risk exposure.
- Developed an integrated risk management information system which is aligned with the characteristics, activities, and the complexity of BCA's business activities which is regularly reviewed in line with BCA's needs and the regulator's requirements.

Based on the results of the integrated risk assessment, the BCA FC capital is adequate to anticipate potential losses that may emerge/be faced by BCA FC in running its business.

BCA's subsidiaries within the scope of implementing integrated risk management are PT BCA Finance, BCA Finance Limited, PT Bank BCA Syariah, PT BCA Sekuritas, PT Asuransi Umum BCA (BCA Insurance), PT Asuransi Jiwa BCA (BCA Life), PT Central Capital Venture (CCV) and PT Bank Digital BCA.

Inter-Group Transaction Risk

BCA monitors Intra-Group Transaction Risks to ensure that such transactions are conducted in accordance with the principles of fairness, common business practices, and applicable regulations, and are well-documented. Based on assessment results, the impact of Intra-Group Transaction Risks on the overall performance of the BCA FC is non-significant.

Insurance Risk

BCA monitors Insurance Risks due to the presence of FC members operating in the insurance sector. Based on the assessment results, the impact of Insurance Risks on the overall performance of the BCA FC is not significant.

Each member of the FC has implemented risk management as described below:

Pillar	Implementation of Risk Management at Subsidiaries
Active supervision by the Board of Directors and Board of Commissioners	• The Board of Commissioners actively oversees the performance and decisions of the Board of Directors. • The Board of Directors formulates, approves, and supervises the implementation of internal company policy. • Risk management implementation is reported to the Board of Directors, the Board of Commissioners, and the regulators through regular reports. • The organizational structure has been established in accordance with regulatory requirements (including committees at the Board of Directors and Board of Commissioners level).
Adequacy of policies and procedures, and determination of limits	• Policies, procedures and determination of limits are adequate, have been socialized internally, and are regularly reviewed. • Have established a Basic Risk Management Policy (KDMR) as well as its derivative policies as per regulatory provisions. • Have established a risk appetite and risk tolerance levels as well as limits for the risks being managed.
Identification, measurement, monitoring & mitigation processes, and the risk management information system	• Have conducted the following processes: - Identification (including through the risk management information system) of all products and transactions. - Measurement in accordance with types, characteristics and complexity. - Monitoring alongside related work units. - Mitigation in accordance with the risk exposure/level. • Implementation of risk management processes is regularly set forth in risk profile report, risk monitoring report, limit review report, and other reports.
Comprehensive internal control system	Implementation of internal control /internal audit/review of the effectiveness of policy and procedure implementation are carried out independently on a regular basis.

Risk Management Table

1. General - Key Metrics - Bank as Consolidated with Subsidiaries

No.	Description	
	Available Capital (amounts)	
1	Common Equity Tier 1 (CET1)	
2	Tier 1	
3	Total Capital	
	Risk-Weighted Assets (amounts)	
4	Total Risk-Weighted Assets (RWA)	
	Risk-based Capital Ratios as a percentage of RWA	
5	CET1 Ratio (%)	
6	Tier 1 Ratio (%)	
7	Total Capital Ratio (%)	
	Additional CET1 buffer requirements as a percentage of RWA	
8	Capital Conservation Buffer requirement (2.5% from RWA) (%)	
9	Countercyclical Buffer Requirement (0 - 2.5% from RWA) (%)	
10	Bank G-SIB and/or D-SIB additional requirements (1% - 2.5%) (%)	
11	Total of bank CET1 specific buffer requirements (%) (Row 8 + Row 9 + Row 10)	
12	CET1 available after meeting the bank's minimum capital requirements (%)	
	Basel III Leverage Ratio	
13	Total Basel III leverage ratio exposure measure	
14	Basel III leverage ratio (%) (including the impact of any applicable temporary exemption of central bank reserves)	
14b	Basel III leverage ratio (%) (excluding the impact of any applicable temporary exemption of central bank reserves)	
14c	Basel III leverage ratio (%) (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values for SFT assets	
14d	Basel III leverage ratio (%) (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values for SFT assets	
	Liquidity Coverage Ratio (LCR)	
15	Total High-Quality Liquid Assets (HQLA)	
16	Total net cash outflow	
17	LCR Ratio (%)	
	Net Stable Funding Ratio (NSFR)	
18	Total Available Stable Funding	
19	Total Required Stable Funding	
20	NSFR Ratio (%)	

(in million Rupiah)

Period of				
31 December 2024	30 September 2024	30 June 2024	31 March 2024	31 December 2023
255,311,302	247,507,639	232,321,451	218,853,959	233,701,580
255,311,302	247,507,639	232,321,451	218,853,959	233,701,580
265,198,025	256,900,576	241,524,434	227,999,046	242,694,176
910,183,696	881,371,842	872,998,220	865,146,430	825,610,552
28.05%	28.08%	26.61%	25.30%	28.31%
28.05%	28.08%	26.61%	25.30%	28.31%
29.14%	29.15%	27.67%	26.36%	29.40%
2.500%	2.500%	2.500%	2.500%	2.500%
0.000%	0.000%	0.000%	0.000%	0.000%
2.500%	2.500%	2.500%	2.500%	2.500%
5.000%	5.000%	5.000%	5.000%	5.000%
19.15%	19.16%	17.68%	16.36%	19.41%
1,587,197,376	1,559,829,955	1,567,707,829	1,583,239,404	1,556,632,983
16.09%	15.87%	14.82%	13.82%	15.01%
16.09%	15.87%	14.82%	13.82%	15.01%
15.71%	15.38%	14.64%	13.71%	14.63%
15.71%	15.38%	14.64%	13.71%	14.63%
455,814,631	469,404,999	473,723,237	500,317,685	522,354,163
138,375,584	137,278,342	143,001,958	147,748,856	144,680,517
329.40%	341.94%	331.27%	338.63%	361.04%
1,223,567,547	1,213,925,492	1,195,030,995	1,177,794,273	1,174,984,869
777,730,080	742,232,389	728,087,933	725,828,147	696,803,168
157.33%	163.55%	164.13%	162.27%	168.63%

2. General - Difference between consolidated scope and mapping in the financial statement in accordance with financial accounting standards by risk categories as reported by regulatory for risk categories (LI1) - as of December 31, 2024

	a	b	
	Carrying values as reported in published financial statements	Carrying values under scope of regulatory consolidation	
Aset			
Cash	29,315,878	29,315,815	
Placement with Bank Indonesia	45,054,681	45,054,681	
Placement with other banks	11,167,894	10,722,300	
Spot and derivative/forward receivables	221,208	221,208	
Securities	400,007,735	395,066,432	
Securities sold under repurchase agreement (repo)	1,222,258	1,222,258	
Claims on securities bought under reverse repo	1,450,603	1,450,603	
Acceptance receivables	10,061,742	10,061,742	
Loans and financing	911,109,701	911,109,117	
Sharia financing	10,717,227	10,717,227	
Equity investment	672,824	1,822,001	
Other financial assets	13,790,725	13,153,630	
Impairment on financial assets -/-	(34,521,992)	(34,484,038)	
Intangible assets	2,722,675	2,668,116	
Accumulated amortization on intangible asset -/-	(917,036)	(884,218)	
Fixed assets and equipment	38,150,330	37,949,889	
Accumulated depreciation on fixed assets and equipment -/-	(9,899,706)	(9,766,505)	
Non earning assets	2,127,603	2,127,603	
Other assets	16,846,978	16,720,366	
Total Assets	**1,449,301,328**	**1,444,248,227**	
Liabilities			
Current account	361,883,711	361,890,019	
Saving account	562,093,704	562,093,704	
Time deposit	209,634,748	209,759,748	
Electronic money	1,369,505	1,369,505	
Liabilities to Bank Indonesia	577	577	
Liabilities to other banks	3,656,301	3,656,301	
Spot and derivative/forward liabilities	257,613	257,613	
Liabilities on securities sold under repurchase agreement (repo)	1,330,996	1,330,996	
Acceptance liabilities	4,651,955	4,651,955	
Issued securities	500,000	500,000	
Loans/financing received	2,241,939	2,241,939	
Margin deposit	275,893	275,893	
Interbranch liabilities	-	-	
Other liabilities	38,569,299	34,421,528	
Non-controlling interest	194,466	113,050	
Total Liabilities	**1,186,660,707**	**1,182,562,828**	

(in million Rupiah)

c	d	e	f	g
Carrying values of items				
Subject to credit risk framework	Subject to counterparty credit risk framework	Subject to the securitization framework	Subject to the market risk framework	Not subject to capital requirements or subject to deduction from capital
29,315,815	-	-	1,643,053	-
45,054,681	-	-	7,583,664	-
10,722,300	-	-	10,510,821	-
-	221,208	-	-	-
395,066,432	-	-	36,314,628	-
-	1,222,258	-	-	-
-	1,450,603	-	-	-
10,061,742	-	-	5,946,835	-
911,109,117	-	-	43,395,106	-
10,717,227	-	-	-	-
668,396	-	-	-	1,153,605
13,153,630	-	-	488,527	-
(34,484,038)	-	-	(4,192,546)	-
-	-	-	-	2,668,116
-	-	-	-	(884,218)
37,949,889	-	-	8,285	-
(9,766,505)	-	-	(6,002)	-
2,127,603	-	-	24,511	-
11,334,907	-	-	3,900,107	5,385,459
1,433,031,196	**2,894,069**	**-**	**105,616,989**	**8,322,962**
-	-	-	40,988,321	361,890,019
-	-	-	19,272,715	562,093,704
-	-	-	14,604,926	209,759,748
-	-	-	-	1,369,505
-	-	-	-	577
-	-	-	1,531,742	3,656,301
-	-	-	-	257,613
-	-	-	-	1,330,996
-	-	-	3,330,866	4,651,955
-	-	-	-	500,000
-	-	-	295,605	2,241,939
-	-	-	97,209	275,893
-	-	-	-	-
-	-	-	5,651,657	34,421,528
-	-	-	-	113,050
-	**-**	**-**	**85,773,041**	**1,182,562,828**

3. General - Differences between carrying value in accordance with Indonesian Financial Accounting Standards with exposure value in accordance with Financial Services Authority (LI2) - as of December 31, 2024

(in million Rupiah)

		a	b	c	d	e
		Total	Item subject to :			
			Credit risk framework	Counterparty credit risk framework	Securitization framework	Market risk framework
1	Asset carrying value amount under scope of regulatory consolidation (as per template LI1)	1,444,248,227	1,433,031,196	2,894,069	-	105,616,989
2	Liabilities carrying value amount under regulatory scope of consolidation (as per template LI1)	1,182,562,828	-	-	-	85,773,041
3	Total net amount under regulatory scope of consolidation	261,685,399	1,433,031,196	2,894,069	-	19,843,948
4	Off-balance sheet amounts	450,823,120	152,207,976	-	-	587,745
5	Differences in valuations	-	-	-	-	-
6	Differences due to different netting rules, other than those already included in row 2	-	-	-	-	-
7	Differences due to consideration of provisions	-	-	-	-	-
8	Differences due to prudential filters	-	-	-	-	-
	Exposure amounts considered for regulatory purposes	**261,685,399**	**1,433,031,196**	**2,894,069**	**-**	**19,843,948**

4. General - Explanations of differences between accounting and regulatory exposure amounts (LIA)

Difference between carrying value as reported in published financial statements and carrying values under scope of regulatory consolidation because of the Bank has insurance subsidiaries.

The Group measures fair values using the following hierarchy of methods:
- Level 1: inputs that are quoted prices (unadjusted) in active markets for identical instruments that the Group can access at the measurement date;
- Level 2: inputs other than quoted prices included within level 1 that are observable either directly or indirectly. This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are not active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data;
- Level 3: inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

Fair values of financial assets and financial liabilities that are traded in active market are based on quoted market prices. For all other financial instruments, the Bank determines fair values using valuation techniques.

Valuation techniques include net present value and discounted cash flow models, comparison with similar instruments for which market observable prices exist and other valuation models. Assumptions and inputs used in valuation techniques include risk-free interest rates, benchmark interest rate, credit spreads and other variables used in estimating discount rates, bond prices, foreign currency exchange rates, and expected price volatilities and correlations.

5. Capital - Composition of Capital (CC1) - as of December 31, 2024

No.	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
	Common Equity Tier 1 Capital: Instruments and Reserves		
1.	Directly issued qualifying common share (and equivalent for non-joint stock companies) capital plus related stock surplus	7,252,306	f
2.	Retained earnings	242,640,813	i
3.	Accumulated other comprehensive income (and other reserves)	15,585,243	h
4.	Directly issued capital subject to phase out from CET1 (only applicable to non-joint stock companies)	N/A	
5.	Common share capital issued by subsidiaries and held by third parties (amount allowed in group CET1)	-	
6.	**Common Equity Tier 1 capital before regulatory adjustments**	**265,478,362**	
	Common Equity Tier 1 capital: Regulatory Adjustments		
7.	Prudential valuation adjustments	-	
8.	Goodwill (net of related tax liability)	(1,113,614)	a
9.	Other intangibles other than mortgage-servicing rights (net of related tax liability)	(670,284)	c
10.	Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)	N/A	
11.	Cash-flow hedge reserve	N/A	
12.	Shortfall on provisions to expected losses	N/A	
13.	Securitisation gain on sale (as set out in paragraph 562 of Basel II framework)	-	k
14.	Gains and losses due to changes in own credit risk on fair valued liabilities	-	j
15.	Defined-benefit pension fund net assets	N/A	
16.	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)	N/A	
17.	Reciprocal cross-holdings in common equity	N/A	
18.	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued share capital (amount above 10% threshold)	N/A	
19.	Significant investments in the common stock of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	N/A	
20.	Mortgage servicing rights (amount above 10% threshold)	-	b
21.	Deferred tax assets arising from temporary differences (amount above 10% threshold, net of related tax liability)	N/A	
22.	Amount exceeding the 15% threshold		
23.	Significant investments in the common stock of financials	N/A	
24.	Mortgage servicing rights	N/A	
25.	Deferred tax assets arising from temporary differences	N/A	
26.	National specific regulatory adjustments		
	a. Difference between allowance for possible losses and allowance for impairment losses on earning assets	-	
	b. Allowance for losses on non productive assets required to be provided	(1,844,098)	
	c. Deferred tax asset	(5,385,459)	d
	d. Investments in shares of stock	(1,153,605)	
	e. Shortage of capital on insurance subsidiary company	-	
	f. Securitisation Exposure	-	
	g. Other deduction factor of Common Equity Tier 1	-	
27.	Regulatory adjustments applied to Common Equity Tier 1 due to insufficient Additional Tier 1 and Tier 2 to cover deductions	-	
28.	**Total regulatory adjustments to Common equity Tier 1**	**(10,167,060)**	
29.	**Common Equity Tier 1 capital (CET1)**	**255,311,302**	

5. Capital - Composition of Capital (CC1) - as of December 31, 2024

No.	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
	Additional Tier 1 capital: instruments		
30.	Directly issued qualifying Additional Tier 1 instruments plus related stock surplus		
31.	Classified as equity under applicable accounting standards	-	g
32.	Classified as liabilities under applicable accounting standards	-	e
33.	Directly issued capital instruments subject to phase out from Additional Tier 1	N/A	
34.	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)	-	
35.	Instruments issued by subsidiaries subject to phase out	N/A	
36.	**Additional Tier 1 capital before regulatory adjustments**	**-**	
	Additional Tier 1 capital: regulatory adjustments		
37.	Investments in own Additional Tier 1 instruments	N/A	
38.	Reciprocal cross-holdings in Additional Tier 1 instruments	N/A	
39.	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued common share capital of the entity (amount above 10% threshold)	N/A	
40.	Significant investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	
41.	National specific regulatory adjustments		
	a. Investments in Instruments issued by the other bank that meet the criteria for inclusion in Additional Tier 1	-	
42.	Regulatory adjustments applied to Additional Tier 1 due to insufficient Tier 2 to cover deductions	-	
43.	**Total regulatory adjustments to Additional Tier 1 capital**	**-**	
44.	**Additional Tier 1 capital (AT1)**	**-**	
45.	**Tier 1 capital (T1 = CET 1 + AT 1)**	**255,311,302**	
	Tier 2 capital: instruments and provisions		
46.	Directly issued qualifying Tier 2 instruments plus related stock surplus	115,750	
47.	Directly issued capital instruments subject to phase out from Tier 2	N/A	
48.	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)	-	
49.	Instruments issued by subsidiaries subject to phase out	N/A	
50.	General allowance for losses on earning assets that must be calculated with a maximum amount of 1.25% of RWA for Credit Risk	9,770,973	
51.	**Tier 2 capital before regulatory adjustments**	**9,886,723**	
	Tier 2 capital: regulatory adjustments		
52.	Investments in own Tier 2 instruments	N/A	
53.	Reciprocal cross-holdings in Tier 2 instruments and other TLAC liabilities	N/A	
54.	Investments in the other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation and where the bank does not own more than 10% of the issued common share capital of the entity: amount previously designated for the 5% threshold but that no longer meets the conditions (for G-SIBs only)	N/A	
55.	Significant investments in the capital banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	

5. Capital - Composition of Capital (CC1) - as of December 31, 2024

No.	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
56.	National specific regulatory adjustments		
	a. Sinking fund	-	
	b. Investments in Instruments issued by the other bank that meet the criteria for inclusion in Additional Tier 2	-	
57.	**Total regulatory adjustments to Tier 2 capital**	-	
58.	**Tier 2 capital (T2)**	**9,886,723**	
59.	**Total capital (TC = T1 + T2)**	**265,198,025**	
60.	**Total risk weighted assets**	**910,183,696**	
	Capital ratios and buffers		
61.	**Common Equity Tier 1 (as a percentage of risk weighted assets)**	**28.05%**	
62.	**Tier 1 (as a percentage of risk weighted assets)**	**28.05%**	
63.	**Total capital (as a percentage of risk weighted assets)**	**29.14%**	
64.	**Institution specific buffer requirement (minimum CET1 requirement plus capital conservation buffer plus countercyclical buffer requirements plus G-SIB buffer requirement, expressed as a percentage of risk weighted assets)**	**5.000%**	
65.	Capital conservation buffer requirement	2.500%	
66.	Bank specific countercyclical buffer requirement	0.000%	
67.	Higher loss absorbency requirement	2.500%	
68.	**Common Equity Tier 1 available to meet buffers (as a percentage of risk weighted assets)**	**19.15%**	
	National minimal (if different from Basel 3)		
69.	National Common Equity Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	
70.	National Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	
71.	National total capital minimum ratio (if different from Basel 3 minimum)	N/A	
	Amounts below the thresholds for deduction (before risk weighting)		
72.	Non-significant investments in the capital and other TLAC liabilities of other financial entities	N/A	
73.	Significant investments in the common stock of financial entities	N/A	
74.	Mortgage servicing rights (net of related tax liability)	N/A	
75.	Deferred tax assets arising from temporary differences (net of related tax liability)	N/A	
	Applicable caps on the inclusion of provisions in Tier 2		
76.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to standardised approach (prior to application of cap)	N/A	
77.	Cap on inclusion of provisions in Tier 2 under standardised approach	N/A	
78.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to internal ratings-based approach (prior to application of cap)	N/A	
79.	Cap for inclusion of provisions in Tier 2 under internal ratings-based approach	N/A	
	Capital instruments subject to phase-out arrangements (only applicable between 1 Jan 2018 and 1 Jan 2022)		
80.	Current cap on CET1 instruments subject to phase out arrangements	N/A	
81.	Amount excluded from CET1 due to cap (excess over cap after redemptions and maturities)	N/A	
82.	Current cap on AT 1 included phase out Current cap on AT1 instruments subject to phase out arrangements	N/A	
83.	Amount excluded from AT1 due to cap (excess over cap after redemptions and maturities)	N/A	
84.	Current cap on T2 instruments subject to phase out arrangements	N/A	
85.	Amount excluded from T2 due to cap (excess over cap after redemptions and maturities)	N/A	

5, Capital - Composition of Capital (CC1) - as of December 31, 2023

No,	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
	Common Equity Tier 1 Capital: Instruments and Reserves		
1,	Directly issued qualifying common share (and equivalent for non-joint stock companies) capital plus related stock surplus	7,252,306	f
2,	Retained earnings	222,650,234	i
3,	Accumulated other comprehensive income (and other reserves)	15,521,218	h
4,	Directly issued capital subject to phase out from CET1 (only applicable to non-joint stock companies)	N/A	
5,	Common share capital issued by subsidiaries and held by third parties (amount allowed in group CET1)	-	
6,	**Common Equity Tier 1 capital before regulatory adjustments**	**245,423,758**	
	Common Equity Tier 1 capital: Regulatory Adjustments		
7,	Prudential valuation adjustments	-	
8,	Goodwill (net of related tax liability)	(1,113,614)	a
9,	Other intangibles other than mortgage-servicing rights (net of related tax liability)	(426,630)	c
10,	Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)	N/A	
11,	Cash-flow hedge reserve	N/A	
12,	Shortfall on provisions to expected losses	N/A	
13,	Securitisation gain on sale (as set out in paragraph 562 of Basel II framework)	-	k
14,	Gains and losses due to changes in own credit risk on fair valued liabilities	-	j
15,	Defined-benefit pension fund net assets	N/A	
16,	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)	N/A	
17,	Reciprocal cross-holdings in common equity	N/A	
18,	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued share capital (amount above 10% threshold)	N/A	
19,	Significant investments in the common stock of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	N/A	
20,	Mortgage servicing rights (amount above 10% threshold)	-	b
21,	Deferred tax assets arising from temporary differences (amount above 10% threshold, net of related tax liability)	N/A	
22,	Amount exceeding the 15% threshold		
23,	Significant investments in the common stock of financials	N/A	
24,	Mortgage servicing rights	N/A	
25,	Deferred tax assets arising from temporary differences	N/A	

5, Capital - Composition of Capital (CC1) - as of December 31, 2023

No,	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
26,	National specific regulatory adjustments		
	a, Difference between allowance for possible losses and allowance for impairment losses on earning assets	-	
	b, Allowance for losses on non productive assets required to be provided	(1,704,721)	
	c, Deferred tax asset	(7,356,283)	d
	d, Investments in shares of stock	(1,120,930)	
	e, Shortage of capital on insurance subsidiary company	-	
	f, Securitisation Exposure	-	
	g, Other deduction factor of Common Equity Tier 1	-	
27,	Regulatory adjustments applied to Common Equity Tier 1 due to insufficient Additional Tier 1 and Tier 2 to cover deductions	-	
28,	**Total regulatory adjustments to Common equity Tier 1**	**(11,722,178)**	
29,	**Common Equity Tier 1 capital (CET1)**	**233,701,580**	
	Additional Tier 1 capital: instruments		
30,	Directly issued qualifying Additional Tier 1 instruments plus related stock surplus		
31,	Classified as equity under applicable accounting standards	-	g
32,	Classified as liabilities under applicable accounting standards	-	e
33,	Directly issued capital instruments subject to phase out from Additional Tier 1	N/A	
34,	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)	-	
35,	Instruments issued by subsidiaries subject to phase out	N/A	
36,	**Additional Tier 1 capital before regulatory adjustments**	**-**	
	Additional Tier 1 capital: regulatory adjustments		
37,	Investments in own Additional Tier 1 instruments	N/A	
38,	Reciprocal cross-holdings in Additional Tier 1 instruments	N/A	
39,	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued common share capital of the entity (amount above 10% threshold)	N/A	
40,	Significant investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	
41,	National specific regulatory adjustments		
	a, Investments in Instruments issued by the other bank that meet the criteria for inclusion in Additional Tier 1	-	
42,	Regulatory adjustments applied to Additional Tier 1 due to insufficient Tier 2 to cover deductions	-	
43,	**Total regulatory adjustments to Additional Tier 1 capital**	**-**	
44,	**Additional Tier 1 capital (AT1)**	**-**	
45,	**Tier 1 capital (T1 = CET 1 + AT 1)**	**233,701,580**	

5, Capital - Composition of Capital (CC1) - as of December 31, 2023

No,	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
	Tier 2 capital: instruments and provisions		
46,	Directly issued qualifying Tier 2 instruments plus related stock surplus	202,750	
47,	Directly issued capital instruments subject to phase out from Tier 2	N/A	
48,	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)	-	
49,	Instruments issued by subsidiaries subject to phase out	N/A	
50,	General allowance for losses on earning assets that must be calculated with a maximum amount of 1,25% of RWA for Credit Risk	8,789,846	
51,	**Tier 2 capital before regulatory adjustments**	**8,992,596**	
	Tier 2 capital: regulatory adjustments		
52,	Investments in own Tier 2 instruments	N/A	
53,	Reciprocal cross-holdings in Tier 2 instruments and other TLAC liabilities	N/A	
54,	Investments in the other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation and where the bank does not own more than 10% of the issued common share capital of the entity: amount previously designated for the 5% threshold but that no longer meets the conditions (for G-SIBs only)	N/A	
55,	Significant investments in the capital banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	
56,	National specific regulatory adjustments		
	a, Sinking fund	-	
	b, Investments in Instruments issued by the other bank that meet the criteria for inclusion in Additional Tier 2	-	
57,	**Total regulatory adjustments to Tier 2 capital**	-	
58,	**Tier 2 capital (T2)**	**8,992,596**	
59,	**Total capital (TC = T1 + T2)**	**242,694,176**	
60,	**Total risk weighted assets**	**825,610,552**	
	Capital ratios and buffers		
61,	**Common Equity Tier 1 (as a percentage of risk weighted assets)**	**28.31%**	
62,	**Tier 1 (as a percentage of risk weighted assets)**	**28.31%**	
63,	**Total capital (as a percentage of risk weighted assets)**	**29.40%**	
64,	**Institution specific buffer requirement (minimum CET1 requirement plus capital conservation buffer plus countercyclical buffer requirements plus G-SIB buffer requirement, expressed as a percentage of risk weighted assets)**	**5.000%**	
65,	Capital conservation buffer requirement	2.500%	
66,	Bank specific countercyclical buffer requirement	0.000%	
67,	Higher loss absorbency requirement	2.500%	
68,	**Common Equity Tier 1 available to meet buffers (as a percentage of risk weighted assets)**	**19.41%**	

5, Capital - Composition of Capital (CC1) - as of December 31, 2023

No,	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
	National minimal (if different from Basel 3)		
69,	National Common Equity Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	
70,	National Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	
71,	National total capital minimum ratio (if different from Basel 3 minimum)	N/A	
	Amounts below the thresholds for deduction (before risk weighting)		
72,	Non-significant investments in the capital and other TLAC liabilities of other financial entities	N/A	
73,	Significant investments in the common stock of financial entities	N/A	
74,	Mortgage servicing rights (net of related tax liability)	N/A	
75,	Deferred tax assets arising from temporary differences (net of related tax liability)	N/A	
	Applicable caps on the inclusion of provisions in Tier 2		
76,	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to standardised approach (prior to application of cap)	N/A	
77,	Cap on inclusion of provisions in Tier 2 under standardised approach	N/A	
78,	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to internal ratings-based approach (prior to application of cap)	N/A	
79,	Cap for inclusion of provisions in Tier 2 under internal ratings-based approach	N/A	
	Capital instruments subject to phase-out arrangements (only applicable between 1 Jan 2018 and 1 Jan 2022)		
80,	Current cap on CET1 instruments subject to phase out arrangements	N/A	
81,	Amount excluded from CET1 due to cap (excess over cap after redemptions and maturities)	N/A	
82,	Current cap on AT 1 included phase out Current cap on AT1 instruments subject to phase out arrangements	N/A	
83,	Amount excluded from AT1 due to cap (excess over cap after redemptions and maturities)	N/A	
84,	Current cap on T2 instruments subject to phase out arrangements	N/A	
85,	Amount excluded from T2 due to cap (excess over cap after redemptions and maturities)	N/A	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2024

(in million Rupiah)

No.	Accounts	Published Statements of Financial Position	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2024	Reference
		Consolidated		
	ASSETS			
1.	Cash	29,315,878	29,315,815	
2.	Placement to Bank Indonesia	45,054,681	45,054,681	
3.	Interbank placement	11,167,894	10,722,300	
4.	Spot and derivative/forward receivables	221,208	221,208	
5	Securities	400,007,735	395,066,432	
6.	Securities sold under repurchase agreement (repo)	1,222,258	1,222,258	
7.	Claims on securities bought under reverse repo	1,450,603	1,450,603	
8.	Acceptance receivables	10,061,742	10,061,742	
9.	Loans and financing	911,109,701	911,109,117	
10.	Sharia financing	10,717,227	10,717,227	
11.	Equity investment	672,824	1,822,001	
12.	Other financial assets	13,790,725	13,153,630	
13.	Impairment on financial assets -/-	(34,521,992)	(34,484,038)	
	a. Securities	(450,422)	(412,468)	
	b. Loans and Sharia financing	(33,498,517)	(33,498,517)	
	c. Others	(573,053)	(573,053)	
14.	Intangible assets	2,722,675	2,668,116	
	Goodwill	1,158,201	1,157,122	a
	Mortgage servicing rights	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	1,564,474	1,510,994	c
	Accumulated amortization on intangible asset -/-	(917,036)	(884,218)	
	Goodwill	(43,512)	(43,508)	a
	Mortgage servicing rights	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	(873,524)	(840,710)	c
15.	Fixed assets and equipment	38,150,330	37,949,889	
	Accumulated depreciation on fixed assets and equipment -/-	(9,899,706)	(9,766,505)	
16.	Non productive asset	2,127,603	2,127,603	
	a. Abandoned property	47,668	47,668	
	b. Foreclosed accounts	1,859,220	1,859,220	
	c. Suspense accounts	12,747	12,747	
	d. Interbranch assets	207,968	207,968	
17.	Other assets	16,846,978	16,720,366	
	Deferred tax assets	5,495,208	5,385,459	d
	Others	11,351,770	11,334,907	
	TOTAL ASSETS	**1,449,301,328**	**1,444,248,227**	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2024

(in million Rupiah)

No.	Accounts	Published Statements of Financial Position	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2024	Reference
		Consolidated		
	LIABILITIES AND EQUITIES			
	LIABILITIES			
1.	Current account	361,883,711	361,890,019	
2.	Saving account	562,093,704	562,093,704	
3.	Time deposit	209,634,748	209,759,748	
4.	Electronic money	1,369,505	1,369,505	
5.	Liabilities to Bank Indonesia	577	577	
6.	Interbank liabilities	3,656,301	3,656,301	
7.	Spot and derivative/forward liabilities	257,613	257,613	
8.	Liabilities on securities sold under repurchase agreement	1,330,996	1,330,996	
9.	Acceptance liabilities	4,651,955	4,651,955	
10.	Issued securities	500,000	500,000	
11.	Loans/financing received	2,241,939	2,241,939	
	Recognized in AT 1	-	-	e
	Not recognized in capital	2,241,939	2,241,939	
12.	Margin deposit	275,893	275,893	
13.	Interbranch liabilities	-	-	
14.	Other liabilities	38,569,299	34,421,528	
15.	Non-controlling interest	194,466	113,050	
	TOTAL LIABILITIES	**1,186,660,707**	**1,182,562,828**	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2024

(in million Rupiah)

No.	Accounts	Published Statements of Financial Position	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2024	Reference
		Consolidated		
	EQUITIES			
16.	Paid in capital	1,540,938	1,540,938	
	a. Capital	5,500,000	5,500,000	
	a.1. amount eligible for CET 1	5,500,000	5,500,000	f
	a.2. amount eligible for AT 1	-	-	g
	b. Unpaid capital -/-	(3,959,062)	(3,959,062)	
	b.1. amount eligible for CET 1	(3,959,062)	(3,959,062)	f
	b.2. amount eligible for AT 1	-	-	g
	c. Treasury stock -/-	-	-	
	c.1. amount eligible for CET 1	-	-	f
	c.2. amount eligible for AT 1	-	-	g
17.	Additional paid in capital	5,548,977	5,618,537	
	a. Agio	5,711,368	5,711,368	f
	b. Disagio -/-	-	-	f
	c. Fund for paid up capital	-	-	f
	d. Others	(162,391)	(92,831)	
18.	Other comprehensive income	8,173,485	8,164,571	
	a. Gains	11,878,405	11,873,209	
	b. Losses -/-	(3,704,920)	(3,708,638)	
19.	Reserves	3,720,540	3,720,540	h
	a. General reserves	3,720,540	3,720,540	
	b. Appropriated reserves	-	-	
20.	Gain/loss	243,656,681	242,640,813	
	a. Previous years	223,029,202	222,200,295	
	a. 1. Gain/Loss previous years	223,029,202	222,200,295	i
	a. 2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	j
	a. 3. Securitisation gain on sale	-	-	k
	b. Current Year	54,836,305	54,649,344	
	b. 1. Gain/Loss current year	54,836,305	54,649,344	i
	b. 2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	j
	b. 3. Securitisation gain on sale	-	-	k
	c. Dividend paid -/-	(34,208,826)	(34,208,826)	i
	TOTAL EQUITIES	**262,640,621**	**261,685,399**	
	TOTAL LIABILITIES AND EQUITIES	**1,449,301,328**	**1,444,248,227**	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2023

(in million Rupiah)

No.	Accounts	Published Statements of Financial Position	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2024	Reference
		Consolidated		
	ASET			
1.	Cash	21,701,514	21,701,447	
2.	Placement to Bank Indonesia	93,369,596	93,369,596	
3.	Interbank placement	10,065,706	9,038,204	
4.	Spot and derivative/forward receivables	217,514	217,514	
5	Securities	335,856,269	332,267,991	
6.	Securities sold under repurchase agreement (repo)	1,117,221	1,117,221	
7.	Claims on securities bought under reverse repo	93,097,151	93,097,151	
8.	Acceptance receivables	14,942,739	14,942,739	
9.	Loans and financing	801,238,110	801,236,990	
10.	Sharia financing	9,013,552	9,013,552	
11.	Equity investment	853,800	1,970,303	
12.	Other financial assets	15,094,056	14,397,891	
13.	Impairment on financial assets -/-	(34,898,867)	(34,859,953)	
	a. Securities	(444,590)	(405,676)	
	b. Loans and Sharia financing	(34,059,755)	(34,059,755)	
	c. Others	(394,522)	(394,522)	
14.	Intangible assets	2,622,268	2,572,022	
	Goodwill	1,158,201	1,157,122	a
	Mortgage servicing rights	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	1,464,067	1,414,900	c
	Accumulated amortization on intangible asset -/-	(1,057,495)	(1,031,778)	
	Goodwill	(43,512)	(43,508)	a
	Mortgage servicing rights	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	(1,013,983)	(988,270)	c
15.	Fixed assets and equipment	36,924,867	36,742,510	
	Accumulated depreciation on fixed assets and equipment -/-	(10,100,123)	(9,992,344)	
16.	Non productive asset	1,947,165	1,947,165	
	a. Abandoned property	47,212	47,212	
	b. Foreclosed accounts	1,707,367	1,707,367	
	c. Suspense accounts	21,406	21,406	
	d. Interbranch assets	171,180	171,180	
17.	Other assets	16,101,967	16,317,035	
	Deferred tax assets	7,451,236	7,356,283	d
	TOTAL ASET	**1,408,107,010**	**1,404,065,256**	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2023

(in million Rupiah)

No.	Accounts	Published Statements of Financial Position	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2024	Reference
		Consolidated		
	LIABILITIES AND EQUITIES			
	LIABILITIES			
1.	Current account	348,457,223	348,494,977	
2.	Saving account	536,183,763	536,183,763	
3.	Time deposit	217,031,663	217,056,663	
4.	Electronic money	1,240,471	1,240,471	
5.	Liabilities to Bank Indonesia	577	577	
6.	Interbank liabilities	10,070,823	10,070,823	
7.	Spot and derivative/forward liabilities	122,765	122,765	
8.	Liabilities on securities sold under repurchase agreement	1,054,780	1,054,780	
9.	Acceptance liabilities	6,701,256	6,701,256	
10.	Issued securities	690,000	690,000	
11.	Loans/financing received	1,629,049	1,629,049	
	Recognized in AT 1	-	-	e
	Not recognized in capital	1,629,049	1,629,049	
12.	Margin deposit	290,144	290,144	
13.	Interbranch liabilities	5,388	5,388	
14.	Other liabilities	42,091,515	38,842,050	
15.	Non-controlling interest	181,337	108,278	
	TOTAL LIABILITIES	**1,165,750,754**	**1,162,490,984**	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2023

(in million Rupiah)

No.	Accounts	Published Statements of Financial Position	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2024	Reference
		Consolidated		
	EQUITIES			
16.	Paid in capital	1,540,938	1,540,938	
	a. Capital	5,500,000	5,500,000	
	a.1. amount eligible for CET 1	5,500,000	5,500,000	f
	a.2. amount eligible for AT 1	-	-	g
	b. Unpaid capital -/-	(3,959,062)	(3,959,062)	
	b.1. amount eligible for CET 1	(3,959,062)	(3,959,062)	f
	b.2. amount eligible for AT 1	-	-	g
	c. Treasury stock -/-	-	-	
	c.1. amount eligible for CET 1	-	-	f
	c.2. amount eligible for AT 1	-	-	g
17.	Additional paid in capital	5,548,977	5,618,537	
	a. Agio	5,711,368	5,711,368	f
	b. Disagio -/-	-	-	f
	c. Fund for paid up capital	-	-	f
	d. Others	(162,391)	(92,831)	
18.	Other comprehensive income	8,553,051	8,530,414	
	a. Gains	12,316,976	12,296,454	
	b. Losses -/-	(3,763,925)	(3,766,040)	
19.	Reserves	3,234,149	3,234,149	h
	a. General reserves	3,234,149	3,234,149	
	b. Appropriated reserves	-	-	
20.	Gain/loss	223,479,141	222,650,234	
	a. Previous years	201,035,967	200,411,992	
	a. 1. Gain/Loss previous years	201,035,967	200,411,992	i
	a. 2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	j
	a. 3. Securitisation gain on sale	-	-	k
	b. Current Year	48,639,122	48,434,190	
	b. 1. Gain/Loss current year	48,639,122	48,434,190	i
	b. 2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	j
	b. 3. Securitisation gain on sale	-	-	k
	c. Dividend paid -/-	(26,195,948)	(26,195,948)	i
	TOTAL EQUITIES	**242,356,256**	**241,574,272**	
	TOTAL LIABILITIES AND EQUITIES	**1,408,107,010**	**1,404,065,256**	

7. Capital - Main Features of Capital and TLAC - Eligible Instruments (CCA) - as of December 31, 2024

No.	Question	Answer	Answer	Answer
1.	Issuer	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk
2.	Unique identifier	BBCA	BBCA01ASBCN1	BBCA01BSBCN1
3.	Governing law(s) of the instrument	Indonesian Law	Indonesian Law	Indonesian Law
	Regulatory treatment			
4.	Transitional Basel III rules	N/A	N/A	N/A
5.	Post-transitional Basel III rules	CET 1	Tier 2	Tier 2
6.	Eligible at Solo/Group or group and solo	Solo	Solo	Solo
7.	Instrument type	Common Stock	Subordinated Loan	Subordinated Loan
8.	Amount recognised in regulatory capital	7,252,306	435,000	65,000
9.	Par value of instrument	12.5	435,000	65,000
10.	Accounting classification	Equity	Liability - Amortised Cost	Liability - Amortised Cost
11.	Original date of issuance	31 May 2000	5 July 2018	5 July 2018
12.	Perpetual or dated	Perpetual	With Maturity	With Maturity
13.	Original maturity date	N/A	5 July 2025	5 July 2030
14.	Issuer call subject to prior supervisory approval	No	No	No
15.	Optional call date, contingent call dates and redemption amount (if any)	N/A	N/A	N/A
16.	Subsequent call option	N/A	N/A	N/A
	Coupons/dividends			
17.	Fixed or floating	Floating	Fixed	Fixed
18.	Coupon rate and any related index	N/A	N/A	N/A
19.	Existence of a dividend stopper	No	No	No
20.	Fully discretionary; partial or mandatory	Fully discretionary	partial	partial
21.	Existence of step up or other incentive to redeem	No	No	No
22.	Non-cumulative or cumulative	Noncumulative	Cumulative	Cumulative
23.	Convertible or non-convertible	Non-convertible	Non-convertible	Non-convertible
24.	If convertible, conversion trigger (s)	N/A	N/A	N/A
25.	If convertible, fully or partially	N/A	N/A	N/A
26.	If convertible, conversion rate	N/A	N/A	N/A
27.	If convertible, mandatory or optional conversion	N/A	N/A	N/A
28.	If convertible, specify instrument type convertible into	N/A	N/A	N/A
29.	If convertible, specify issuer of instrument it converts into	N/A	N/A	N/A
30.	Write-down feature	No	Yes	Yes
31.	If write-down, write-down trigger(s)	N/A	**)	**)
32.	If write-down, full or partial	N/A	Full or partial	Full or partial
33.	If write-down, permanent or temporary	N/A	Permanent	Permanent
34.	If temporary write-down, description of write-up mechanism	N/A	N/A	N/A
35.	Position in subordination hierarchy in liquidation	*)	***)	***)
36.	Non-compliant transitioned features	No	No	No
37.	If yes, specify non-compliant features	N/A	N/A	N/A

Qualitative Analysis	
*)	In a liquidation, shareholders shall only receive the remaining proceeds, if any, after all existing creditors have been paid and there is still the remaining assets of the company
**)	(i) Common Equity Tier 1 ratio lower or equal to 5.125% from risk weighted assets, both individually and consolidated with subsidiaries; and/or (ii) there is a plan from authorized authority to make capital investment to the Entity which is considered to have the potential disrupt the continuity of its business; and (iii) there is an order from Financial Services Authority (OJK) to write down. If in the future the write down criteria are determined otherwise based on the provisions of the laws and regulations, the write down criteria will follow these provisions.
***)	At the time of Liquidation, the subordinated bond holder will only get return on investment if all preferred creditors and senior debt holders of the company have received payment and there is still the remaining assets of the company.

7. Capital - Main Features of Capital and TLAC - Eligible Instruments (CCA) - as of December 31, 2023

No.	Question	Answer	Answer	Answer
1.	Issuer	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk
2.	Unique identifier	BBCA	BBCA01ASBCN1	BBCA01BSBCN1
3.	Governing law(s) of the instrument	Indonesian Law	Indonesian Law	Indonesian Law
	Regulatory treatment			
4.	Transitional Basel III rules	N/A	N/A	N/A
5.	Post-transitional Basel III rules	CET 1	Tier 2	Tier 2
6.	Eligible at Solo/Group or group and solo	Solo	Solo	Solo
7.	Instrument type	Common stock	Subordinated securities	Subordinated securities
8.	Amount recognised in regulatory capital	7,252,306	435,000	65,000
9.	Par value of instrument	12.05	435,000	65,000
10.	Accounting classification	Equity	Liability – Amortised Cost	Liability – Amortised Cost
11.	Original date of issuance	May 31, 2000	July 5, 2018	July 5, 2018
12.	Perpetual or dated	Perpetual	With maturity	With maturity
13.	Original maturity date	N/A	July 5, 2025	July 5, 2030
14.	Issuer call subject to prior supervisory approval	No	No	No
15.	Optional call date, contingent call dates and redemption amount (if any)	N/A	N/A	N/A
16.	Subsequent call option	N/A	N/A	N/A
	Coupons/dividends			
17.	Fixed or floating	Floating	Fixed	Fixed
18.	Coupon rate and any related index	N/A	N/A	N/A
19.	Existence of a dividend stopper	No	No	No
20.	Fully discretionary; partial or mandatory	Fully	Partial	Partial
21.	Existence of step up or other incentive to redeem	No	No	No
22.	Non-cumulative or cumulative	Non-cumulative	Cumulative	Cumulative
23.	Convertible or non-convertible	Non-convertible	Non-convertible	Non-convertible
24.	If convertible, conversion trigger (s)	N/A	N/A	N/A
25.	If convertible, fully or partially	N/A	N/A	N/A
26.	If convertible, conversion rate	N/A	N/A	N/A
27.	If convertible, mandatory or optional conversion	N/A	N/A	N/A
28.	If convertible, specify instrument type convertible into	N/A	N/A	N/A
29.	If convertible, specify issuer of instrument it converts into	N/A	N/A	N/A
30.	Write-down feature	No	Yes	Yes
31.	If write-down, write-down trigger(s)	N/A	**)	**)
32.	If write-down, full or partial	N/A	can be full or partial	can be full or partial
33.	If write-down, permanent or temporary	N/A	Permanent	Permanent
34.	If temporary write-down, description of write-up mechanism	N/A	N/A	N/A
35.	Position in subordination hierarchy in liquidation	*)	***)	***)
36.	Non-compliant transitioned features	No	No	No
37.	If yes, specify non-compliant features	N/A	N/A	N/A

Qualitative Analysis	
*)	In a liquidation, shareholders shall only receive the remaining proceeds, if any, after all existing creditors have been paid and there is still the remaining assets of the company.
**)	(i) Common Equity Tier 1 ratio lower or equal to 5.125% from risk weighted assets, both individually and consolidated with subsidiaries; and/or (ii) there is a plan from authorized authority to make capital investment to the Emiten which is considered to have the potential disrupt the continuity of its business; and (iii) there is an order from Financial Services Authority (OJK) to write down. If in the future the write down criteria are determined otherwise based on the provisions of the laws and regulations, the write down criteria will follow these provisions.
***)	At the time of Liquidation, the subordinated bond holder will only get return on investment if all preferred creditors and senior debt holders of the company have received payment and there is still the remaining assets of the company.

10.a. Leverage Ratio - Exposure in Leverage Ratio Report and Report of Leverage Calculation - Bank Only

A. Exposure in Leverage Ratio Report

(in million Rupiah)

No.	Information	As of December 31, 2024
1	Total assets on the balance sheet in published financial statements. (Gross value before deducting impairment provision).	1,439,638,640
2	Adjustment for investment in Bank, Financial Institution, Insurance Company, and/or other entities that consolidated based on accounting standard yet out of scope consolidation based on Otoritas Jasa Keuangan.	-
3	Adjustment for portfolio of financial asset that have underlying which already transferred to without recourse securitization asset as stipulated in OJK's statutory regulations related to Prudential Principles in Securitization Asset Activity for General Bank	-
	In the event that the underlying financial asset has been deducted from the total assets in the statement of financial position, the number on this line is 0 (zero).	
4	Adjustment to temporary exception of Placement to Bank Indonesia in accordance Statutory Reserve Requirement (if any).	N/A
5	Adjustment to fiduciary asset that recognized as balance sheet based on accounting standard yet excluded from total exposure in Leverage Ratio calculation.	N/A
6	Adjustment to acquisition cost or sales price of financial assets regularly using trade date accounting method.	-
7	Adjustment to qualified cash pooling transaction as stipulated in this OJK's regulation.	-
8	Adjustment to exposure of derivative transaction.	930,837
9	Adjustment to exposure of Securities Financing Transaction (SFT) as example: reverse repo transaction.	199,932
10	Adjustment to exposure of Off Balance Sheet transaction that already multiply with Credit Conversion Factor.	151,566,257
11	Prudent valuation adjustments in form of capital deduction factor and impairment.	(51,764,964)
12	Other adjustments.	-
13	**Total Exposure in Leverage Ratio Calculation**	**1,540,570,702**

B. Leverage Ratio Calculation Report

(in million Rupiah)

No.	Information	Period	
		31 December 2024	30 September 2024
On-Balance Sheet Exposure			
1	On-balance sheet exposure including collateral, but excluding derivatives and securities financing transaction (SFTs) (gross value before deducting impairment provisions).	1,437,334,614	1,424,919,493
2	Gross-up for derivatives collateral provided where deducted from balance sheet assets pursuant to the accounting standard.	-	-
3	(Deductions of receivable assets for CVM provided in derivatives transactions).	-	-
4	(Adjustment for securities received under securities financing transactions that are recognised as an asset).	-	-
5	(Impairment provision those assets inline with accounting standard applied).	(33,308,750)	(34,813,195)
6	(Asset amounts deducted in determining Basel III Tier 1 capital and regulatory adjustments).	(15,488,631)	(16,685,423)
7	**Total On-Balance Sheet Exposure**	**1,388,537,233**	**1,373,420,875**
	(Sum of rows 1 to 6)		
Derivative Exposure			
8	Replacement cost associated with all derivatives transactions (where applicable net of eligible cash variation margin and/or with bilateral netting).	306,487	525,094
9	Add on amounts for PFE associated with all derivatives transactions.	843,269	632,173
10	(Exempted central counterparty (CCP) leg of client-cleared trade exposures)	-	(28)
11	Adjusted effective notional amount of written credit derivatives.	-	-
12	(Adjusted effective notional offsets and add-on deductions for written credit derivatives).	-	-
13	**Total Derivative Exposure**	**1,149,756**	**1,157,239**
	(Sum of rows 8 to 12)		

B. Leverage Ratio Calculation Report

(in million Rupiah)

No.	Information	Period	
		31 December 2024	30 September 2024
Securities Financing Transaction (SFT) Exposure			
14	Gross SFT Assets.	2,085,107	2,029,501
15	(Netted amounts of cash payables and cash receivables of gross SFT assets).	-	-
16	Counterparty credit risk exposure for SFT assets refers to current exposure calculation.	199,932	295,214
17	Agent transaction exposures.	-	-
18	**Total SFT Exposure**	**2,285,039**	**2,324,715**
	(Sum of rows 14 to 17)		
Other Off-Balance Sheet Exposure			
19	Off-balance sheet exposure at gross notional amount. (gross value before deducting impairment provision)	447,829,590	427,654,442
20	(Adjustment from the result of multiplying commitment payable or contingent payables with credit conversion factor and deducted with impairment provision).	(296,263,333)	(285,496,275)
21	(Impairment provision for off balance sheet inline with accounting standard).	(2,967,583)	(3,138,590)
22	**Total Other Off-Balance Sheet Exposure**	**148,598,674**	**139,019,577**
	(Sum of rows 19 to 21)		
Capital and Total Exposure			
23	**Tier 1 Capital**	**239,468,854**	**230,944,007**
24	**Total Exposure**	**1,540,570,702**	**1,515,922,406**
	(Sum of rows 7,13,18,22)		
Leverage Ratio			
25	**Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)**	**15.54%**	**15.23%**
25a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves).	15.54%	15.23%
26	National Minimum Leverage Ratio Requirement.	3.00%	3.00%
27	Applicable Leverage Buffer.	N/A	N/A
Disclosures of Mean Values			
28	Mean value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	39,732,399	50,514,785
29	Quarter-end value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	2,085,107	2,029,501
30	Total exposures (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	1,578,217,994	1,564,407,690
30a	Total exposures (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT asset.	1,578,217,994	1,564,407,690
31	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	15.17%	14.76%
31a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	15.17%	14.76%

10.b. Leverage Ratio - Exposure in Leverage Ratio Report and Report of Leverage Calculation - Consolidated

A. Exposure in Leverage Ratio Report

(in million Rupiah)

No.	Information	As of December 31, 2024
1	Total assets on the balance sheet in published financial statements. (Gross value before deducting impairment provision).	1,483,823,320
2	Adjustment for investment in Bank, Financial Institution, Insurance Company, and/or other entities that consolidated based on accounting standard yet out of scope consolidation based on Financial Services Authority (OJK).	(5,053,101)
3	Adjustment for portfolio of financial asset that have underlying which already transferred to without recourse securitization asset as stipulated in OJK's statutory regulations related to Prudential Principles in Securitization Asset Activity for General Bank. In the event that the underlying financial asset has been deducted from the total assets in the statement of financial position, the number on this line is 0 (zero).	-
4	Adjustment to temporary exception of Placement to Bank Indonesia in accordance Statutory Reserve Requirement (if any).	N/A
5	Adjustment to fiduciary asset that recognized as balance sheet based on accounting standard yet excluded from total exposure in Leverage Ratio calculation.	N/A
6	Adjustment to acquisition cost or sales price of financial assets regularly using trade date accounting method.	-
7	Adjustment to qualified cash pooling transaction as stipulated in Financial Services Authority (OJK) regulation.	-
8	Adjustment to exposure of derivative transaction.	931,752
9	Adjustment to exposure of Securities Financing Transaction (SFT) as example: reverse repo transaction.	785,603
10	Adjustment to exposure of Off Balance Sheet transaction that already multiply with Credit Conversion Factor.	152,528,902
11	Prudent valuation adjustments in form of capital deduction factor and impairment.	(45,819,100)
12	Other adjustments	-
13	**Total Exposure in Leverage Ratio Calculation**	**1,587,197,376**

B. Leverage Ratio Calculation Report

(in million Rupiah)

No.	Information	Period	
		31 December 2024	30 September 2024
On-Balance Sheet Exposure			
1	On-balance sheet exposure including collateral, but excluding derivatives and securities financing transaction (SFTs). (gross value before deducting impairment provisions)	1,475,876,150	1,461,747,831
2	Gross-up for derivatives collateral provided where deducted from balance sheet assets pursuant to the accounting standard.	-	-
3	(Deductions of receivable assets for CVM provided in derivatives transactions).	-	-
4	(Adjustment for securities received under securities financing transactions that are recognised as an asset).	-	-
5	(Impairment provision those assets inline with accounting standard applied).	(34,520,951)	(35,956,495)
6	(Asset amounts deducted in determining Basel III Tier 1 capital and regulatory adjustments).	(8,322,962)	(9,441,920)
7	**Total On-Balance Sheet Exposure** (Sum of rows 1 to 6)	**1,433,032,237**	**1,416,349,416**
Derivative Exposure			
8	Replacement cost associated with all derivatives transactions (where applicable net of eligible cash variation margin and/or with bilateral netting).	309,691	525,094
9	Add on amounts for PFE associated with all derivatives transactions.	843,269	632,173
10	(Exempted central counterparty (CCP) leg of client-cleared trade exposures).	N/A	(28)
11	Adjusted effective notional amount of written credit derivatives.	-	-
12	(Adjusted effective notional offsets and add-on deductions for written credit derivatives).	-	-
13	**Total Derivative Exposure** (Sum of rows 8 to 12)	**1,152,960**	**1,157,239**

B. Leverage Ratio Calculation Report

(in million Rupiah)

No.	Information	Period	
		31 December 2024	30 September 2024
Securities Financing Transaction (SFT) Exposure			
14	Gross SFT Assets.	2,671,820	2,419,386
15	(Netted amounts of cash payables and cash receivables of gross SFT assets).	-	-
16	Counterparty credit risk exposure for SFT assets refers to current exposure calculation.	786,644	685,099
17	Agent transaction exposures.	-	-
18	**Total SFT Exposure**	**3,458,464**	**3,104,485**
	(Sum of rows 14 to 17)		
Other Off-Balance Sheet Exposure			
19	Off-balance sheet exposure at gross notional amount (gross value before deducting impairment provision).	450,823,119	429,876,572
20	(Adjustment from the result of multiplying commitment payable or contingent payables with credit conversion factor and deducted with impairment provision).	(298,294,217)	(287,516,556)
21	(Impairment provision for off balance sheet inline with accounting standard).	(2,975,187)	(3,141,201)
22	**Total Other Off-Balance Sheet Exposure**	**149,553,715**	**139,218,815**
	(Sum of rows 19 to 21)		
Capital and Total Exposure			
23	**Tier 1 Capital**	**255,311,302**	**247,507,639**
24	**Total Exposure**	**1,587,197,376**	**1,559,829,955**
	(Sum of rows 7,13,18,22)		
Leverage Ratio			
25	**Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)**	**16.09%**	**15.87%**
25a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves).	16.09%	15.87%
26	National Minimum Leverage Ratio Requirement.	3.00%	3.00%
27	Applicable Leverage Buffer.	N/A	N/A
Disclosures of Mean Values			
28	Mean value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	40,516,446	51,425,093
29	Quarter-end value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	2,671,820	2,419,386
30	Total exposures (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	1,625,042,002	1,608,835,662
30a	Total exposures (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT asset.	1,625,042,002	1,608,835,662
31	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	15.71%	15.38%
31a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	15.71%	15.38%

12.a. Credit Risk - Disclosure of Credit Quality over Asset (CR1) - Bank only

(in million Rupiah)

		As of 31 December, 2024						
		Gross Carrying Value		Allowance for impairment losses	Allowance for impairment losses		Allowance for impairment losses (IRB Approach)	Net Receivables (a+b-c)
		Past Due Receivables	Non Past Due Receivables		Stage 2 and Stage 3	Stage 1		
		(a)	(b)	(c)	(d)	(e)	(f)	(g)
1	Credit	16,022,062	878,890,020	32,382,006	20,727,914	11,654,092		862,530,076
2	Securities	100,000	381,416,498	377,570	100,000	277,570		381,138,928
3	Other Off-Balance Sheet	89,066	355,273,406	2,967,583	159,872	2,807,711		352,394,889
4	**Total**	**16,211,128**	**1,615,579,924**	**35,727,159**	**20,987,786**	**14,739,373**		**1,596,063,893**

12.b. Credit Risk - Disclosure of Credit Quality over Asset (CR1) - Consolidated

(in million Rupiah)

		As of 31 December, 2024						
		Gross Carrying Value		Allowance for impairment losses	Allowance for impairment losses		Allowance for impairment losses (IRB Approach)	Net Receivables (a+b-c)
		Past Due Receivables	Non Past Due Receivables		Stage 2 and Stage 3	Stage 1		
		(a)	(b)	(c)	(d)	(e)	(f)	(g)
1	Credit	16,413,245	905,413,099	33,498,517	21,468,597	12,029,920		888,327,827
2	Securities	100,000	394,966,431	412,468	100,000	312,468		394,653,963
3	Other Off-Balance Sheet	89,066	357,312,122	2,975,187	159,872	2,815,315		354,426,001
4	**Total**	**16,602,311**	**1,657,691,652**	**36,886,172**	**21,728,469**	**15,157,703**		**1,637,407,791**

13.a. Credit Risk - Disclosures of Past Due Credit and Securities Movements (CR2) - Bank only

(in million Rupiah)

		As of 31 December, 2024
		a
1	Past Due Credit and Securities in prior reporting	18,199,114
2	Past Due Credit and Securities since prior reporting	6,401,257
3	Credit and Securities Restated to Not Past Due Receivables	1,487,692
4	Written-Off	2,150,890
5	Other Changes	(4,839,727)
6	**Past Due Credit and Securities for end of reporting period (1+2-3-4+5)**	**16,122,062**

13.b. Credit Risk - Disclosures of Past Due Credit and Securities Movements (CR2) - Consolidated

(in million Rupiah)

		As of 31 December, 2024
		a
1	Past Due Credit and Securities in prior reporting	18,571,755
2	Past Due Credit and Securities since prior reporting	6,566,508
3	Credit and Securities Restated to Not Past Due Receivables	1,520,068
4	Written-Off	2,465,904
5	Other Changes	(4,639,046)
6	**Past Due Credit and Securities for end of reporting period (1+2-3-4+5)**	**16,513,245**

14.1a. Disclosure of Net Receivables by Region (CRB-1) - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2024				
		Net Receivables by Region				
		Sumatra	Java	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on Sovereigns	-	368,166,256	-	-	368,166,256
2	Receivables on Public Sector Entities	313,604	42,199,324	-	-	42,512,928
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-
4	Receivables on Banks	260,231	52,102,114	78,226	57,714	52,498,285
5	Receivables by Covered Bond	-	-	-	-	-
6	Receivables to Securities Companies and Other Financial Services Institutions	9,699	54,245,819	488,913	11,950	54,756,381
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	-	627,983	-	-	627,983
8	Loans Secured by Residential Property	14,450,545	187,288,264	6,263,453	9,435,054	217,437,316
9	Loans Secured by Commercial Real Estate	22,205,493	310,678,296	7,532,061	12,944,109	353,359,959
10	Credit for Land Acquisition, Soil Processing, and Construction	-	-	-	-	-
11	Employee/Retired Loans	-	-	-	-	-
12	Receivables on Micro, Small Business & Retail Portfolio	3,775,001	87,147,016	2,153,413	3,498,945	96,574,375
13	Receivables on Corporate	7,701,027	244,044,367	3,073,298	4,434,524	259,253,216
14	Past Due Receivables	254,205	4,639,972	169,738	274,752	5,338,667
15	Other Assets	4,442,645	59,345,655	1,034,432	3,709,309	68,532,041
	Total	**53,412,450**	**1,410,485,066**	**20,793,534**	**34,366,357**	**1,519,057,407**

14.1a. Disclosure of Net Receivables by Region (CRB-1) - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2023				
		Net Receivables by Region				
		Sumatra	Java	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on Sovereigns	-	445,174,198	-	-	445,174,198
2	Receivables on Public Sector Entities	-	45,470,531	-	-	45,470,531
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-
4	Receivables on Banks	254,814	58,801,484	82,310	161,810	59,300,418
5	Receivables by Covered Bond	-	-	-	-	-
6	Receivables to Securities Companies and Other Financial Services Institutions	163,539	45,854,488	682,229	7,017	46,707,273
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	-	538,590	-	-	538,590
8	Loans Secured by Residential Property	12,623,481	173,194,709	5,416,358	8,301,905	199,536,453
9	Loans Secured by Commercial Real Estate	19,845,464	266,652,637	5,710,675	11,798,687	304,007,463
10	Credit for Land Acquisition, Soil Processing, and Construction	-	-	-	-	-
11	Employee/Retired Loans	-	-	-	-	-
12	Receivables on Micro, Small Business & Retail Portfolio	3,153,019	74,610,364	2,062,102	2,990,885	82,816,370
13	Receivables on Corporate	5,942,622	228,425,397	2,914,179	3,707,889	240,990,087
14	Past Due Receivables	255,511	4,280,227	69,507	136,113	4,741,358
15	Other Assets	3,104,743	55,168,724	742,724	1,943,826	60,960,017
	Total	**45,343,193**	**1,398,171,349**	**17,680,084**	**29,048,132**	**1,490,242,758**

14.1b. Credit Risk - Disclosure of Net Receivables by Region (CRB-1)- Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2024					
		Net Receivables by Region					
		Sumatra	Java	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	-	378,037,874	-	-	-	378,037,874
2	Receivables on Public Sector Entities	346,937	42,459,758	-	233,333	-	43,040,028
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	260,231	54,174,271	78,226	57,714	345,285	54,915,727
5	Receivables by Covered Bond	-	-	-	-	-	-
6	Receivables to Securities Companies and Other Financial Services Institutions	9,699	53,928,029	488,913	11,950	-	54,438,591
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	-	600,017	-	-	59,109	659,126
8	Loans Secured by Residential Property	14,494,023	188,393,579	6,264,528	9,476,912	-	218,629,042
9	Loans Secured by Commercial Real Estate	22,210,582	310,791,336	7,532,061	12,949,390	-	353,483,369
10	Credit for Land Acquisition, Soil Processing, and Construction	-	-	-	-	-	-
11	Employee/Retired Loans	77,950	57,296	12,376	53,387	-	201,009
12	Receivables on Micro, Small Business & Retail Portfolio	5,795,060	96,295,259	2,842,230	4,518,449	-	109,450,998
13	Receivables on Corporate	9,318,475	258,023,419	3,927,856	5,001,871	-	276,271,621
14	Past Due Receivables	274,445	4,723,792	178,095	281,286	-	5,457,618
15	Other Assets	4,489,109	60,956,954	1,034,432	3,709,533	4,035	70,194,063
	Total	**57,276,511**	**1,448,441,584**	**22,358,717**	**36,293,825**	**408,429**	**1,564,779,066**

14.1b. Credit Risk - Disclosure of Net Receivables by Region (CRB-1) - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2023					
		Net Receivables by Region					
		Sumatra	Java	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	-	455,677,257	-	-	200,323	455,877,580
2	Receivables on Public Sector Entities	-	46,141,368	-	-	-	46,141,368
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	254,814	60,038,662	82,310	161,810	118,337	60,655,933
5	Receivables by Covered Bond	-	-	-	-	-	-
6	Receivables to Securities Companies and Other Financial Services Institutions	163,539	45,144,398	682,229	7,017	-	45,997,183
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	-	840,103	-	-	-	840,103
8	Loans Secured by Residential Property	12,646,670	173,829,079	5,416,358	8,314,072	-	200,206,179
9	Loans Secured by Commercial Real Estate	19,850,423	266,836,271	5,710,675	11,800,158	-	304,197,527
10	Credit for Land Acquisition, Soil Processing, and Construction	-	-	-	-	-	-
11	Employee/Retired Loans	-	254,391	-	-	-	254,391
12	Receivables on Micro, Small Business & Retail Portfolio	4,671,048	83,106,717	2,656,156	3,738,644	-	94,172,565
13	Receivables on Corporate	6,591,439	240,936,018	2,938,749	4,233,795	707,494	255,407,495
14	Past Due Receivables	270,892	4,352,023	73,605	140,505	-	4,837,025
15	Other Assets	3,104,743	56,462,862	742,724	1,943,826	7,966	62,262,121
	Total	**47,553,568**	**1,433,619,149**	**18,302,806**	**30,339,827**	**1,034,120**	**1,530,849,470**

14.2a. Credit Risk - Disclosure of Net Receivables by Economic Sectors (CRB-2) - Bank Only

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Receivables by Covered Bond	Receivables to Securities Companies and Other Financial Services Institutions	
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	
	As of December 31, 2024							
1	Agriculture, Forestry, and Fisheries	-	-	-	-	-	206,306	
2	Mining and Quarrying Industries	-	2,464,263	-	-	-	-	
3	Processing Industries	-	1,451,472	-	-	-	43,760	
4	Procurement of Electricity, Gas, Steam/ Hot Water and Cold Water	-	19,542,010	-	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling	-	-	-	-	-	-	
6	Construction	-	923,629	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	51,391	-	-	-	6,463	
8	Transportation and Warehousing	-	7,602,426	-	-	-	-	
9	Hotel and Food & Beverage	-	-	-	-	-	-	
10	Information and Communication	-	9,575,496	-	-	-	-	
11	Financial and Insurance Activities	6,116,796	-	-	52,498,285	-	54,493,132	
12	Real Estate	-	-	-	-	-	-	
13	Professional, Scientific, and Technical Activities	-	-	-	-	-	6,391	
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	-	-	-	-	-	-	
15	Public Administration, Defense And Compulsory Social Security	358,964,489	-	-	-	-	-	
16	Education Services	-	-	-	-	-	-	
17	Human Health and Social Work Activities	-	-	-	-	-	-	
18	Art, Entertainment, and Leisure Activities	-	-	-	-	-	-	
19	Other Service Activities	-	-	-	-	-	322	
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	-	-	-	-	-	-	
21	International institution and Other Extra International Agency Activities	-	-	-	-	-	-	
22	Household Activities	-	-	-	-	-	-	
23	Non-Business Field	-	-	-	-	-	7	
24	Others	3,084,971	902,241	-	-	-	-	
	Total	**368,166,256**	**42,512,928**	**-**	**52,498,285**	**-**	**54,756,381**	

(in million Rupiah)

	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Credit for Land Acquisition, Soil Processing, and Construction	Employee/ Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate	Past Due Receivables	Other Assets
	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)
	-	2,539,663	28,392,033	-	-	1,558,971	8,344,760	78,315	-
	-	917,426	5,791,945	-	-	262,346	23,271,270	22,172	-
	-	24,527,673	135,472,122	-	-	3,048,247	62,202,313	2,096,355	-
	-	262,092	6,273,436	-	-	74,487	5,566,707	2,836	-
	-	202,352	2,777,980	-	-	87,955	2,365,182	6,586	-
	-	3,287,358	5,437,572	-	-	986,197	32,271,268	82,458	-
	-	67,996,489	98,355,707	-	-	9,907,505	26,113,882	1,386,961	-
	-	6,469,953	14,275,418	-	-	1,382,229	13,707,041	34,591	-
	-	2,041,698	10,443,724	-	-	1,296,432	1,926,797	112,200	-
	80	684,646	1,852,168	-	-	240,341	19,017,415	12,862	-
	627,903	164,358	352,938	-	-	141,594	2,011,826	827	7,018
	-	2,445,617	21,375,176	-	-	1,100,462	11,164,299	113,387	-
	-	1,632,016	3,020,868	-	-	851,248	483,061	25,679	-
	-	1,785,898	6,998,376	-	-	679,663	2,138,532	27,442	-
	-	-	-	-	-	-	-	-	-
	-	151,839	891,383	-	-	209,391	319,298	4,533	-
	-	872,696	3,901,189	-	-	324,588	410,317	9,135	-
	-	101,962	358,629	-	-	116,824	240,092	154	-
	-	576,036	1,628,763	-	-	467,598	113,303	7,832	-
	-	-	-	-	-	-	-	-	-
	-	15	-	-	-	175	-	-	-
	-	100,777,529	5,760,532	-	-	52,070,777	-	1,209,586	-
	-	-	-	-	-	20,648,784	307	46,570	-
	-	-	-	-	-	1,118,561	47,585,546	58,186	68,525,023
	627,983	**217,437,316**	**353,359,959**	**-**	**-**	**96,574,375**	**259,253,216**	**5,338,667**	**68,532,041**

14.2a. Credit Risk - Disclosure of Net Receivables by Economic Sectors (CRB-2) - Bank Only

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Receivables by Covered Bond	Receivables to Securities Companies and Other Financial Services Institutions	
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	
	As of December 31, 2023							
1	Agriculture, Forestry, and Fisheries	-	283,311	-	-	-	679,038	
2	Mining and Quarrying Industries	-	1,589,240	-	-	-	231	
3	Processing Industries	-	1,860,267	-	-	-	234,105	
4	Procurement of Electricity, Gas, Steam/ Hot Water and Cold Water	-	9,919,274	-	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling	-	-	-	-	-	-	
6	Construction	-	2,318,930	-	-	-	2,838	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	-	-	-	-	99,578	
8	Transportation and Warehousing	-	4,781,787	-	-	-	879	
9	Hotel and Food & Beverage	-	-	-	-	-	6,574	
10	Information and Communication	-	8,890,611	-	-	-	1,017	
11	Financial and Insurance Activities	2,627,417	11,277,779	-	59,300,418	-	45,676,193	
12	Real Estate	-	-	-	-	-	-	
13	Professional, Scientific, and Technical Activities	-	-	-	-	-	2,618	
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	-	-	-	-	-	4,194	
15	Public Administration, Defense And Compulsory Social Security	439,746,249	-	-	-	-	-	
16	Education Services	-	-	-	-	-	-	
17	Human Health and Social Work Activities	-	-	-	-	-	-	
18	Art, Entertainment, and Leisure Activities	-	-	-	-	-	-	
19	Other Service Activities	-	2,758,563	-	-	-	-	
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	-	-	-	-	-	-	
21	International institution and Other Extra International Agency Activities	-	-	-	-	-	-	
22	Household Activities	-	-	-	-	-	-	
23	Non-Business Field	-	-	-	-	-	8	
24	Others	2,800,532	1,790,769	-	-	-	-	
	Total	**445,174,198**	**45,470,531**	**-**	**59,300,418**	**-**	**46,707,273**	

(in million Rupiah)

	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Credit for Land Acquisition, Soil Processing, and Construction	Employee/ Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate	Past Due Receivables	Other Assets
	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)
	-	2,478,673	24,079,504	-	-	1,581,628	9,571,121	50,060	-
	-	737,278	882,080	-	-	194,487	17,294,432	1,004	-
	-	23,732,985	124,109,105	-	-	2,336,407	55,176,440	2,174,287	-
	-	282,759	2,661,057	-	-	45,198	3,913,678	2,734	-
	-	62,360	331,026	-	-	60,984	2,206,756	2,896	-
	-	3,702,059	4,774,517	-	-	670,441	26,090,597	113,313	-
	-	62,443,583	91,297,646	-	-	8,635,017	27,577,459	1,168,065	-
	-	4,914,983	12,117,937	-	-	1,024,712	9,814,144	59,299	-
	-	1,577,052	10,414,460	-	-	1,253,556	1,828,436	34,186	-
	80	677,015	796,081	-	-	185,569	17,697,167	13,773	-
	538,510	188,576	202,541	-	-	113,650	3,400,436	27	-
	-	2,017,397	13,888,291	-	-	974,026	8,925,181	37,963	-
	-	1,541,740	2,502,981	-	-	590,237	292,297	8,222	-
	-	1,627,292	4,700,355	-	-	568,444	3,640,523	12,878	-
	-	-	-	-	-	-	-	-	-
	-	76,706	784,633	-	-	125,796	299,528	773	-
	-	805,097	3,436,142	-	-	236,965	436,348	4,837	-
	-	56,037	299,189	-	-	89,172	103,100	11,303	-
	-	495,405	1,420,588	-	-	320,477	105,134	5,325	-
	-	-	-	-	-	-	-	-	-
	-	32	-	-	-	429	-	-	-
	-	92,119,424	5,309,330	-	-	44,197,983	-	947,948	-
	-	-	-	-	-	18,448,053	723	31,217	-
	-	-	-	-	-	1,163,139	52,616,587	61,248	60,960,017
	538,590	**199,536,453**	**304,007,463**	**-**	**-**	**82,816,370**	**240,990,087**	**4,741,358**	**60,960,017**

14.2b Credit Risk - Disclosure of Net Receivables by Economic Sectors (CRB-2) - Consolidated

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Receivables by Covered Bond	Receivables to Securities Companies and Other Financial Services Institutions	
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	
	As of December 31, 2024							
1	Agriculture, Forestry, and Fisheries	-	-	-	-	-	206,306	
2	Mining and Quarrying Industries	-	2,464,263	-	-	-	-	
3	Processing Industries	-	1,451,472	-	-	-	43,760	
4	Procurement of Electricity, Gas, Steam/ Hot Water and Cold Water	-	19,983,313	-	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling	-	-	-	-	-	-	
6	Construction	-	994,827	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	51,391	-	-	-	6,463	
8	Transportation and Warehousing	-	7,602,426	-	-	-	-	
9	Hotel and Food & Beverage	-	-	-	-	-	-	
10	Information and Communication	-	9,575,496	-	-	-	-	
11	Financial and Insurance Activities	10,632,048	4,319	-	54,915,727	-	54,175,342	
12	Real Estate	-	-	-	-	-	-	
13	Professional, Scientific, and Technical Activities	-	-	-	-	-	6,391	
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	-	135	-	-	-	-	
15	Public Administration, Defense And Compulsory Social Security	364,320,855	-	-	-	-	-	
16	Education Services	-	10,145	-	-	-	-	
17	Human Health and Social Work Activities	-	-	-	-	-	-	
18	Art, Entertainment, and Leisure Activities	-	-	-	-	-	-	
19	Other Service Activities	-	-	-	-	-	322	
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	-	-	-	-	-	-	
21	International institution and Other Extra International Agency Activities	-	-	-	-	-	-	
22	Household Activities	-	-	-	-	-	-	
23	Non-Business Field	-	-	-	-	-	7	
24	Others	3,084,971	902,241	-	-	-	-	
	Total	**378,037,874**	**43,040,028**	**-**	**54,915,727**	**-**	**54,438,591**	

(in million Rupiah)

	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Credit for Land Acquisition, Soil Processing, and Construction	Employee/ Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate	Past Due Receivables	Other Assets
	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)
	-	2,539,663	28,392,033	-	196,483	2,090,101	9,402,255	85,873	-
	-	917,426	5,791,945	-	-	474,331	24,576,891	23,997	-
	-	24,527,673	135,472,122	-	-	4,250,347	67,101,275	2,110,537	-
	-	262,092	6,273,436	-	-	101,245	5,752,941	3,132	-
	-	202,352	2,777,980	-	-	121,667	2,367,998	7,034	-
	-	3,287,831	5,437,572	-	-	1,352,433	32,736,868	86,955	-
	-	67,997,027	98,357,285	-	-	12,830,245	28,451,791	1,420,999	-
	-	6,469,953	14,284,537	-	-	1,668,302	14,464,320	37,340	-
	-	2,042,153	10,445,614	-	-	1,804,399	2,102,651	119,799	-
	80	684,646	1,852,168	-	-	406,603	19,887,438	14,154	-
	659,046	164,358	352,938	-	-	509,853	5,836,160	3,023	7,018
	-	2,445,617	21,471,969	-	-	1,223,557	11,577,227	114,287	-
	-	1,632,016	3,020,868	-	-	1,060,818	501,680	26,959	-
	-	1,785,898	6,998,376	-	-	966,898	2,719,755	31,038	-
	-	-	-	-	-	396,764	1,081	4,620	-
	-	151,839	891,383	-	-	544,629	359,226	7,335	-
	-	873,964	3,901,189	-	-	846,141	425,775	13,762	-
	-	101,962	358,629	-	-	196,576	244,056	1,315	-
	-	576,036	1,628,763	-	-	1,936,784	116,645	21,212	-
	-	-	-	-	-	794	90	18	-
	-	15	-	-	-	175	-	-	-
	-	101,966,411	5,774,562	-	4,526	54,290,404	59,029	1,219,427	-
	-	110	-	-	-	20,805,086	923	46,616	-
	-	-	-	-	-	1,572,846	47,585,546	58,186	70,187,045
	659,126	**218,629,042**	**353,483,369**	**-**	**201,009**	**109,450,998**	**276,271,621**	**5,457,618**	**70,194,063**

14.2b Credit Risk - Disclosure of Net Receivables by Economic Sectors (CRB-2) - Consolidated

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Receivables by Covered Bond	Receivables to Securities Companies and Other Financial Services Institutions	
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	
	As of December 31, 2023							
1	Agriculture, Forestry, and Fisheries	-	283,311	-	-	-	679,038	
2	Mining and Quarrying Industries	-	1,589,240	-	-	-	231	
3	Processing Industries	-	1,860,267	-	-	-	234,105	
4	Procurement of Electricity, Gas, Steam/ Hot Water and Cold Water	-	10,344,274	-	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling	-	-	-	-	-	-	
6	Construction	-	2,345,922	-	-	-	2,838	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	-	-	1,011	-	99,578	
8	Transportation and Warehousing	-	4,781,787	-	-	-	879	
9	Hotel and Food & Beverage	-	-	-	-	-	6,574	
10	Information and Communication	-	8,890,611	-	-	-	1,017	
11	Financial and Insurance Activities	9,911,629	11,466,689	-	60,159,136	-	44,966,103	
12	Real Estate	-	-	-	-	-	-	
13	Professional, Scientific, and Technical Activities	-	-	-	-	-	2,618	
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	-	175	-	-	-	4,194	
15	Public Administration, Defense And Compulsory Social Security	443,165,419	-	-	495,786	-	-	
16	Education Services	-	29,760	-	-	-	-	
17	Human Health and Social Work Activities	-	-	-	-	-	-	
18	Art, Entertainment, and Leisure Activities	-	-	-	-	-	-	
19	Other Service Activities	-	2,758,563	-	-	-	-	
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	-	-	-	-	-	-	
21	International institution and Other Extra International Agency Activities	-	-	-	-	-	-	
22	Household Activities	-	-	-	-	-	-	
23	Non-Business Field	-	-	-	-	-	8	
24	Others	2,800,532	1,790,769	-	-	-	-	
	Total	**455,877,580**	**46,141,368**	**-**	**60,655,933**	**-**	**45,997,183**	

(in million Rupiah)

	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Credit for Land Acquisition, Soil Processing, and Construction	Employee/ Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate	Past Due Receivables	Other Assets
	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)
	-	2,478,673	24,079,504	-	241,489	1,971,045	10,740,622	55,379	-
	-	737,278	882,080	-	-	368,411	17,673,782	1,876	-
	-	23,732,985	124,128,665	-	-	3,415,944	57,707,485	2,185,409	-
	-	282,759	2,661,057	-	-	64,373	3,922,266	2,788	-
	-	62,360	331,026	-	-	93,581	2,210,026	3,572	-
	-	3,702,059	4,820,517	-	-	969,736	27,292,294	115,971	-
	-	62,443,583	91,297,646	-	-	10,512,419	29,695,580	1,191,308	-
	-	4,914,983	12,181,890	-	-	1,271,282	11,078,643	61,357	-
	-	1,577,432	10,414,460	-	-	1,640,845	2,054,752	39,533	-
	80	677,015	796,081	-	-	339,469	18,045,704	14,846	-
	812,866	188,576	202,541	-	-	374,437	5,244,200	1,668	-
	-	2,017,397	13,931,843	-	-	1,073,329	9,303,116	38,990	-
	-	1,541,740	2,502,981	-	-	741,946	306,960	9,166	-
	-	1,627,292	4,700,355	-	-	905,983	4,371,079	15,978	-
	-	-	-	-	-	375,710	1,653,623	3,664	-
	-	76,706	784,633	-	-	2,057,299	389,573	17,703	-
	-	805,463	3,436,142	-	-	541,874	452,016	6,831	-
	-	56,037	299,189	-	-	163,579	106,910	12,049	-
	-	495,405	1,420,588	-	-	1,073,144	108,490	8,118	-
	-	-	-	-	-	17	32	-	-
	-	32	-	-	-	429	-	-	-
	-	92,788,404	5,326,329	-	12,902	45,848,046	251,536	958,354	-
	-	-	-	-	-	18,501,181	182,219	31,217	-
	27,157	-	-	-	-	1,868,486	52,616,587	61,248	62,262,121
	840,103	**200,206,179**	**304,197,527**	**-**	**254,391**	**94,172,565**	**255,407,495**	**4,837,025**	**62,262,121**

14.3a. Credit Risk - Disclosure of Net Receivables by Contractual Maturity (CRB-3) - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2024					
		Net Receivables by Contractual Maturity					
		≤ 1 year	>1 year to 3 years	>3 year to 5 years	> 5 years	Non-Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	170,512,358	81,728,621	91,516,636	24,408,641	-	368,166,256
2	Receivables on Public Sector Entities	4,566,666	5,234,754	2,777,797	29,933,711	-	42,512,928
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	38,510,699	12,904,435	989,604	93,547	-	52,498,285
5	Receivables by Covered Bond	-	-	-	-	-	-
6	Receivables to Securities Companies and Other Financial Services Institutions	22,794,960	31,217,684	743,737	-	-	54,756,381
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	-	-	-	-	627,983	627,983
8	Loans Secured by Residential Property	88,480,417	19,592,016	25,467,710	83,897,173	-	217,437,316
9	Loans Secured by Commercial Real Estate	174,334,232	30,488,077	46,011,168	102,526,482	-	353,359,959
10	Credit for Land Acquisition, Soil Processing, and Construction	-	-	-	-	-	-
11	Employee/Retired Loans	-	-	-	-	-	-
12	Receivables on Micro, Small Business & Retail Portfolio	17,846,096	34,735,526	30,939,563	13,053,190	-	96,574,375
13	Receivables on Corporate	108,480,772	37,646,129	38,078,905	75,047,410	-	259,253,216
14	Past Due Receivables	1,981,364	607,027	585,587	2,164,689	-	5,338,667
15	Other Assets	-	-	-	-	68,532,041	68,532,041
	Total	**627,507,564**	**254,154,269**	**237,110,707**	**331,124,843**	**69,160,024**	**1,519,057,407**

14.3a. Credit Risk - Disclosure of Net Receivables by Contractual Maturity (CRB-3) - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2023					
		Net Receivables by Contractual Maturity					
		≤ 1 year	>1 year to 3 years	>3 year to 5 years	> 5 years	Non-Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	259,715,665	74,492,328	68,288,390	42,677,815	-	445,174,198
2	Receivables on Public Sector Entities	16,763,999	6,260,650	3,456,990	18,988,892	-	45,470,531
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	43,714,415	15,228,506	262,328	95,169	-	59,300,418
5	Receivables by Covered Bond	-	-	-	-	-	-
6	Receivables to Securities Companies and Other Financial Services Institutions	10,012,939	28,518,197	3,610,001	4,566,136	-	46,707,273
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	-	-	-	-	538,590	538,590
8	Loans Secured by Residential Property	83,916,395	16,560,903	23,651,163	75,407,992	-	199,536,453
9	Loans Secured by Commercial Real Estate	161,154,956	22,527,811	41,146,304	79,178,392	-	304,007,463
10	Credit for Land Acquisition, Soil Processing, and Construction	-	-	-	-	-	-
11	Employee/Retired Loans	-	-	-	-	-	-
12	Receivables on Micro, Small Business & Retail Portfolio	14,536,505	28,866,474	28,130,215	11,283,176	-	82,816,370
13	Receivables on Corporate	109,393,321	29,924,821	43,395,104	58,276,841	-	240,990,087
14	Past Due Receivables	2,200,805	259,276	614,007	1,667,270	-	4,741,358
15	Other Assets	-	-	-	-	60,960,017	60,960,017
	Total	**701,409,000**	**222,638,966**	**212,554,502**	**292,141,683**	**61,498,607**	**1,490,242,758**

14.3b. Credit Risk - Disclosure of Net Receivables by Contractual Maturity (CRB-3) - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2024					
		Net Receivables by Contractual Maturity					
		≤ 1 year	>1 year to 3 years	>3 year to 5 years	> 5 years	Non-Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	178,669,930	82,725,065	91,641,323	25,001,556	-	378,037,874
2	Receivables on Public Sector Entities	4,784,264	5,283,542	2,838,511	30,133,711	-	43,040,028
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	40,699,895	13,056,693	1,065,592	93,547	-	54,915,727
5	Receivables by Covered Bond	-	-	-	-	-	-
6	Receivables to Securities Companies and Other Financial Services Institutions	22,477,170	31,217,684	743,737	-	-	54,438,591
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	-	-	-	-	659,126	659,126
8	Loans Secured by Residential Property	89,540,921	19,602,656	25,541,245	83,944,220	-	218,629,042
9	Loans Secured by Commercial Real Estate	174,403,575	30,490,588	46,013,058	102,576,148	-	353,483,369
10	Credit for Land Acquisition, Soil Processing, and Construction	-	-	-	-	-	-
11	Employee/Retired Loans	139,484	14,485	27,462	19,578	-	201,009
12	Receivables on Micro, Small Business & Retail Portfolio	22,430,921	39,018,471	34,280,785	13,720,821	-	109,450,998
13	Receivables on Corporate	116,944,073	41,836,231	40,904,278	76,587,039	-	276,271,621
14	Past Due Receivables	2,019,970	638,733	626,420	2,172,495	-	5,457,618
15	Other Assets	103,501	382,081	-	-	69,708,481	70,194,063
	Total	**652,213,704**	**264,266,229**	**243,682,411**	**334,249,115**	**70,367,607**	**1,564,779,066**

14.3b. Credit Risk - Disclosure of Net Receivables by Contractual Maturity (CRB-3) - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2023					
		Net Receivables by Contractual Maturity					
		≤ 1 year	>1 year to 3 years	>3 year to 5 years	> 5 years	Non-Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	266,253,164	76,929,655	68,892,153	43,802,608	-	455,877,580
2	Receivables on Public Sector Entities	16,901,701	6,296,360	3,502,423	19,440,884	-	46,141,368
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	44,551,204	15,663,431	346,129	95,169	-	60,655,933
5	Receivables by Covered Bond	-	-	-	-	-	-
6	Receivables to Securities Companies and Other Financial Services Institutions	9,302,849	28,518,197	3,610,001	4,566,136	-	45,997,183
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	-	-	-	-	840,103	840,103
8	Loans Secured by Residential Property	83,919,827	16,583,495	23,737,309	75,965,548	-	200,206,179
9	Loans Secured by Commercial Real Estate	161,205,627	22,533,228	41,212,513	79,246,159	-	304,197,527
10	Credit for Land Acquisition, Soil Processing, and Construction	-	-	-	-	-	-
11	Employee/Retired Loans	6,475	51,076	80,146	116,694	-	254,391
12	Receivables on Micro, Small Business & Retail Portfolio	18,322,033	33,048,595	30,980,717	11,821,220	-	94,172,565
13	Receivables on Corporate	115,909,852	33,620,880	45,764,945	60,111,818	-	255,407,495
14	Past Due Receivables	2,215,171	288,407	657,862	1,675,585	-	4,837,025
15	Other Assets	516,725	361	-	-	61,745,035	62,262,121
	Total	**719,104,628**	**233,533,685**	**218,784,198**	**296,841,821**	**62,585,138**	**1,530,849,470**

14.4a. Credit Risk - Disclosure of Receivables and Provisioning by Region (CRB-4) - Bank Only

(in million Rupiah)

No.	Description	Period of December 31, 2024				
		Net Receivables by Region				
		Sumatra	Java	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables	61,563,591	1,687,650,926	23,609,909	35,762,609	1,808,587,035
2	Increased and impaired credit risk receivables (Stage 2 and Stage 3)					
	a. Non Past Due	1,051,647	19,750,623	273,517	218,250	21,294,037
	b. Past Due	444,470	15,255,601	417,075	497,406	16,614,552
3	Allowance for impairment losses - Stage 1	926,490	13,132,988	278,683	546,011	14,884,172
4	Allowance for impairment losses - Stage 2	502,540	9,361,692	110,737	31,646	10,006,615
5	Allowance for impairment losses - Stage 3	191,594	10,721,580	247,513	224,859	11,385,546
6	Written-off receivables	19,973	3,213,645	36,923	24,705	3,295,246

14.4a. Credit Risk - Disclosure of Receivables and Provisioning by Region (CRB-4) - Bank Only

(in million Rupiah)

No.	Description	Period of December 31, 2023				
		Net Receivables by Region				
		Sumatra	Java	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables	54,405,384	1,639,510,811	20,836,418	31,583,138	1,746,335,751
2	Impaired Loss Receivables					
	a. Non Past Due	1,325,092	18,501,920	644,797	372,883	20,844,692
	b. Past Due	554,571	14,174,834	158,992	249,763	15,138,160
3	Allowance for impairment losses - Stage 1	782,933	14,593,257	244,763	637,977	16,258,930
4	Allowance for impairment losses - Stage 2	689,573	9,242,353	447,305	92,572	10,471,803
5	Allowance for impairment losses - Stage 3	322,693	10,016,982	89,689	122,596	10,551,960
6	Written-off receivables	63,106	2,299,060	22,070	104,248	2,488,484

14.4b. Credit Risk - Disclosure of Receivables and Provisioning by Region (CRB-4) - Consolidated

(in million Rupiah)

No.	Description	Period of December 31, 2024					
		Net Receivables by Region					
		Sumatra	Java	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables	65,591,336	1,718,602,552	25,194,340	37,725,478	404,394	1,847,518,100
2	Increased and impaired credit risk receivables (Stage 2 and Stage 3)						
	a. Non Past Due	1,182,752	20,430,731	291,312	237,747	-	22,142,542
	b. Past Due	504,570	15,578,190	439,148	515,405	-	17,037,313
3	Allowance for impairment losses - Stage 1	975,321	13,461,986	296,938	572,054	-	15,306,299
4	Allowance for impairment losses - Stage 2	511,083	9,399,192	114,052	35,222	-	10,059,549
5	Allowance for impairment losses - Stage 3	271,542	11,319,428	263,150	239,257	-	12,093,377
6	Written-off receivables	123,891	3,655,923	67,076	56,577	-	3,903,467

14.4b. Credit Risk - Disclosure of Receivables and Provisioning by Region (CRB-4) - Consolidated

(in million Rupiah)

No.	Description	Period of December 31, 2023					
		Net Receivables by Region					
		Sumatra	Java	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables	56,644,432	1,666,539,916	21,467,156	32,886,431	1,159,358	1,778,697,293
2	Impaired Loss Receivables						
	a. Non Past Due	1,370,409	19,254,226	657,092	385,919	-	21,667,646
	b. Past Due	590,023	14,419,324	168,313	260,697	-	15,438,357
3	Allowance for impairment losses - Stage 1	824,499	14,918,861	256,782	656,935	1,734	16,658,811
4	Allowance for impairment losses - Stage 2	693,485	9,470,173	448,720	93,936	-	10,706,314
5	Allowance for impairment losses - Stage 3	350,840	10,286,048	96,289	130,503	-	10,863,680
6	Written-off receivables	160,518	2,529,168	34,785	115,532	-	2,840,003

14.5a. Credit Risk - Disclosure of Receivables and Provisioning based on Economic Sectors (CRB-5) - Bank Only

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-Off Receivables
			Non Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	As of December 31, 2024							
1	Agriculture, Forestry, and Fisheries	47,554,246	47,478	276,658	724,085	3,660	198,590	18,550
2	Mining and Quarrying Industries	51,647,233	139,221	30,803	273,186	94,639	8,631	801
3	Processing Industries	324,501,867	4,178,365	8,652,768	4,069,001	2,481,361	6,556,366	738,207
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Water	38,565,449	1,172	4,057	241,783	189	1,221	285
5	Water Management, Waste Water Management, Waste Management and Recycling	6,873,598	3,060	10,458	74,342	200	3,885	4,754
6	Construction	51,198,374	256,320	213,782	798,050	138,257	131,531	41,544
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	275,683,423	2,794,602	3,500,692	4,350,064	1,557,051	2,117,956	663,504
8	Transportation and Werehousing	53,001,857	38,278	51,729	672,965	2,837	17,464	7,749
9	Hotel and Food & Beverage	20,630,843	5,056,276	240,593	361,616	2,277,608	128,501	15,826
10	Information and Communication	39,783,855	776,743	32,747	255,620	401,470	19,955	1,637
11	Financial and Insurance Activities	171,747,430	2,277	2,099	595,642	52	3,073	2,960
12	Real Estate	41,569,632	4,509,898	231,895	603,752	2,354,384	118,512	4,812
13	Professional, Scientific, and Technical Activities	7,598,428	242,576	39,995	96,955	103,976	15,613	5,105
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	13,462,787	66,319	40,505	249,694	38,345	13,115	4,793
15	Public Administration, Defense And Compulsory Social Security	379,652,045	-	-	96	-	-	314
16	Education Services	1,914,995	465	6,897	25,672	82	2,377	722
17	Human Health and Social Work Activities	6,262,885	1,618	14,319	90,991	119	5,228	615
18	Art, Entertainment, and Leisure Activities	938,927	1,900	4,488	18,991	304	4,334	873
19	Other Service Activities	3,385,600	17,464	14,576	64,493	1,841	7,121	4,692
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	-	-	-	-	-	-	-
21	International institution and Other Extra International Agency Activities	190	-	-	-	-	-	-
22	Household Activities	162,084,497	2,542,221	2,605,150	493,574	362,797	1,443,153	1,096,154
23	Non-Business Field	48,792,318	269,320	191,166	538,426	65,326	155,428	295,178
24	Others	61,736,556	348,464	449,175	285,174	122,117	433,492	386,171
	Total	**1,808,587,035**	**21,294,037**	**16,614,552**	**14,884,172**	**10,006,615**	**11,385,546**	**3,295,246**

14.5a. Credit Risk - Disclosure of Receivables and Provisioning based on Economic Sectors (CRB-5) - Bank Only

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-Off Receivables
			Non Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	As of December 31, 2023							
1	Agriculture, Forestry, and Fisheries	46,988,338	69,698	209,568	842,217	16,884	159,932	21,087
2	Mining and Quarrying Industries	37,111,481	8,635	1,667	189,336	944	699	1,628
3	Processing Industries	295,045,386	4,250,811	8,637,003	4,346,626	2,476,302	6,461,097	250,808
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Water	22,641,630	555	3,617	123,223	46	883	188
5	Water Management, Waste Water Management, Waste Management and Recycling	4,255,108	20,258	7,954	77,030	7,162	5,206	4,511
6	Construction	46,383,483	153,827	246,252	804,722	6,983	133,207	26,804
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	263,122,852	2,943,447	2,897,702	4,498,357	1,532,967	1,755,481	836,655
8	Transportation and Werehousing	40,671,910	24,312	263,069	615,296	2,952	203,777	4,871
9	Hotel and Food & Beverage	18,868,662	3,015,857	99,594	489,921	1,730,088	66,221	88,085
10	Information and Communication	34,011,132	871,835	18,739	223,427	467,583	4,990	2,623
11	Financial and Insurance Activities	162,772,222	5,223	1,919	602,770	264	3,662	2,588
12	Real Estate	31,908,954	5,916,354	108,821	620,634	3,432,326	70,865	116,547
13	Professional, Scientific, and Technical Activities	6,182,467	710,422	20,223	86,469	362,770	13,546	5,046
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	12,834,871	97,001	24,336	220,545	53,135	11,519	12,013
15	Public Administration, Defense And Compulsory Social Security	453,545,291	-	-	300	-	-	116
16	Education Services	1,506,295	1,152	1,398	22,567	164	638	765
17	Human Health and Social Work Activities	5,769,155	874	6,471	110,772	115	1,634	1,128
18	Art, Entertainment, and Leisure Activities	657,287	2,960	17,926	14,948	96	6,742	763
19	Other Service Activities	5,524,849	13,691	8,549	935,940	1,763	3,390	7,791
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	-	-	-	-	-	-	-
21	International institution and Other Extra International Agency Activities	461	-	-	1	-	-	-
22	Household Activities	144,243,773	2,458,645	2,060,299	603,928	300,048	1,212,774	844,309
23	Non-Business Field	44,302,763	203,735	136,361	521,315	50,801	113,499	260,158
24	Others	67,987,381	75,400	366,692	308,586	28,410	322,198	-
	Total	**1,746,335,751**	**20,844,692**	**15,138,160**	**16,258,930**	**10,471,803**	**10,551,960**	**2,488,484**

14.5b. Credit Risk - Disclosure of Receivables and Provisioning based on Economic Sectors (CRB-5) - Consolidated

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-Off Receivables
			Non Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	As of December 31, 2024							
1	Agriculture, Forestry, and Fisheries	49,381,277	62,602	299,376	755,695	5,575	216,840	42,533
2	Mining and Quarrying Industries	53,365,111	142,512	35,212	296,545	95,187	11,564	4,509
3	Processing Industries	331,539,724	4,478,523	8,693,801	4,114,700	2,483,799	6,782,925	790,168
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Water	39,220,851	1,739	5,028	246,287	224	1,995	1,146
5	Water Management, Waste Water Management, Waste Management and Recycling	6,911,742	3,600	11,920	74,800	255	4,957	6,862
6	Construction	52,198,055	263,545	227,291	808,342	139,149	142,020	52,423
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	281,527,044	2,983,906	3,638,653	4,408,823	1,563,974	2,288,375	799,860
8	Transportation and Werehousing	54,279,635	156,844	60,693	681,894	4,118	131,897	14,774
9	Hotel and Food & Beverage	21,342,451	5,068,769	262,594	370,503	2,279,424	144,409	38,132
10	Information and Communication	41,078,855	779,255	36,951	277,080	401,787	23,218	5,156
11	Financial and Insurance Activities	172,384,159	6,759	9,563	624,529	746	8,884	8,355
12	Real Estate	42,182,043	4,511,708	234,453	625,356	2,354,657	120,382	8,370
13	Professional, Scientific, and Technical Activities	7,835,395	245,178	44,894	100,441	104,330	19,594	8,890
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	14,586,050	71,979	51,251	259,249	39,020	21,102	15,579
15	Public Administration, Defense And Compulsory Social Security	387,786,370	7,600	11,899	5,614	1,235	7,943	13,443
16	Education Services	2,317,802	25,962	15,761	31,864	713	16,441	11,056
17	Human Health and Social Work Activities	6,819,923	11,819	30,061	98,585	1,633	17,847	10,318
18	Art, Entertainment, and Leisure Activities	1,026,669	3,282	8,155	20,030	506	6,996	3,504
19	Other Service Activities	4,891,093	42,437	42,890	81,794	5,756	22,791	67,021
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	1,099	30	205	19	5	192	32
21	International institution and Other Extra International Agency Activities	190	-	-	-	-	-	-
22	Household Activities	165,678,896	2,656,682	2,676,180	597,470	390,012	1,513,990	1,319,981
23	Non-Business Field	48,949,488	269,347	191,307	538,738	65,327	155,523	295,184
24	Others	62,214,178	348,464	449,175	287,941	122,117	433,492	386,171
	Total	**1,847,518,100**	**22,142,542**	**17,037,313**	**15,306,299**	**10,059,549**	**12,093,377**	**3,903,467**

14.5b. Credit Risk - Disclosure of Receivables and Provisioning based on Economic Sectors (CRB-5) - Consolidated

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-Off Receivables
			Non Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	As of December 31, 2023							
1	Agriculture, Forestry, and Fisheries	48,848,975	81,553	220,026	861,577	18,187	166,306	33,717
2	Mining and Quarrying Industries	37,525,358	11,277	3,669	193,802	1,296	2,009	3,666
3	Processing Industries	300,702,846	4,631,441	8,713,409	4,403,591	2,577,536	6,532,765	279,298
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Water	23,203,183	853	3,882	128,906	133	1,098	265
5	Water Management, Waste Water Management, Waste Management and Recycling	4,292,769	20,910	9,622	77,749	7,262	6,223	5,682
6	Construction	49,516,865	230,561	252,970	855,867	8,707	138,144	35,503
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	266,574,209	2,986,680	2,951,507	4,552,599	1,536,879	1,860,909	912,977
8	Transportation and Werehousing	41,581,815	117,091	266,741	623,253	64,323	205,822	14,748
9	Hotel and Food & Beverage	19,356,466	3,026,294	110,524	498,544	1,731,017	73,282	97,714
10	Information and Communication	34,623,218	874,097	20,907	229,499	467,877	6,347	5,067
11	Financial and Insurance Activities	164,930,580	8,568	5,804	621,993	661	6,164	6,794
12	Real Estate	32,467,920	5,968,040	110,665	643,952	3,480,989	71,941	118,426
13	Professional, Scientific, and Technical Activities	6,352,099	712,212	23,029	89,734	362,967	15,654	8,012
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	13,806,988	104,107	32,649	235,157	53,936	18,147	41,973
15	Public Administration, Defense And Compulsory Social Security	458,940,986	8,200	8,413	8,293	716	5,945	9,557
16	Education Services	3,586,969	39,793	45,174	60,815	4,955	37,018	80,351
17	Human Health and Social Work Activities	6,095,633	5,217	11,040	116,766	509	4,788	5,859
18	Art, Entertainment, and Leisure Activities	737,871	4,567	19,891	16,699	272	8,188	2,757
19	Other Service Activities	6,356,242	31,836	20,474	956,099	2,848	13,099	63,669
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	48	-	-	-	-	-	-
21	International institution and Other Extra International Agency Activities	461	-	-	1	-	-	-
22	Household Activities	146,704,132	2,525,214	2,104,908	652,831	306,033	1,254,134	853,810
23	Non-Business Field	44,356,733	203,735	136,361	521,500	50,801	113,499	260,158
24	Others	68,134,927	75,400	366,692	309,584	28,410	322,198	-
	Total	**1,778,697,293**	**21,667,646**	**15,438,357**	**16,658,811**	**10,706,314**	**10,863,680**	**2,840,003**

14.6a. Credit Risk - Disclosure of Receivables by Due Date (CRB-6) - Bank Only

(in million Rupiah)

No.	Exposure Class	As of 31 December, 2024			
		Receivables by Due Date			
		> 90 days to 120 days	> 120 days to 180 days	> 180 days	Total
		(c)	(d)	(e)	(f)
1	Credit include to Past Due Receivables	834,977	1,078,061	14,109,024	16,022,062
2	Securities include to Past Due Receivables	-	-	100,000	100,000
3	**TOTAL**	**834,977**	**1,078,061**	**14,209,024**	**16,122,062**

14.6b. Credit Risk - Disclosure of Receivables by Due Date (CRB-6) - Consolidated

(in million Rupiah)

No.	Exposure Class	As of 31 December, 2024			
		Receivables by Due Date			
		> 90 days to 120 days	> 120 days to 180 days	> 180 days	Total
		(c)	(d)	(e)	(f)
1	Credit include to Past Due Receivables	935,636	1,170,373	14,307,236	16,413,245
2	Securities include to Past Due Receivables	-	-	100,000	100,000
3	**TOTAL**	**935,636**	**1,170,373**	**14,407,236**	**16,513,245**

15.1a. Credit Risk - Disclosure of Performing and Non Performing Asset (CRB-A1) - Bank only

(in million Rupiah)

		As of 31 December, 2024							
		Performing (Current and Special Mention Quality)		Non Performing (Substandard, Doubtful, and Loss Quality)					
				Impaired Loss Receivables		Unimpaired Loss Receivables			
						Due date > 90 days		Due date ≤ 90 days	
		Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses
		a	b	c	d	e	f	g	h
1	Securities	381,416,498	277,570	100,000	100,000	-	-	-	-
2	Credit	879,414,066	21,987,781	15,498,016	10,394,225	-	-	-	-
	a. Corporate	417,573,525	12,124,035	6,432,701	5,240,041	-	-	-	-
	b. Retail	327,486,831	4,469,034	5,766,575	2,927,494	-	-	-	-
	c. Commercial	134,353,710	5,394,712	3,298,740	2,226,690	-	-	-	-
3	Other Off-Balance Sheet	355,273,406	2,938,262	89,066	29,321	-	-	-	-

15.1b. Credit Risk - Disclosure of Performing and Non Performing Asset (CRB-A1) - Consolidated

(in million Rupiah)

		As of 31 December, 2024							
		Performing (Current and Special Mention Quality)		Non Performing (Substandard, Doubtful, and Loss Quality)					
				Impaired Loss Receivables		Unimpaired Loss Receivables			
						Due date > 90 days		Due date ≤ 90 days	
		Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses
		a	b	c	d	e	f	g	h
1	Securities	394,966,431	312,468	100,000	100,000	-	-	-	-
2	Credit	905,801,718	22,711,961	16,024,626	10,786,556	-	-	-	-
	a. Corporate	429,661,912	12,524,090	6,555,677	5,345,306	-	-	-	-
	b. Retail	340,352,804	4,784,441	6,163,614	3,207,952	-	-	-	-
	c. Commercial	135,787,002	5,403,429	3,305,335	2,233,299	-	-	-	-
3	Other Off-Balance Sheet	357,312,122	2,945,866	89,066	29,321	-	-	-	-

15.2a. Credit Risk - Disclosure of Performing and Non-Performing of Restructured Assets (CRB-A2) - Bank only

		Performing (Current and Special Mention Quality)		Non Performing (Substandard, Doubtful, and Loss Quality)	
		Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses
		(a)	(b)	(c)	(d)
1	Securities	-	-	-	-
2	Credit	18,758,155	6,185,782	10,028,447	7,478,887
	a. Corporate	9,949,607	3,636,979	6,431,439	5,238,782
	b. Retail	3,835,602	325,052	1,284,801	676,593
	c. Commercial	4,972,946	2,223,751	2,312,207	1,563,512
3	Other Off-Balance Sheet	587,027	65,351	544	-

15.2b. Credit Risk - Disclosure of Performing and Non-Performing of Restructured Assets (CRB-A2) - Consolidated

		Performing (Current and Special Mention Quality)		Non Performing (Substandard, Doubtful, and Loss Quality)	
		Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses
		(a)	(b)	(c)	(d)
1	Securities	-	-	-	-
2	Credit	19,273,166	6,473,798	10,153,403	7,584,878
	a. Corporate	10,339,188	3,911,526	6,529,061	5,331,484
	b. Retail	3,945,902	337,763	1,311,602	689,349
	c. Commercial	4,988,076	2,224,509	2,312,740	1,564,045
3	Other Off-Balance Sheet	587,027	65,351	544	-

17.a. Credit Risk - Disclosure of Quantitative Related to Credit Risk Mitigation Techniques (CR3) - Bank only

(in million Rupiah)

		As of 31 December, 2024				
		Unsecured Receivables	Secured Receivables by Credit Risk Mitigation Techniques	Secured Receivables by Collateral	Secured Receivables by Warranty, Guarantee, and/or Credit Insurance	Secured Receivables by Credit Derivatives
		(a)	(b)	(c)	(d)	(e)
1	Credit	837,041,741	25,488,335	25,458,911	29,424	-
2	Securities	381,138,928	-	-	-	-
3	Total	1,218,180,669	25,488,335	25,458,911	29,424	-
4	Past Due Credit and Securities	5,131,477	1,599	1,599	-	-

(in million Rupiah)

As of 31 December, 2024						
	Stage 1		Stage 2		Stage 3	
	Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses
	(e)	(f)	(g)	(h)	(i)	(j)
	-	-	-	-	-	-
	8,441,513	603,851	9,694,793	5,047,772	10,650,296	8,013,046
	3,490,578	81,680	5,842,258	3,022,223	7,048,210	5,771,858
	3,300,507	219,890	530,016	104,079	1,289,880	677,676
	1,650,428	302,281	3,322,519	1,921,470	2,312,206	1,563,512
	474,162	26,842	112,865	38,509	544	-

(in million Rupiah)

As of 31 December, 2024						
	Stage 1		Stage 2		Stage 3	
	Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses	Gross Carrying Value	Allowance for impairment losses
	(e)	(f)	(g)	(h)	(i)	(j)
	-	-	-	-	-	-
	8,561,235	610,764	9,697,149	5,048,097	11,168,185	8,399,815
	3,520,831	81,931	5,842,258	3,022,223	7,505,160	6,138,856
	3,387,530	226,428	532,372	104,404	1,337,602	696,280
	1,652,874	302,405	3,322,519	1,921,470	2,325,423	1,564,679
	474,162	26,842	112,865	38,509	544	-

17.b. Credit Risk - Disclosure of Quantitative Related to Credit Risk Mitigation Techniques (CR3) - Consolidated

(in million Rupiah)

		As of 31 December, 2024				
		Unsecured Receivables	Secured Receivables by Credit Risk Mitigation Techniques	Secured Receivables by Collateral	Secured Receivables by Warranty, Guarantee, and/or Credit Insurance	Secured Receivables by Credit Derivatives
		(a)	(b)	(c)	(d)	(e)
1	Credit	862,312,784	26,015,043	25,985,619	29,424	-
2	Securities	394,653,963	-	-	-	-
3	Total	1,256,966,747	26,015,043	25,985,619	29,424	-
4	Past Due Credit and Securities	5,230,462	1,599	1,599	-	-

19.a. Credit Risk - Disclosure of Credit Risk Exposure and Credit Risk Mitigation Techniques Impact (CR4) - Bank only

(in million Rupiah)

No.	Portfolio Category / Transaction Type	As of 31 December, 2024					
		Net Receivable before Credit Conversion Factor and Credit Risk Mitigation Techniques		Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques		RWA and Risk Weight Average	
		Balance Sheet	Off-Balance Sheet	Balance Sheet	Off-Balance Sheet	RWA	Risk Weight Average (e/(c+d))
		(a)	(b)	(c)	(d)	(e)	(f)
1	Receivables on Sovereigns	367,442,126	6,000,000	367,442,126	600,000	-	0%
2	Receivables on Public Sector Entities	37,021,750	28,685,259	37,021,750	5,491,157	9,922,878	23%
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	49,594,986	3,218,747	49,581,329	1,536,521	15,650,195	31%
	Receivables to Securities Companies and Other Financial Services Institutions	46,955,828	32,154,010	46,842,934	7,679,507	14,912,387	27%
5	Receivables by Covered Bond	-	-	-	-	-	-
6	Receivables on Corporate - General Corporate Exposure	178,420,832	153,507,897	162,822,651	52,488,880	182,246,335	85%
	Receivables to Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
	Special Financing Exposure	21,447,514	6,065,943	21,447,514	2,426,377	26,058,428	109%
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	627,983	-	627,983	-	1,539,957	245%
8	Receivables on Micro, Small Business & Retail Portfolio	89,582,839	39,471,297	80,948,813	4,688,373	63,861,484	75%
9	Loans Secured by Residential Property						
	Loans Secured by Residential Property which is Not Materially Dependent on Property Cash Flow	196,831,606	51,699,401	196,047,827	20,520,163	119,407,940	55%
	Loans Secured by Residential Property which is Materially Dependent on Property Cash Flow	-	-	-	-	-	-
	Loans Secured by Commercial Real Estate which is Not Materially Dependent on Property Cash Flow	289,350,788	124,336,291	288,287,211	48,400,172	291,935,689	87%
	Loans Secured by Commercial Real Estate which is Materially Dependent on Property Cash Flow	14,525,043	2,471,128	14,523,882	988,451	16,665,113	107%
	Credit for Land Acquisition, Soil Processing, and Construction	-	-	-	-	-	-
10	Past Due Receivables	5,290,258	59,745	5,280,683	43,984	4,603,599	86%
11	Other Assets	68,532,041	-	68,532,041	-	40,136,538	59%
12	Employee/Retired Loans	-	-	-	-	-	-
	Total	**1,365,623,594**	**447,669,718**	**1,339,406,744**	**144,863,585**	**786,940,543**	**53%**

19.b. Credit Risk - Disclosure of Credit Risk Exposure and Credit Risk Mitigation Techniques Impact (CR4) -Consolidated

(in million Rupiah)

No.	Portfolio Category / Transaction Type	As of 31 December, 2024					
		Net Receivable before Credit Conversion Factor and Credit Risk Mitigation Techniques		Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques		RWA and Risk Weight Average	
		Balance Sheet	Off-Balance Sheet	Balance Sheet	Off-Balance Sheet	RWA	Risk Weight Average (e/(c+d))
		(a)	(b)	(c)	(d)	(e)	(f)
1	Receivables on Sovereigns	373,683,320	6,000,000	373,683,320	600,000	-	0%
2	Receivables on Public Sector Entities	37,021,750	28,685,259	37,021,750	5,491,157	9,922,878	23%
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	50,649,259	3,218,652	50,635,602	1,536,512	15,861,076	30%
	Receivables to Securities Companies and Other Financial Services Institutions	46,833,359	31,402,559	46,720,465	7,484,186	14,835,018	27%
5	Receivables by Covered Bond	-	-	-	-	-	-
6	Receivables on Corporate - General Corporate Exposure	185,149,941	155,214,609	169,551,759	53,171,565	187,935,992	84%
	Receivables to Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
	Special Financing Exposure	21,447,514	6,065,943	21,447,514	2,426,377	26,058,428	109%
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	659,126	-	659,126	-	1,586,671	241%
8	Receivables on Micro, Small Business & Retail Portfolio	102,072,758	39,471,297	93,438,732	4,688,373	75,876,972	77%
9	Loans Secured by Residential Property						
	Loans Secured by Residential Property which is Not Materially Dependent on Property Cash Flow	196,831,606	51,699,401	196,047,827	20,520,163	119,407,940	55%
	Loans Secured by Residential Property which is Materially Dependent on Property Cash Flow	-	-	-	-	-	-
	Loans Secured by Commercial Real Estate which is Not Materially Dependent on Property Cash Flow	289,350,788	124,336,291	288,287,211	48,400,172	291,935,689	87%
	Loans Secured by Commercial Real Estate which is Materially Dependent on Property Cash Flow	14,525,043	2,471,128	14,523,882	988,451	16,665,113	107%
	Credit for Land Acquisition, Soil Processing, and Construction	-	-	-	-	-	-
10	Past Due Receivables	5,409,156	59,745	5,399,581	43,984	4,773,774	88%
11	Other Assets	69,779,324	-	69,779,324	-	41,392,104	59%
12	Employee/Retired Loans	-	-	-	-	-	-
	Subtotal	**1,393,412,944**	**448,624,884**	**1,367,196,093**	**145,350,940**	**806,251,655**	**53%**
13	Exposures in Subsidiary Company That Carry Out Business Activities Based on Sharia Principles (if any)	16,638,509	2,038,364	15,697,072	215,488	9,609,868	60%
	Total	**1,410,051,453**	**450,663,248**	**1,382,893,165**	**145,566,428**	**815,861,523**	**53%**

20.a. Credit Risk - Disclosure of Exposure Based On Asset Class and Weight Risk (CR5) - Bank only

	Portfolio Category	0%	20%	50%	
1	Receivables on Sovereigns	368,042,126	-	-	
	Portfolio Category	**20%**	**50%**		
2	Receivables on Public Sector Entities	37,778,585	4,734,322		
	Portfolio Category	**0%**	**20%**	**30%**	**50%**
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	
	Portfolio Category	**20%**	**30%**	**40%**	**50%**	**75%**
4	Receivables on Banks	38,360,975	375,466	4,533,213	1,329,094	
	Receivables to Securities Companies and Other Financial Services Institutions	46,510,363	847,660	-	150,696	
	Portfolio Category	**10%**	**15%**	**20%**	**25%**	**35%**
5	Receivables by Covered Bond	-	-	-	-	
	Portfolio Category	**20%**	**50%**	**65%**	**75%**	**80%**
6	Receivables on Corporate - General Corporate Exposure	21,881,040	19,082,215	-	904,248	-
	Receivables to Securities Companies and Other Financial Services Institutions	-	-	-	-	
	Special Financing Exposure	-	-		-	-
	Portfolio Category	**100%**	**150%**		
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	20,000	-		
	Portfolio Category	**45%**	**75%**		
8	Receivables on Micro, Small Business & Retail Portfolio	7,730,364	69,190,783		

	Portfolio Category	0%	20%	25%	30%	35%	40%	45%	50%	60%
9	Loans Secured by Residential Property									
	Loans Secured by Residential Property which is Not Materially Dependent on Property Cash Flow	-	14,182,405	10,727,682	52,094,102		15,041,757		4,779,089	
	Without Credit Allocation Approach	-	-	-	-		-		-	
	With Credit Allocation Approach (Secured)		-							
	With Credit Allocation Approach (Secured)	-	-		-		-		-	
	Loans Secured by Residential Property which is Materially Dependent on Property Cash Flow				-	-		-		-
	Loans Secured by Commercial Real Estate which is Not Materially Dependent on Property Cash Flow	-	3,743,385		-		-		13,881,624	11,409,507
	Without Credit Allocation Approach	-	-		-		-		-	-
	With Credit Allocation Approach (Secured)									-
	With Credit Allocation Approach (Secured)	-	-		-		-		-	
	Loans Secured by Commercial Real Estate which is Materially Dependent on Property Cash Flow									
	Credit for Land Acquisition, Soil Processing, and Construction									
	Portfolio Category	**50%**					**100%**			
10	Past Due Receivables	1,596,338								
	Portfolio Category	**0%**				**20%**				
11	Other Assets	29,292,836				-				
	Portfolio Category	**0%**	**20%**	**25%**	**30%**	**35%**	**40%**	**45%**	**50%**	**60%**
12	Employee/Retired Loans									

(in million Rupiah)

100%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
-	-	-	368,042,126

100%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
-	-	-	42,512,907

	100%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
-	-	-	-	-

	100%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
4,526,297	1,992,805	-	-	51,117,850
6,988,546	-	25,176	-	54,522,441

	50%	100%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
-	-	-	-	-

85%	100%	130%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
43,142,920	128,945,476	-	1,355,632	-	215,311,531
-	-		-	-	-
	16,592,103	7,281,788	-	-	23,873,891

250%	400%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
607,983	-	-	627,983

85%	100%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
1,658,581	7,031,915	25,543	85,637,186

65%	70%	75%	85%	90%	100%	105%	110%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
-	58,831,375	38,668,301	17,434,900		4,792,983			-	15,396	216,567,990
-	-	-	-		-			-	-	-
									-	-
-		-	-		-			-	-	-
		-				-		-	-	-
-		39,720,478	135,563,936		132,368,453			-	-	336,687,383
									-	-
									-	-
-		-	-		-			-	-	-
	3,514,018			1,920,536			6,599,626	3,478,154	-	15,512,333
					-			-	-	-

	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
3,572,788	155,541	-	5,324,667

100%	150%	1250%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
37,444,537	1,794,668	-	-	68,532,041

65%	70%	75%	85%	90%	100%	105%	110%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
									-	-

20.b. Credit Risk - Disclosure of Exposure Based On Asset Class and Weight Risk (CR5) - Consolidated

	Portfolio Category	0%	20%	50%	
1	Receivables on Sovereigns	374,283,320	-	-	
	Portfolio Category	**20%**	**50%**		
2	Receivables on Public Sector Entities	37,778,585	4,734,322		
	Portfolio Category	**0%**	**20%**	**30%**	**50%**
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	
	Portfolio Category	**20%**	**30%**	**40%**	**50%**	**75%**
4	Receivables on Banks	39,415,084	375,466	4,533,378	1,329,094	
	Receivables to Securities Companies and Other Financial Services Institutions	46,217,684	847,660	-	150,696	
	Portfolio Category	**10%**	**15%**	**20%**	**25%**	**35%**
5	Receivables by Covered Bond	-	-	-	-	
	Portfolio Category	**20%**	**50%**	**65%**	**75%**	**80%**
6	Receivables on Corporate - General Corporate Exposure	23,430,475	19,945,046	-	904,248	-
	Receivables to Securities Companies and Other Financial Services Institutions	-	-	-	-	
	Special Financing Exposure	-	-		-	-
	Portfolio Category	**100%**	**150%**		
7	Receivables in the Form of Subordinated Securities, Equity, and Other Capital Instruments	20,000	31,143		
	Portfolio Category	**45%**	**75%**		
8	Receivables on Micro, Small Business & Retail Portfolio	7,730,364	69,190,783		

	Portfolio Category	0%	20%	25%	30%	35%	40%	45%	50%	60%
9	Loans Secured by Residential Property									
	Loans Secured by Residential Property which is Not Materially Dependent on Property Cash Flow	-	14,182,405	10,727,682	52,094,102		15,041,757		4,779,089	
	Without Credit Allocation Approach	-	-	-	-		-		-	
	With Credit Allocation Approach (Secured)		-							
	With Credit Allocation Approach (Secured)	-	-		-		-		-	
	Loans Secured by Residential Property which is Materially Dependent on Property Cash Flow				-	-		-		-
	Loans Secured by Commercial Real Estate which is Not Materially Dependent on Property Cash Flow	-	3,743,385		-		-		13,881,624	11,409,507
	Without Credit Allocation Approach	-	-		-		-		-	-
	With Credit Allocation Approach (Secured)									-
	With Credit Allocation Approach (Secured)	-	-		-		-		-	
	Loans Secured by Commercial Real Estate which is Materially Dependent on Property Cash Flow									
	Credit for Land Acquisition, Soil Processing, and Construction									

	Portfolio Category	50%	100%
10	Past Due Receivables	1,604,510	
	Portfolio Category	**0%**	**20%**
11	Other Assets	29,294,041	-

	Portfolio Category	0%	20%	25%	30%	35%	40%	45%	50%	60%
12	Employee/Retired Loans								-	

	Portfolio Category	0%	20%	25%	35%	50%
13	Exposures in Subsidiary Company That Carry Out Business Activities Based on Sharia Principles (if any)	3,630,424	2,042,209	484,635	522,884	

(in million Rupiah)

100%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
-	-	-	374,283,320

100%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
-	-		42,512,907

	100%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
-		-	-	-

	100%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
4,526,287	1,992,805	-	-	52,172,114
6,963,435	-	25,176	-	54,204,651

	50%	100%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
-	-	-	-	-

85%	100%	130%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
43,484,072	133,603,851	-	1,355,632	-	222,723,324
-	-		-	-	-
	16,592,103	7,281,788	-	-	23,873,891

250%	400%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
607,983	-	-	659,126

85%	100%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
4,821,452	16,358,963	25,543	98,127,105

65%	70%	75%	85%	90%	100%	105%	110%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
-	58,831,375	38,668,301	17,434,900		4,792,983			-	15,396	216,567,990
-	-	-	-		-			-	-	-
									-	-
-		-	-		-			-	-	-
		-				-		-	-	-
-		39,720,478	135,563,936		132,368,453			-	-	336,687,383
									-	-
									-	-
-		-	-		-			-	-	-
	3,514,018			1,920,536			6,599,626	3,478,153	-	15,512,333
					-			-	-	-

	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
3,572,788	266,267	-	5,443,565

100%	150%	1250%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
38,671,639	1,813,644	-	-	69,779,324

65%	70%	75%	85%	90%	100%	105%	110%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
									-	-

	75%	100%	150%	Others	Net Receivable after Credit Conversion Factor and Credit Risk Mitigation Techniques
1,347,105	190,178	7,695,125	-	-	15,912,560

20.a. Credit Risk - Disclosure of Exposure Based On Asset Class and Weight Risk (CR5) - Bank only

(in million Rupiah)

No.	Weight Risk	On Balance Sheet Net Receivable	Off Balance Sheet Net Receivable (before Credit Conversion Factor)	Credit Conversion Factor Average	Net Receivable (after Credit Conversion Factor and Credit Risk Mitigation Techniques)
1	< 40%	608,319,293	62,780,509	25%	623,836,625
2	40% -70%	128,764,908	64,879,485	29%	146,619,180
3	75%	152,753,047	48,346,389	24%	159,998,653
4	80%	-	-	-	-
5	85%	171,663,904	94,998,715	41%	197,800,337
6	90% -100%	286,704,114	165,514,291	34%	334,681,596
7	105% -130%	11,355,282	6,473,447	40%	13,902,204
8	150%	5,455,063	4,676,882	33%	6,823,751
9	250%	607,983	-	-	607,983
10	400%	-	-	-	-
11	1250%	-	-	-	-
12	Total Net Receivable	1,365,623,594	447,669,718	32%	1,484,270,329

20.b. Credit Risk - Disclosure of Exposure Based On Asset Class and Weight Risk (CR5) - Consolidated

(in million Rupiah)

No.	Weight Risk	On Balance Sheet Net Receivable	Off Balance Sheet Net Receivable (before Credit Conversion Factor)	Credit Conversion Factor Average	Net Receivable (after Credit Conversion Factor and Credit Risk Mitigation Techniques)
1	< 40%	623,751,715	62,362,424	25%	639,070,041
2	40% -70%	130,983,182	64,884,382	29%	148,837,453
3	75%	153,133,332	48,115,216	24%	160,163,710
4	80%	-	-	-	-
5	85%	175,167,928	94,998,715	41%	201,304,361
6	90% -100%	309,436,124	169,152,182	34%	357,589,245
7	105% -130%	11,355,282	6,473,447	40%	13,902,204
8	150%	5,615,907	4,676,882	33%	6,984,596
9	250%	607,983	-	-	607,983
10	400%	-	-	-	-
11	1250%	-	-	-	-
12	Total Net Receivable	1,410,051,453	450,663,248	32%	1,528,459,593

22. Credit Risk - Counterparty Credit Risk (CCR1) Exposure Analysis - consolidated - as of December 31, 2024

(in million rupiah)

		a	b	c	d	e	f
		Replacement Cost (RC)	Potential Future Exposure (SFT)	EEPE	Alpha used to calculate regulatory EAD	Net Receivables	RWA
1	SA-CCR (for derivative)	221,208	513,710		1.4	1,028,885	587,745
2	Internal model method (for derivative and SFTs)					N/A	N/A
3	Simple approach for credit risk mitigation (for SFTs)					N/A	N/A
4	Comprehensive approach for credit risk mitigation (for SFTs)					N/A	N/A
5	VaR for SFTs					N/A	N/A
6	**Total**	**221,208**	**513,710**		**1.4**	**1,028,885**	**587,745**

23. Credit Risk - CCR Exposure based on Portfolio Category and Risk Weighting (CCR3) - consolidated - as of December 31, 2024

Portfolio Category \ Weighted Risk	a	b	c	d	e	
	0%	20%	35%	40%	45%	
Receivables on Sovereigns	87,958	-	-	-	-	
Receivables on Public Sector Entities	-	-	-	-	-	
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	
Receivables on Banks	-	1,270,800	-	-	-	
Receivables to Securities Companies and Other Financial Services Institutions	-	-	-	-	-	
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	
Receivables on Corporate	-	-	-	-	-	
Total	**87,958**	**1,270,800**	**-**	**-**	**-**	

(in million Rupiah)

	f	g	h	i	j	k	l
	50%	75%	85%	100%	150%	Others	Total Net Receivables
	-	-	-	-	-	-	87,958
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	95,482	-	-	-	-	-	1,366,282
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	36,513	-	-	-	36,513
	95,482	**-**	**36,513**	**-**	**-**	**-**	**1,490,753**

24.a. Credit Risk - Exposure Report Related to Transaction with CCP - Bank only

(in million Rupiah)

		a	b
		Net Receivable (after Credit Conversion Factor and Credit Risk Mitigation Techniques)	RWA
1	**Total Exposure to QCCP**	**5,032**	**101**
2	Transaction involving exposure with QCCP (excluding initial margin and default fund contribution)		
	(i) OTC derivative		
	(ii) Derivative transactions through market		
	(iii) securities financing transactions		
	(iv) netting set (regarding netting of cross-product is allowed)		
3	Segregated initial margin		
4	Nonsegregated initial margin		
5	Prefunded default fund contribution	5,032	101
6	Unfunded default fund contribution		
7	**Total Exposure to Non-QCCP**		
8	Transaction involving exposure through nonQCCP (excluding initial margin and default fund contribution)		
	(i) OTC derivative		
	(ii) Derivative transactions through market		
	(iii) securities financing transactions		
	(iv) netting set (regarding netting of cross-product is allowed)		
9	Segregated initial margin		
10	Nonsegregated initial margin		
11	Prefunded default fund contribution		
12	Unfunded default fund contribution		
13	**Total Exposure to QCCP and Non-QCCP**	**5,032**	**101**

24.b. Credit Risk - Exposure Report Related to Transaction with CCP - Consolidated

(in million Rupiah)

		a	b
		Net Receivable (after Credit Conversion Factor and Credit Risk Mitigation Techniques)	RWA
1	**Total Exposure to QCCP**	**5,032**	**101**
2	Transaction involving exposure with QCCP (excluding initial margin and default fund contribution)		
	(i) OTC derivative		
	(ii) Derivative transactions through market		
	(iii) securities financing transactions		
	(iv) netting set (regarding netting of cross-product is allowed)		
3	Segregated initial margin		
4	Nonsegregated initial margin		
5	Prefunded default fund contribution	5,032	101
6	Unfunded default fund contribution		
7	Total Exposure to Non-QCCP		
8	Transaction involving exposure through nonQCCP (excluding initial margin and default fund contribution)		
	(i) OTC derivative		
	(ii) Derivative transactions through market		
	(iii) securities financing transactions		
	(iv) netting set (regarding netting of cross-product is allowed)		
9	Segregated initial margin		
10	Nonsegregated initial margin		
11	Prefunded default fund contribution		
12	Unfunded default fund contribution		
13	**Total Exposure to QCCP and Non-QCCP**	**5,032**	**101**

25. Credit Risk - Net Credit Derivative Claims (CCR6)

BCA has no exposure to net credit derivative receivables

26. Credit Risk - Qualitative Disclosure of Securitization Exposure (SECA)

BCA has no securitization exposure

27. Credit Risk - Securitization Exposure in the Banking Book (SEC1) - as of December 31, 2024

BCA has no exposure to securitization exposure in the banking book

28. Credit Risk - Securitization Exposure Components in the Trading Book (SEC2) - as of December 31, 2024

BCA has no exposure to securitization exposure in the trading book

29. Credit Risk - Securitization Exposure in the Banking Book and related to its Capital Requirements - Bank Acting as Originator or Sponsor (SEC3)

BCA does not act as the originator or sponsor of securitization exposure

30. Credit Risk - Securitization Exposure in the Banking Book and related to its Capital Requirements Bank Acting as Investor (SEC4) - as of December 31, 2024

BCA does not act as the investor of securitization exposure

31.a. Market Risk - Disclosure Using Standard Methods

(in million Rupiah)

No.	Type of Risk	As of December 31, 2024			
		Bank Only		Consolidated	
		Capital Charge	RWA	Capital Charge	RWA
1	General Interest Rate Risk	387,672	4,845,906	390,499	4,881,235
2	Credit Spread Risk	191,572	2,394,655	195,652	2,445,646
3	Exchange Rate Risk	94,513	1,181,408	55,604	695,053
4	Equity Risk	-	-	112,528	1,406,598
5	Commodities Risk	-	-	-	-
6	Default Risk Capital	9,646	120,580	32,337	404,215
7	Residual risk add-on	-	-	-	-
	CVA (Credit Valuation Adjustment)		16,602		17,230

31.b. Market Risk - Disclosure Using Standard Methods

(in million Rupiah)

No.	Type of Risk	As of December 31, 2023			
		Bank Only		Consolidated	
		Capital Charge	RWA	Capital Charge	RWA
1	Interest Rate Risk	97,061	1,213,263	115,526	1,444,081
	a. Specific Risk	8,059	100,740	10,124	126,547
	b. General Risk	89,002	1,112,523	105,403	1,317,534
2	Exchange Rate Risk	19,081	238,514	46,031	575,392
3	Capital Risk	-	-	83,293	1,041,157
4	Commodities Risk	-	-	-	-
5	Option Risk	-	-	-	-
	CVA (Credit Valuation Adjustment)		13,478		13,490

32.1a. Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank Individual - as of December 31, 2024

No.	Qualitative Disclosure
1.	Interest rate risk in the banking book (IRRBB) refers to the current or prospective risk to the bank's capital and earnings arising from interest rates movements in the market as opposed to the banking book positions. The IRRBB calculation uses two perspectives, namely the economic value perspective and earnings-based perspective. The intention is to identify risks more accurately and to carry out appropriate corrective actions.
2.	Presently, Bank does not have sufficient long-term financial resources to fund fixed-rate loans and banking book securities. Regarding these conditions, funding sources of fixed-rate loans and banking book securities is calculated from the Core Deposit. To mitigate risks, Bank has set nominal limits on fixed-rate loans and banking book securities, limits on IRRBB and pricing strategies.
3.	Measurements of IRRBB individual are carried out on a monthly basis by using two (2) methods as follows: a. measurement based on changes in economic value of equity, which measures the impact of changes in interest rates on the economic value of the Bank's equity (economic value perspective), and b. measurement based on changes in net interest income, which measures the impact of interest rate changes on earnings of the Bank (earnings-based perspective).
4.	Interest rate shock scenarios used by Bank in measuring IRRBB is in accordance with the standard interest rate shock scenarios, which is stated in the Financial Services Authority Circular Letter No.12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book for Commercial Banks. Economic Value of Equity (EVE) Methods use six (6) interest rate shock scenarios, as follows: 1) parallel shock up, 2) parallel shock down, 3) steepener shock (short rates down and long rates up), 4) flattener shock (short rates up and long rates down), 5) short rates shock up, 6) short rates shock down. Net Interest Income (NII) Methods use two (2) interest rate shock scenarios, as follows: 1) parallel shock up, 2) parallel shock down.
5.	EVE method calculates the cash flows of the principal amount and interest payments on the balance sheet positions that are sensitive to interest rates, which then discounted at the relevant interest rates. The Bank does not calculate a commercial margin and spread components in the cash flows. EVE calculation uses notional cash flows multiplied by the reference rate (base rate) on the transaction date and then discounted by the risk-free rate at the reporting date. The IRRBB calculation uses a Core deposit, which is part of a stable Non Maturity Deposit with a very small change in interest rates despite significant changes in interest rates in the market. Bank identifies core deposit and non-core deposits from stable funds (retail transactional, retail non-transactional and wholesale). Placement of core deposit cash flows carried out using uniform slotting on time-bucket over 1 (one) year with the length of period for each category refers to FSA Circular Letter No. 12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book (Interest Rate Risk in the Banking Book) for Commercial Banks. The methodology to estimate prepayment rate for loans and early withdrawal rate for time deposits uses historical data within a year. Bank performs add-on calculations for automatic interest rate options on a floating rate mortgage loan with embedded caps and a fixed rate loan commitment by using Black model. Bank measures IRRBB for significant currencies, IDR and USD. Bank uses the aggregation method by adding the potential loss values of each currencies for each identical shock scenario.
6.	As of Dec 31 2024, IRRBB (EVE method) for BCA as individual decreased by 0.63% compared to Jun 30 2024, from 7.16% to 6.53%. And for NII Method decreased by 2.24%, from 8.92% to 6.68%. This was caused by 10.85% increase in Tier 1 Capital, and 11.60% increase in Core Deposit over 1 year. Meanwhile, Repriced Assets over 1 year increased by 3.73%.

No.	Quantitative Disclosure
1.	Average repricing maturity applied for Non Maturity Deposit (NMD) is 4 years.
2.	The longest repricing maturity applied for Non Maturity Deposit (NMD) is 7 Years.

32.1b. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Individual

(Currency: Rupiah)

No.	(in million Rupiah)	Period of December 31, 2024			
		△ EVE		△ NII	
	Period	31 December 2024	30 June 2024	31 December 2024	30 June 2024
1	Parallel up	15,090,425	15,475,113	5,434,097	6,952,207
2	Parallel down	(14,001,354)	(15,263,111)	(5,263,376)	(6,792,024)
3	Steepener	(8,406,867)	(7,372,531)		
4	Flattener	11,346,546	10,408,076		
5	Short rate up	15,634,187	15,091,375		
6	Short rate down	(15,659,868)	(15,437,793)		
7	Maximum Negative Value (absolute)*	15,634,187	15,475,113	5,434,097	6,952,207
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	239,468,854	216,032,487	81,360,192	77,954,243
9	**Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)**	**6.53%**	**7.16%**	**6.68%**	**8.92%**

32.1b. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Individual

(Currency: USD)

No.	(in million Rupiah)	Period of December 31, 2024			
		△ EVE		△ NII	
	Period	31 December 2024	30 June 2024	31 December 2024	30 June 2024
1	Parallel up	(2,153,388)	(2,171,117)	(591,399)	(457,154)
2	Parallel down	2,377,215	2,402,298	591,421	457,193
3	Steepener	(382,360)	(421,887)		
4	Flattener	(115,760)	(80,641)		
5	Short rate up	(1,010,886)	(987,859)		
6	Short rate down	1,055,778	1,032,010		
7	Maximum Negative Value (absolute)*	2,377,215	2,402,298	591,421	457,193
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	239,468,854	216,032,487	81,360,192	77,954,243
9	**Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)**	**0.99%**	**1.11%**	**0.73%**	**0.59%**

32.1b. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Individual

Currency: (Rupiah &USD)

No.	(in million Rupiah)	Period of December 31, 2024			
		△ EVE		△ NII	
	Periode	31 December 2024	30 June 2024**	31 December 2024	30 June 2024**
1	Parallel up	15,090,425	15,475,113	5,434,097	6,952,207
2	Parallel down	2,377,215	2,402,298	591,421	457,193
3	Steepener	-	-		
4	Flattener	11,346,546	10,408,076		
5	Short rate up	15,634,187	15,091,375		
6	Short rate down	1,055,778	1,032,010		
7	Maximum Negative Value (absolute)*	15,634,187	15,475,113	5,434,097	6,952,207
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	239,468,854	216,032,487	81,360,192	77,954,243
9	**Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)**	**6.53%**	**7.16%**	**6.68%**	**8.92%**

Notes:
- Potential loss shown in positive values for each shock scenario.
* Maximum negative value is the maximum value of potential losses from all shock scenarios.
** The agregation method of Rupiah & USD for 30 Jun'24 follows the 31 Dec'24 method.

32.1c Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank Consolidated - as of December 31, 2024

No.	Qualitative Disclosure
1.	Interest rate risk in the banking book (IRRBB) refers to the current or prospective risk to the bank's capital and earnings arising from interest rates movements in the market as opposed to the banking book positions. The IRRBB calculation uses two perspectives, namely the economic value perspective and earnings-based perspective. The intention is to identify risks more accurately and to carry out appropriate corrective actions.
2.	Presently, Bank does not have sufficient long-term financial resources to fund fixed-rate loans and banking book securities. Regarding these conditions, funding sources of fixed-rate loans and banking book securities is calculated from the Core Deposit. To mitigate risks, Bank has set nominal limits on fixed-rate loans and banking book securities, limits on IRRBB and pricing strategies.
3.	Measurements of IRRBB consolidated are carried out on a semiannually basis by using two (2) methods as follows: a. measurement based on changes in economic value of equity, which measures the impact of changes in interest rates on the economic value of the Bank's equity (economic value perspective), and b. measurement based on changes in net interest income, which measures the impact of interest rate changes on earnings of the Bank (earnings-based perspective).
4.	Interest rate shock scenarios used by Bank in measuring IRRBB is in accordance with the standard interest rate shock scenarios, which is stated in the Financial Services Authority Circular Letter No.12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book for Commercial Banks. Economic Value of Equity (EVE) Methods use six (6) interest rate shock scenarios, as follows: 1) parallel shock up, 2) parallel shock down, 3) steepener shock (short rates down and long rates up), 4) flattener shock (short rates up and long rates down), 5) short rates shock up, 6) short rates shock down. Net Interest Income (NII) Methods use two (2) interest rate shock scenarios, as follows: 1) parallel shock up, 2) parallel shock down.
5.	EVE method calculates the cash flows of the principal amount and interest payments on the balance sheet positions that are sensitive to interest rates, which then discounted at the relevant interest rates. The Bank does not calculate a commercial margin and spread components in the cash flows. EVE calculation uses notional cash flows multiplied by the reference rate (base rate) on the transaction date and then discounted by the risk-free rate at the reporting date. The IRRBB calculation uses a Core deposit, which is part of a stable Non Maturity Deposit with a very small change in interest rates despite significant changes in interest rates in the market. Bank identifies core deposit and non-core deposits from stable funds (retail transactional, retail non-transactional and wholesale). Placement of core deposit cash flows carried out using uniform slotting on time-bucket over 1 (one) year with the length of period for each category refers to FSA Circular Letter No. 12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book (Interest Rate Risk in the Banking Book) for Commercial Banks. The methodology to estimate prepayment rate for loans and early withdrawal rate for time deposits uses historical data within a year. Bank performs add-on calculations for automatic interest rate options on a floating rate mortgage loan with embedded caps and a fixed rate loan commitment by using Black model. Bank measures IRRBB for significant currencies, IDR and USD. Bank uses the aggregation method by adding the potential loss values of each currencies for each identical shock scenario.
6.	As of Dec 31 2024, IRRBB (EVE method) for BCA as consolidated decreased by 0.81% compared to Jun 30 2024, from 7.60% to 6.79%. And for NII Method decreased by 2.08%, from 9.12% to 7.04%. The decrease for the EVE method was mainly caused by 9.86% increase in Tier 1 Capital and 11.59% increase in Core Deposit over 1 year. Meanwhile, Repriced Assets over 1 year increased by 3.51%.

No.	Quantitative Disclosure
1.	Average repricing maturity applied for Non Maturity Deposit (NMD) is 4 years.
2.	The longest repricing maturity applied for Non Maturity Deposit (NMD) is 7 Years.

32.1d. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Consolidated

(Currency: Rupiah)

No.	(in million Rupiah)	Period of December 31, 2024			
		△ EVE		△ NII	
	Period	31 December 2024	30 June 2024	31 December 2024	30 June 2024
1	Parallel up	17,342,852	17,661,822	5,922,933	7,395,341
2	Parallel down	(16,731,850)	(17,919,022)	(5,751,119)	(7,233,937)
3	Steepener	(8,091,700)	(7,084,950)		
4	Flattener	11,521,583	10,590,824		
5	Short rate up	16,828,340	16,263,500		
6	Short rate down	(16,923,795)	(16,677,730)		
7	Maximum Negative Value (absolute)*	17,342,852	17,661,822	5,922,933	7,395,341
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	255,235,401	232,321,451	84,101,347	81,067,853
9	**Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)**	**6.79%**	**7.60%**	**7.04%**	**9.12%**

32.1d. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Consolidated

(Currency: USD)

No.	(in million Rupiah)	Period of December 31, 2024			
		△ EVE		△ NII	
	Period	31 December 2024	30 June 2024	31 December 2024	30 June 2024
1	Parallel up	(2,153,081)	(2,160,039)	(598,523)	(467,046)
2	Parallel down	2,376,908	2,390,334	598,545	467,085
3	Steepener	(382,655)	(421,790)		
4	Flattener	(115,396)	(78,170)		
5	Short rate up	(1,010,430)	(981,020)		
6	Short rate down	1,055,322	1,024,914		
7	Maximum Negative Value (absolute)*	2,376,908	2,390,334	598,545	467,085
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	255,235,401	232,321,451	84,101,347	81,067,853
9	**Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)**	**0.93%**	**1.03%**	**0.71%**	**0.58%**

32.1d. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Consolidated

Currency: (Rupiah &USD)

No.	(in million Rupiah)	Period of December 31, 2024			
		△ EVE		△ NII	
	Period	31 December 2024	30 June 2024**	31 December 2024	30 June 2024**
1	Parallel up	17,342,852	17,661,822	5,922,933	7,395,341
2	Parallel down	2,376,908	2,390,334	598,545	467,085
3	Steepener	-	-		
4	Flattener	11,521,583	10,590,824		
5	Short rate up	16,828,340	16,263,500		
6	Short rate down	1,055,322	1,024,914		
7	Maximum Negative Value (absolute)*	17,342,852	17,661,822	5,922,933	7,395,341
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	255,235,401	232,321,451	84,101,347	81,067,853
9	**Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)**	**6.79%**	**7.60%**	**7.04%**	**9.12%**

Notes:
- Potential loss shown in positive values for each shock scenario.
* Maximum negative value is the maximum value of potential losses from all shock scenarios.
** The aggregation method of Rupiah & USD for 30 Jun'24 follows the 31 Dec'24 method.

33. Report on Calculation for Quarterly Liquidity Coverage Ratio

No.	Components	BANK ONLY	
		Outstanding balance at end Quarter IV 2024	
		Outstanding commitment, and liabilities/contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate
1	Total data used in LCR calculation		63 days
HIGH QUALITY LIQUID ASSET (HQLA)			
2	Total High Quality Liquid Asset (HQLA)		443,878,218
CASH OUTFLOW			
3	Retail deposits and deposits from Micro and Small Business customers, consist of:	860,643,549	51,825,436
	a. Stable deposit/funding	684,778,376	34,238,919
	b. Less stable deposit/funding	175,865,173	17,586,517
4	Wholesale funding, consist of:	254,296,679	63,974,136
	a. Operational deposit	225,134,367	51,997,650
	b. Non operational deposit and/or other non operational liabilities	29,162,312	11,976,486
	c. Marketable securities issued by bank (unsecured debt)	-	-
5	Secured Funding		-
6	Other cash outflow (additional requirement), consist of:	458,813,680	56,401,876
	a. cash outflow from derivative transaction	19,518,758	19,518,758
	b. cash outflow from additional liquidity requirement	-	-
	c. cash outflow from liquidation of funding	-	-
	d. cash outflow from disbursement of loan commitment and liquidity facilities	310,428,254	33,385,819
	e. cash outflow from other contractual liabilities related to placement of funds	-	-
	f. cash outflow from other funding related contingencies liabilities	126,915,466	1,546,098
	g. other contractual cash outflow	1,951,202	1,951,202
7	**TOTAL CASH OUTFLOW**		**172,201,448**
CASH INFLOW			
8	Secured lending	-	-
9	Inflows from fully performing exposures	31,425,331	15,168,255
10	Other cash inflow	19,612,180	19,612,180
11	**TOTAL CASH INFLOW**	51,037,511	**34,780,435**
			TOTAL ADJUSTED VALUE[1]
12	**TOTAL HQLA**		**443,878,218**
13	**TOTAL NET CASH OUTFLOWS**		**137,421,013**
14	**LCR (%)**		**323.01%**

Information:
[1] Adjusted values are calculated after the imposition of a reduction in value (haircut), run-off rate, and inflow rate as well as the maximum limit for HQLA components, for example the maximum limit for HQLA Level 2B and HQLA Level 2 and the maximum limit of cash inflows can be taken into account in LCR.

The outstanding value of Quarter IV 2024 is the average LCR during the working days of Oct 2024 to Dec 2024 (63 data points), while Quarter III 2024 is the average LCR during the working days of Jul 2024 to Sep 2024 (65 data points).

The calculation of the Liquidity Coverage Ratio above is made based on POJK No. 42/POJK.03/2015 concerning the Obligation to Fulfill the Liquidity Adequacy Ratio (Liquidity Coverage Ratio) for Commercial Banks and its amendments, POJK No. 19 of 2024 and POJK No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports and is presented in accordance with SE OJK No. 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.

(in million Rupiah)

	CONSOLIDATED					
	Outstanding balance at end Quarter III 2024		Outstanding balance at end Quarter IV 2024		Outstanding balance at end Quarter III 2024	
	Outstanding commitment and liabilities/ contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate	Outstanding commitment and liabilities/ contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate	Outstanding commitment and liabilities/ contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate
		65 days		63 days		65 days
		457,614,652		455,814,631		469,404,999
	860,706,658	52,556,633	878,678,123	53,124,918	878,285,751	53,834,290
	670,280,644	33,514,032	694,857,884	34,742,894	679,885,705	33,994,285
	190,426,014	19,042,601	183,820,239	18,382,024	198,400,046	19,840,005
	249,796,021	63,389,811	258,761,964	65,976,906	253,471,229	64,955,024
	220,171,538	51,214,776	226,412,901	52,296,319	221,290,780	51,481,571
	29,624,483	12,175,035	32,349,063	13,680,587	32,180,449	13,473,453
	-	-	-	-	-	-
		-		-		-
	463,818,806	55,680,111	462,114,835	57,030,786	466,079,552	56,117,433
	18,881,378	18,881,378	19,518,758	19,518,758	18,881,378	18,881,378
	-	-	-	-	-	-
	-	-	-	-	-	-
	311,417,834	33,919,306	312,003,236	33,566,968	312,090,854	34,008,021
	-	-	-	-	-	-
	132,169,594	1,529,427	128,197,979	1,550,198	133,412,960	1,533,674
	1,350,000	1,350,000	2,394,863	2,394,863	1,694,360	1,694,360
		171,626,555		**176,132,610**		**174,906,747**
	-	-	1,796	1,796	1,732	1,732
	33,116,834	15,725,088	35,990,277	18,143,051	37,153,721	18,356,916
	19,269,757	19,269,757	19,612,180	19,612,180	19,269,757	19,269,757
	52,386,591	**34,994,845**	55,604,253	**37,757,026**	56,425,210	**37,628,405**
		TOTAL ADJUSTED VALUE[1]		**TOTAL ADJUSTED VALUE[1]**		**TOTAL ADJUSTED VALUE[1]**
		457,614,652		**455,814,631**		**469,404,999**
		136,631,710		**138,375,584**		**137,278,342**
		334.93%		**329.40%**		**341.94%**

Quarterly Liquidity Coverage Ratio (LCR) Report

Analysis for Bank Only
• The calculation of BCA's Liquidity Coverage Ratio (Bank Only) for Quarter IV 2024 is based on the average daily position from October 2024 until December 2024. Meanwhile, the calculation for Quarter III 2024 is based on the average daily position from July 2024 until September 2024, respectively.
• BCA's Liquidity Coverage Ratio (Bank Only) for Quarter IV 2024 decreased by 11.92%, from 334.93% (Quarter III 2024) to 323.01% (Quarter IV 2024). Such decrease in ratio was particularly due to a decrease in weighted value of HQLA by 3.00% (Rp13.74 trillion) and an increase in Net Cash Outflow (NCO) after run-off by 0.58% (Rp0.79 trillion). The decrease in HQLA was particularly driven by the decrease in HQLA securities amounted to Rp10.15 trillion, the decrease in placement with BI amounted to Rp5.53 trillion, and the increase in Coins and Banknotes amounted to Rp1.18 trillion. Meanwhile, the increase in NCO after run-off was mainly caused by the increased in other contractual cash outflow (ex: dividends and borrowing) amounted to Rp0.60 trillion, the decreased in inflows from fully performing exposures ≤ 30 days amounted to Rp0.56 trillion, and the decreased in unused loan facilities amounted to Rp0.53 trillion.
• In terms of composition, BCA's HQLA for Quarter IV 2024 is comprised of Level 1 HQLA of 97.67%; Level 2A HQLA of 1.59%; and level 2B HQLA of 0.74%. Of the total Level 1 HQLA, the proportion was dominated by marketable securities issued by the Indonesian government and BI of 78.86% and placement with Bank Indonesia of 16.44%, respectively.
• BCA's third party deposits composition during Quarter IV 2024 was mainly contributed by CASA at around 82.35%. The composition can be seen on the Table 1 below:

Table 1. BCA's funding composition (Bank Only) during Quarter IV 2024.

Type of funding (Rp & FCY)	Composition
Current Account	32.86%
Saving Account	49.49%
CASA	**82.35%**
Time Deposit	**17.65%**
Total	**100.00%**

- BCA's derivative exposure mainly came from FX Swap Buy-Sell USD transactions by an average of USD182.50 million.
- In managing its liquidity, the Bank has properly identified, measured, monitored and controlled its liquidity risk. Apart from the LCR ratio, the Bank also monitors condition and sufficiency of liquidity through cash flow projection report, NSFR report and other liquidity ratios. The Bank has established a limit, early warning indicators, contingency funding plan and recovery plan related to liquidity risk.

Quarterly Liquidity Coverage Ratio Report

Analysis on a Consolidated Basis
• The calculation of BCA's Liquidity Coverage Ratio (Consolidated) for Quarter IV 2024 is based on the average daily position from October 2024 until December 2024. Meanwhile, the calculation for Quarter III 2024 is based on the average daily position from July 2024 until September 2024.
• BCA's Liquidity Coverage Ratio (Consolidated) for Quarter IV 2024 decreased by 12.54%, from 341.94% (Quarter III 2024) to 329.40% (Quarter IV 2024). Such decrease in ratio was particularly due to a decrease in HQLA by 2.90% (Rp13.59 trillion) and an increase in weighted value of Net Cash Outflow (NCO) after run-off by 0.80% (Rp1.10 trillion). The decrease in HQLA was particularly driven by the decrease in HQLA securities amounted to Rp10.03 trillion, the decrease in placement with BI amounted to Rp5.55 trillion, and the increase in Coins and Banknotes amounted to Rp1.18 trillion. Meanwhile, the increase in NCO after run-off was mainly caused by the increased in other contractual cash outflow (ex: dividends and borrowing) amounted to Rp0.70 trillion, the increased in funding from retail, micro and small businesses, as well as corporate customers amounted to Rp0.31 trillion, the decreased in inflows from fully performing exposures ≤ 30 days amounted to Rp0.21 trillion.
• In terms of composition, BCA's HQLA for Quarter IV 2024 is comprised of Level 1 HQLA of 97.19%; Level 2A HQLA of 1.98%; and Level 2B HQLA of 0.83%. Of the total HQLA Level 1, the proportion was dominated by marketable securities issued by the Indonesian government and BI of 78.96% and placement with Bank Indonesia of 16.44%, respectively.
• BCA's third party deposits composition during Quarter IV 2024 was mainly contributed by CASA at around 81.50%. The composition can be seen on the Table 2 below:

Table 2. BCA's Funding Composition (Consolidated) for Quarter IV 2024.

Type of funding (Rp & FCY)	Composition
Current Account	32.36%
Saving Account	49.14%
CASA	**81.50%**
Time Deposit	**18.50%**
Total	**100.00%**

- BCA's derivative exposure mainly came from FX Swap Buy-Sell USD transactions by an average of USD182.50 million.
- In managing its liquidity, the Bank has properly identified, measured, monitored and controlled its liquidity risk. Apart from the LCR ratio, the Bank also monitors condition and sufficiency of liquidity through cash flow projection report, NSFR report and other liquidity ratios. The Bank has established a limit, early warning indicators, contingency funding plan and recovery plan related to liquidity risk.

34.a. Net Stable Funding Ratio (NSFR) (Individu)

A. NSFR CALCULATION

	ASF Component	Reporting Position (September 2024)			
		Carrying Value Based on Residual Maturity			
		Non-specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
1	Capital				
2	Regulatory Capital as per POJK KPMM	256,642,240	-	-	
3	Other capital instruments	-	-	-	
4	Retail deposits and deposits from micro and small business customers:				
5	Stable Deposits	524,042,177	162,677,486	-	
6	Less Stable Deposits	172,230,256	5,104,872	-	
7	Wholesale Funding:				
8	Operational deposits	213,355,914	-	-	
9	Other wholesale funding	341,943	30,459,974	-	
10	Liabilities with matching interdependent assets	-	-	-	
11	Other liabilities and equity:				
12	NSFR derivative liabilities		-	-	
13	All other liabilities and equity not included in the above categories	41,020	32,489,775	283,151	
14	**TOTAL ASF**				

(in million Rupiah)

		Weighted Value	Reporting Position (December 2024)				Weighted Value
			Carrying Value Based on Residual Maturity				
	≥ 1 Year		Non-specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
	137,500	256,779,740	264,429,302	-	-	115,750	264,545,052
	-	-	-	-	-	-	-
	-	652,383,680	538,346,260	154,823,698	-	-	658,511,460
	-	159,601,615	155,192,761	12,485,765	-	-	150,910,673
	-	106,677,957	223,234,686	-	-	-	111,617,343
	-	14,291,625	404,739	29,493,301	-	-	13,715,475
	-	-	-	-	-	-	-
	-			35,415	-	-	
	32,304	173,880	85,144	34,679,515	330,199	12,419	177,518
		1,189,908,497					**1,199,477,521**

34.a. Net Stable Funding Ratio (NSFR) (Individu)

	RSF Component	Reporting Position (September 2024)			
		Carrying Value Based on Residual Maturity			
		Non-specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
15	Total NSFR HQLA				
16	Deposits held at other financial institutions for operational purposes	4,871,310	-	-	
17	Performing loans and securities				
18	To financial institutions secured by Level 1 HQLA	-	1,354,598	-	
19	To financial institutions secured by non-Level 1 HQLA and unsecured performing loans to financial institutions	-	34,480,844	3,981,470	
20	To non- financial corporate clients, retail and small business customers, government of Indonesia, other sovereigns, Bank Indonesia, other central banks and pubic service entities, of which:	-	170,772,979	122,296,781	
21	Meet a risk weight of less than or equal to 35% under SE OJK ATMR for credit risk	-	37,500	488,305	
22	Unpledged residential mortgages, of which:	-	9,807	27,988	
23	Meet a risk weight of less than or equal to 35% under SE OJK ATMR for credit risk	-	288,257	987,621	
24	Securities that are unpledged, not in default and do not qualify as HQLA, including exchange-traded equities	-	23,649,870	948,269	
25	Assets with matching interdependent liabilities	-	-	-	
26	Other assets:				
27	Physical traded commodities, including gold	-			
28	Cash, securities and other assets posted as initial margin for derivative contracts or contributions to default funds of central counterparty (CCPs)				
29	NSFR derivative assets				
30	20% NSFR derivative liabilities before deduction of variation margin posted				
31	All other assets not included in the above categories	16,204	41,616,419	968,650	
32	Off-balance sheet items				
33	**TOTAL RSF**				
34	**Net Stable Funding Ratio (%)**				

(in million Rupiah)

		Weighted Value	Reporting Position (December 2024)				Weighted Value
			Carrying Value Based on Residual Maturity				
	≥ 1 Year		Non-specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
		20,208,270					19,636,348
	-	2,435,655	4,020,259	-	-	-	2,010,130
	-	135,460	-	815,041	-	-	81,504
	41,249,694	48,412,555	-	24,942,775	16,168,042	36,855,495	48,680,932
	381,877,953	471,131,140	-	181,121,012	126,482,722	411,801,909	503,833,490
	11,272,591	7,590,087	-	821	450,000	11,233,922	7,527,460
	1,182,891	1,024,355	-	9,598	31,243	1,366,972	1,182,347
	72,389,661	47,691,219	-	342,937	1,039,915	73,754,818	48,632,058
	9,637,625	20,491,051	-	24,061,856	5,954,998	5,305,658	19,518,236
	-	-	-	-	-	-	-
		-					
		-	-				-
	-	-				-	-
	830	830				-	-
	-					7,083	7,083
	55,443,917	98,045,190	12,747	44,550,986	912,981	55,472,714	100,949,428
	427,654,442	16,432,341				447,829,590	17,561,702
		733,598,151					**769,620,718**
		162.20%					**155.85%**

34.b. Net Stable Funding Ratio (NSFR) (Consolidated)

	ASF Component	Reporting Position (September 2024)			
		Carrying Value Based on Residual Maturity			
		Non-specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
1	Capital				
2	Regulatory Capital as per POJK KPMM	266,204,997	-	-	
3	Other capital instruments	-	-	-	
4	Retail deposits and deposits from micro and small business customers:				
5	Stable Deposits	526,650,525	162,734,607	-	
6	Less Stable Deposits	172,446,628	9,353,451	-	
7	Wholesale Funding:				
8	Operational deposits	219,394,078	-	-	
9	Other wholesale funding	353,241	40,467,190	76,296	
10	Liabilities with matching interdependent assets	-	-	-	
11	Other liabilities and equity:				
12	NSFR derivative liabilities		-	-	
13	All other liabilities and equity not included in the above categories	157,927	26,608,618	283,151	
14	**TOTAL ASF**				

(in million Rupiah)

		Weighted Value	Reporting Position (December 2024)				Weighted Value
			Carrying Value Based on Residual Maturity				
	≥ 1 Year		Non-specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
	137,500	266,342,497	273,329,336	-	-	115,750	273,445,086
	-	-	-	-	-	-	-
	-	654,915,875	541,081,422	154,878,256	-	-	661,161,694
	-	163,620,071	155,419,066	16,672,018	-	-	154,881,975
	-	109,697,039	230,673,687	-	-	-	115,336,844
	324,199	18,873,465	419,989	41,517,962	43,785	266,519	18,451,379
	-	-	-	-	-	-	-
	-			-	-	-	
	218,240	476,546	198,195	25,970,403	330,199	12,419	290,569
		1,213,925,492					**1,223,567,547**

34.b. Net Stable Funding Ratio (NSFR) (Consolidated)

	RSF Component	Reporting Position (September 2024)			
		Carrying Value Based on Residual Maturity			
		Non-specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
15	Total NSFR HQLA				
16	Deposits held at other financial institutions for operational purposes	4,889,296	-	-	
17	Performing loans and securities				
18	To financial institutions secured by Level 1 HQLA	-	1,611,229	-	
19	To financial institutions secured by non-Level 1 HQLA and unsecured performing loans to financial institutions	22,734	37,426,389	4,082,648	
20	To non- financial corporate clients, retail and small business customers, government of Indonesia, other sovereigns, Bank Indonesia, other central banks and pubic service entities, of which:	-	172,225,887	126,657,082	
21	Meet a risk weight of less than or equal to 35% under SE OJK ATMR for credit risk	-	37,500	488,305	
22	Unpledged residential mortgages, of which:	-	45,552	31,085	
23	Meet a risk weight of less than or equal to 35% under SE OJK ATMR for credit risk	-	288,257	987,621	
24	Securities that are unpledged, not in default and do not qualify as HQLA, including exchange-traded equities	-	24,720,358	1,178,993	
25	Assets with matching interdependent liabilities	-	-	-	
26	Other assets:				
27	Physical traded commodities, including gold	-			
28	Cash, securities and other assets posted as initial margin for derivative contracts or contributions to default funds of central counterparty (CCPs)				
29	NSFR derivative assets				
30	20% NSFR derivative liabilities before deduction of variation margin posted				
31	All other assets not included in the above categories	16,207	35,707,420	990,283	
32	Off-balance sheet items				
33	**TOTAL RSF**				
34	**Net Stable Funding Ratio (%)**				

(in million Rupiah)

		Weighted Value	Reporting Position (December 2024)				Weighted Value
			Carrying Value Based on Residual Maturity				
	≥ 1 Year		Non-specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
		21,202,186					20,822,467
	-	2,444,648	4,096,777	-	-	-	2,048,389
	-	161,123	-	1,366,282	-	-	136,628
	41,651,554	49,310,247	-	27,687,000	16,269,402	37,771,356	50,059,107
	397,572,076	487,377,749	-	183,493,537	129,511,361	428,224,950	520,493,656
	11,272,591	7,590,087	-	821	450,000	11,233,922	7,527,460
	2,351,755	2,037,310	-	38,930	36,174	2,679,048	2,314,743
	72,389,661	47,691,219	-	342,937	1,039,915	73,754,818	48,632,058
	10,366,659	21,761,336	-	25,670,957	6,169,998	6,242,379	21,226,500
	-	-	-	-	-	-	-
		-	-				-
	-	-				-	-
	830	830				-	-
						-	-
	49,464,100	86,178,010	12,747	36,242,344	930,017	49,620,327	86,805,435
	429,876,572	16,477,645				450,823,120	17,663,638
		742,232,389					**777,730,080**
		163.55%					**157.33%**

B. QUALITATIVE ASSESSMENT ON NSFR

Analysis on Bank Only Financial Statement

- Based on the calculation, the value of Net Stable Funding Ratio (NSFR) – Bank Only as of 31 Dec 2024 decreased by 6.35% when compared to the period of 30 Sep 2024; namely from 162.20% (as of 30 Sep'24) to 155.85% (as of 31 Dec'24). The decrease in the NSFR value was due to the increase in the Required Stable Funding (RSF) component of 4.91% (Rp36.02 trillion) which was greater than the increase in the Available Stable Funding (ASF) component of 0.80% (Rp9.57 trillion). The increase in the RSF component was mainly due to the increase in loans classified as current and under special mention (performing loans) and securities not in default amounting to Rp32.98 trillion and the increase in other assets amounting to Rp2.91 trillion. Meanwhile, the increase in the ASF component was mainly due to the increase in the regulatory capital of Rp7.77 trillion and the increase in weighted value of deposits provided by retail customers and funding provided by micro and small business customers as well as wholesale funding of Rp1.80 trillion.
- The NSFR ratio of BCA on an individual basis currently meets the minimum requirement of 100%. It was supported by a fairly large composition of stable funds (62.31%). The composition of Third Party Funds and Bank Funds can be seen in Table 1 below.

Table 1. Composition of Third Party Funds and Bank Funds - Bank Only as of Des 31, 2024.

Categories		%
Stable Funds	1. Retail	
	a. Fully covered and transactional	40.42%
	b. Fully covered, non-transactional and related	13.60%
	2. MSME	
	a. Fully covered and transactional	7.97%
	b. Fully covered, non-transactional and related	0.32%
	Total Stable Funds	**62.31%**
Unstable Fund	1. Retail	13.70%
	2. MSME	1.37%
	Total Unstable Funds	**15.07%**
	Total Operational Deposits	**20.06%**
	Total Non-Operational Deposits	**2.56%**
	Total Third Party Funds and Bank Funds	**100.00%**

B. QUALITATIVE ASSESSMENT ON NSFR

Analysis on Consolidated Financial Statement

- Based on the calculation, the value of Net Stable Funding Ratio (NSFR) - Consolidated as of 31 Dec 2024 decreased by 6.22% when compared to the period of 30 Sep 2024; namely from 163.55% (as of 30 Sep'24) to 157.33% (as of 31 Dec'24). The decrease in the NSFR value was due to the increase in the Required Stable Funding (RSF) component of 4.78% (Rp35.50 trillion) which was greater than the increase in the Available Stable Funding (ASF) component of 0.79% (Rp9.64 trillion). The increase in the RSF component was mainly due to the increase in loans classified as current and under special mention (performing loans) and securities amounting to Rp34.46 trillion and the increase in other assets of Rp0.63 trillion. Meanwhile, the increase in the ASF component was mainly due to the increase in the regulatory capital of Rp7.10 trillion and the increase in weighted value of deposits provided by retail customers and funding provided by micro and small business customers as well as wholesale funding of Rp2.73 trillion.
- The NSFR ratio of BCA on a consolidated basis currently meets the minimum requirement of 100%. It was supported by a fairly large composition of stable funds (61.19%). The composition of Third Party Funds and Bank Funds can be seen in Table 1 below.

Table 1. Composition of Third Party Funds, Revenue Sharing Investment Funds, and Bank Funds - Consolidated as of Dec 31, 2024

Categories		%
Stable Funds	1. Retail	
	a. Fully covered and transactional	39.74%
	b. Fully covered, non-transactional and related	13.31%
	2. MSME	
	a. Fully covered and transactional	7.83%
	b. Fully covered, non-transactional and related	0.31%
	Total Stable Funds	**61.19%**
Unstable Fund	1. Retail	13.71%
	2. MSME	1.42%
	Total Unstable Funds	**15.13%**
	Total Operational Deposits	**20.28%**
	Total Non-Operational Deposits	**3.40%**
	Total Third Party Funds and Bank Funds	**100.00%**

35. Report On Asset Encumbrance - ENC - as of December 31, 2024

		Bank Only		
		a	b	
		Encumbered Asset	Asset placed or pledged to Central Bank but yet to be used to create liquidity	
1	Level 1 HQLA			
	a. Cash and Cash equivalent	-	-	
	b. Placement with Bank Indonesia:			
	- Current account	-	-	
	- Fine Tune Operation	-	-	
	- Deposit Facility	-	-	
	c. Bank Indonesia Marketable Securities	-	-	
	d. Bank Indonesia Rupiah Securities	-	-	
	e. Bank Indonesia Forex Securities	-	-	
	f. Bank Indonesia Sharia Bond	-	-	
	g. Reverse Repo (backed by HQLA Level 1)	-	-	
	h. Government Bonds (Rupiah)	-	53,480,984	
	i. Government Bonds (Foreign currencies)	-	-	
	j. UST - Bond	-	-	
2	HQLA Level 2A	-	-	
3	HQLA Level 2B	-	-	
	TOTAL HQLA	**-**	**53,480,984**	

Qualitative Analysis
• Encumbered assets are bank assets restricted, both legally and contractually by the Bank, for supporting liquidity under stress conditions. Encumbered assets do not include assets being placed with or pledged to Bank Indonesia but yet to be used to create liquidity, as stipulated by the POJK on Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks.
• Unencumbered assets are assets that qualify as High Quality Liquid Asset (HQLA) as stipulated by the POJK on Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks.
• Referring to the explanation of POJK No 42/POJK.03/2015 on Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks, article 9, sub-article (3) letter a, an example of encumbered assets placed with or pledged to Bank Indonesia, but yet to be used to create liquidity, is the secondary statutory reserves (now known as the Macroprudential Liquidity Buffer).
• As 31 December 2024, BCA (both bank only and consolidated) did not have any HQLA position categorized as encumbered assets.

(in million Rupiah)

			Consolidated			
	c	d	a	b	c	d
	Unencumbered asset	Total	Encumbered Asset	Asset placed or pledged to Central Bank but yet to be used to create liquidity	Unencumbered asset	Total
	29,285,818	29,285,818	-	-	29,315,815	29,315,815
	35,165,855	35,165,855	-	-	36,408,143	36,408,143
	4,104,225	4,104,225	-	-	4,104,225	4,104,225
	3,999,417	3,999,417	-	-	4,542,314	4,542,314
	-	-	-	-	-	-
	92,095,315	92,095,315	-	-	94,827,724	94,827,724
	1,068,618	1,068,618	-	-	1,068,618	1,068,618
	-	-	-	-	1,050,752	1,050,752
	862,850	862,850	-	-	1,414,090	1,414,090
	175,177,330	228,658,314	-	54,435,581	178,523,729	232,959,310
	7,631,532	7,631,532	-	-	7,631,532	7,631,532
	1,284,523	1,284,523	-	-	1,284,523	1,284,523
	8,741,256	8,741,256	-	-	10,086,786	10,086,786
	6,614,428	6,614,428	-	-	8,010,365	8,010,365
	366,316,671	**419,797,655**	**-**	**54,435,581**	**379,077,019**	**433,512,600**

INDIVIDUAL CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL

Form D1:Historical Loss Data Report

No.	Business Indicator (BI) and component BI	T	T-1	T-2	
	Minimum limit of an operational loss event of Rp300,000,000.00 (three hundred million Rupiahs) or more				
1.	Total net operating loss after calculating the recovery value (without exception)	-	-	-	
2.	Total occurrence of operational risk loss	-	-	-	
3.	Total excluded operational risk loss	-	-	-	
4.	Total occurrence of excluded operational risk loss	-	-	-	
5.	Total net operating loss after calculating the recovery value and excluded operational risk losses	-	-	-	
	Minimum limit of an operational loss event of Rp1,500,000,000.00 (one billion five hundred million Rupiahs) or more				
6.	Total net operating loss after calculating the recovery value (without exception)	42,715	1,832	0,07	
7.	Total occurrence of operational risk loss	7	1	-	
8.	Total excluded operational risk loss	-	-	-	
9.	Total occurrence of excluded operational risk loss	-	-	-	
10.	Total net operating loss after calculating the recovery value and excluded operational risk losses	42,715	1,832	0,07	
	Details of capital calculation for operational risks				
11.	Are losses used in calculating the Internal Loss Multiplier (ILM)? (Yes/No)	Yes			
12.	If line 11 answer is 'No', is the internal loss data not use because of a discrepancy of the minimum standards for loss data? (Yes/No)	No			
13.	Threshold used in calculating capital for operational risks (in Rupiah full amount)	1,500,000,000			
14.	Other information (if any)	Optional			

	T-3	T-4	T-5	T-6	T-7	T-8	T-9	Average 10 Years
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	96,043	13,143	88	41,767	16,486	63,374	-	30,605
	3	6	1	4	2	1	-	3
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	96,043	13,143	88	41,767	16,486	63,374	-	30,605

INDIVIDUAL CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL

Form D3: Business Indicator Detailed Report

No.	Business Indicator (BI) and Component BI	T	T-1	T-2
1.	Interest, Rent and Dividend Components	30,147,200		
1a.	Interest Income	82,110,428	68,103,869	62,039,167
1b.	Interest Expense	9,812,313	6,212,171	7,832,564
1c.	Earning Assets	1,333,369,009	1,256,127,958	1,178,464,483
1d.	Dividend Income	1,914,400	1,702,184	2,045,885
2.	Services Components	16,203,943		
2a.	Fees and Commission Income	16,884,778	16,522,759	14,568,393
2b.	Fees and Commission Expenses	252,533	350,702	313,103
2c.	Other Operating Income	64,286	111,112	50,113
2d.	Other Operating Expenses	171,418	237,009	227,472
3.	Financial Components	2,317,273		
3a.	Net Profit Loss Trading Book	1,461,667	1,004,971	1,883,343
3b.	Net Profit Loss Banking Book	125,944	1,993,618	482,277
4.	Business Indicator (BI)	48,668,416		
5.	Business Indicator Components (BIC)	6,850,262		
	Business Indicator Disclosure			
6a.	Total BI including divested activities	48,668,416		
6b.	BI reduction due to the exclusion of divested activities	0.00		
7.	Additional information	Optional		

INDIVIDUAL CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL

Form D5: RWA Calculation Report for Operational Risk using Standard Approach

No.	Details	T
1.	Business Indicator Components (BIC)	6,850,262
2.	Internal Loss Multiplier Factor (ILM)	0.6
3.	Operational Risk Minimum Capital (ROC)	4,152,240
4.	RWA for Operational Risks	51,903,001

Risk Management Implementation Report for Operational Risk - Individual

1 Explanation of regulations, policies, and/or guidelines related to Operational Risk management.

In implementing operational risk management, the Bank implements several policies, including:
- Operational Risk Management Policy.
- Risk Management Basic Policy for The Use of Information Technology.
- Information Technology Management Policy.
- Cyber Security Risk Management Policy.
- Information Security Policy.
- Policy for Issuing Products/Activities and Provision of Supporting Information Technology Systems.
- Risk Exposure Assessment in Development of Bank Product Policy.
- Business Continuity Plan Policy.

The Bank also has regulations, procedures, and manuals that are derived from operational risk management policies. These regulations are regularly reviewed to ensure compliance with applicable regulatory requirements, the development of Basel Accord implementation, prudential banking principles, and other international best practices to ensure that operational risks are effectively mitigated.

2 Explanation of the structure and organization of management and control functions related to Operational Risk.

The role and responsibility of the Bank in managing operational risk refers to The Principles of the Three Lines Model with the following organizational structure:

Organizational Structure	Authority/Responsibility
Board of Commissioners and Directors	Ensuring the application of risk management is adequate in correspondence with the Bank's characteristics, complexity, and risk profile, as well as having a good understanding of the type and level of risks that are inherent in the Bank's business activities.
Risk Management Committee	Ensuring the risk management framework provides adequate protection against the risks faced by the Bank.
Risk Oversight Committee	Assist the Board of Commissioners in carrying out risk oversight responsibilities to ensure that the risk management framework provides adequate protection against all Bank risks.
Risk Management Division (MRK)	Ensuring the Bank to properly mitigates risks through identification, measurement, monitoring, control, and reporting in correspondence with the risk management framework, and capable of addressing emergency situations that threaten the Bank's business continuity.
Anti Fraud Bureau	Strengthening the Bank's internal control system through the implementation of anti fraud strategies.
Operation Strategy & Development Group	Assessing, drafting, and ensuring policies and operational procedures, as well as services, are developed while considering business and operational needs, compliance with regulators and other relevant institutions, risk management and controls, and disseminating them to branches or related work units to be easily understood and implemented effectively and efficiently.
Strategic Information Technology Group - Information Technology Security Group	Developing preventive measures to protect and secure the Bank's information assets and information technology infrastructure from various technological crimes (cybercrime) includes monitoring and testing the Bank's cyber resilience.
Working Unit (business units and supporting unit)	Risk owner who is responsible for day-to-day operational risk management and reports problems and operational risk incidents to MRK.
Internal Audit Division	Review and assess the adequacy and effectiveness of the Bank's risk management, internal control and governance processes.

3 Explanation of the measurement system for Operational Risk (including the system and data used to calculate Operational Risk in order to estimate the burden of capital charges for Operational Risk).

Operational risk is measured by examining the magnitude of the impact, the level of likelihood of occuring risk, and the level of control applied to obtain an overview of the Bank's operational risk profile and determine the priority of mitigation actions for existing risks. The operational risk measurement system is periodically reviewed to ensure the suitability of assumptions, accuracy, appropriateness, and data integrity, as well as the procedures used to measure operational risk.

The Bank has referred to SE OJK No. 6/SEOJK.03/2020 regarding the Calculation of Operational Risk Weighted Asset Using Standardized Approach for Commercial Banks (SE OJK RWA). The data used in this calculation includes Business Indicator. Components and Operational Risk Loss Data. The Bank has procedures for identifying, collecting, and handling operational risk loss data so that the data has good quality to be used in calculating operational risk capital charges that are appropriate/reflect the Bank's operational loss exposure.

Risk Management Implementation Report for Operational Risk - Individual

Furthermore, the Bank has supporting operational risk management infrastructure in the form of the ORMIS application, which can support three activities, namely:

- Risk and Control Self Assessment (RCSA)
  RCSA serves as a tool for Risk Owners to identify, measure, monitor, and control risks with the aim of increasing risk awareness culture in managing operational risks within each employee in carrying out daily activities. RCSA is carried out routinely once a year.
- Loss Event Database (LED)
  LED is used to administer and analyze operational events that have occurred and caused losses to the Bank. LED also as an operational risk loss database to calculate the capital expenses from operational risk losses and a means to monitor operational events that require follow-up.
- Key Risk Indicator (KRI)
  KRI aims to provide an early warning sign to authorized officials of increasing operational risk indications in a working unit and serves as a data source to identify processes, procedures, and controls that require attention.

4 Explanation of the scope and main coverage of the reporting framework for Operational Risk for executive officers and Directors of the Bank.

As part of the active supervision of operational risks by the Board of Commissioners and/or the Board of Directors, the following reports are provided:

1. Routine reports (periodic):
   - Operational Risk Exposure Report.
   - Operational Risk Profile Report.
   - Operational Risk Management Implementation Report.
2. Incidental report:
   Reports of operational risk analysis from incidental policy changes, system, and procedural changes, and other operational risk events. These reports may include analyses of Bank's operational systems and procedures in relation to operational incidents that occurred internally or externally to the Bank which have a significant impact on operational losses.

5 Explanation of risk mitigation and risk transfer used in management for Operational Risk. This includes mitigation through policy issuance (such as policies for risk culture, acceptable risk, and outsourcing), divestment of high-risk businesses, and the establishment of control functions. Remaining exposure can be absorbed by the Bank or the risk may be transferred. For example, the impact of operational losses can be mitigated through insurance.

The implementation of risk management in Banks is adjusted to the size and complexity of the Bank's business and includes 4 pillars, namely:

1. Active Supervision by the Board of Commissioners and Directors.
2. Adequacy of Risk Management Policies and Procedures, and Establishment of Risk Limits.
3. Adequacy of Risk Identification, Measurement, Monitoring, and Control Processes, and of the Risk Management Information System.
4. Comprehensive Internal Control Systems.

The Board of Commissioners and the Board of Directors are responsible for the effectiveness of the Bank's risk management implementation. The preparation of policies related to risk management, including strategies, risk management frameworks, and overall risk limits, is included in the authority and responsibility of the Board of Directors. These policies are prepared by considering risk appetite and risk tolerance according to the Bank's needs/conditions and considering the impact of risk on capital adequacy. The establishment of policies, strategies, and risk management frameworks by the Board of Directors is carried out after obtaining approval from the Board of Commissioners.

In general, the scope of operational risk management policies based on the causes of operational risks for example:

Risk Cause	Operational Risk Management Policy Coverage
Internal Process Complexity	1. Control to prevent operational risks for all internal processes and those directly related to customers. 2. Internal process transaction settlement procedures to ensure the effectiveness of the transaction settlement process. 3. Accounting implementation procedures to ensure accurate accounting records. 4. Asset storage and custodian procedures, including documentation, required control for asset's physical security, and periodic checking on asset conditions. 5. Procedures for implementing product provision and other activities carried out by the Bank 6. Procedures for preventing and resolving fraud.
Human Resources	Recruitment and placement according to organizational needs, competitive remuneration and incentive structures, training and development, periodic rotation, career planning and succession policies, handling of termination and union issues, and separation of work functions.
Systems and infrastructure	Access procedures include management information systems, accounting information systems, risk management systems, security in the dealing room, and data processing rooms.
External Incident	Insurance coverage, data/system back-up, work safety guarantees, physical security procedures, and cooperation agreements with third parties.
Operational risk of customer and prospective customer profiles	The Bank conducts Customer Due Diligence (CDD) or Enhanced Due Diligence (EDD) according to operational risk exposure.

Risk Management Implementation Report for Operational Risk - Individual

The Bank internalizes the implementation of operational risk management across all business lines and support to ensure the adequacy of operational procedures and controls and develop awareness culture of the importance of operational risk management on an ongoing basis.

The Bank implements comprehensive risk management in every implementation of Bank's products and services. The Bank also measures or assesses the materiality of increasing risk exposure to Bank Products and continuously monitors these risks. Risk management for the implementation of Bank Products also refers to regulatory provisions, including:
- OJK regulation No. 13/POJK.03/2021 concerning the Implementation of Commercial Bank Products.
- OJK Regulation No. 21 of 2023 concerning Digital Services by Commercial Banks.
- PADG No. 24/7/PADG/2022 concerning the Implementation of Payment Systems by Payment Service Providers and Organizers.
- Other regulatory provisions.

The Bank conducts a post-implementation review of the implemented Bank Products to monitor the achievement of targets and the adequacy of risk mitigations.

With the increase in the provision of digital services that have led to a high need for processing customer personal data and the implementation of Law Number 27 of 2022 concerning Personal Data Protection (UU PDP), the Bank has a unit that coordinates Personal Data Protection. The Bank actively reviews the policies/procedures/systems used to ensure that the policies/procedures/systems are in accordance with regulations and customer needs. The Bank also provides training related to PDP to increase employee awareness.

To minimize the impact of disruptions that can be caused by technology, disease outbreaks, natural disasters, or humans that can affect operational activities and services to customers, the Bank implements Business Continuity Management, has a Business Continuity Plan (BCP), a Disaster Recovery Center connected to 2 (two) main Data Centers, Secondary Workplace, Command and Crisis Center, and routinely conducts socialization of BC awareness and testing of BCP, including cyber incident simulations.

Digital transformation has led to increasing use of IT to support operational activities and provide services to customers, but on the other hand, it increases the risk to the Bank's operations so that the Bank strives to increase maturity in IT implementation and the ability to handle risks that may arise from the use of IT, including by:
- Implementing cyber security risk management referring to the Bank's strategy and regulatory directives.
- Establishing procedures for handling information security incidents, forming an Information Security Incident Response Team (ISIRT), and a Security Monitoring Center (SMC).
- Conducting routine security awareness socialization for workers and management.
- Conducting ongoing education efforts for customers.

In mitigating risks in the use of outsourced labor, the Bank has provisions for Outsourcing Management that refer to regulatory provisions, including work that can be outsourced to service providers are supporting service activities or those that are not directly related to the Bank's main activities. Meanwhile, in managing risks related to third parties, there are Provisions for Procurement of Goods and/or Services that apply the multi-vendor principle and periodic vendor evaluations.

CONSOLIDATED CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL

Form D1: Historical Loss Data Report

No.	Business Indicator (BI) and component BI	T	T-1	T-2	
	Minimum limit of an operational loss event of Rp300,000,000.00 (three hundred million Rupiahs) or more				
1.	Total net operating loss after calculating the recovery value (without exception)	-	-	-	
2.	Total occurrence of operational risk loss	-	-	-	
3.	Total excluded operational risk loss	-	-	-	
4.	Total occurrence of excluded operational risk loss	-	-	-	
5.	Total net operating loss after calculating the recovery value and excluded operational risk losses	-	-	-	
	Minimum limit of an operational loss event of Rp1,500,000,000.00 (one billion five hundred million Rupiahs) or more				
6.	Total net operating loss after calculating the recovery value (without exception)	42,715	1,832	0,07	
7.	Total occurrence of operational risk loss	7	1	-	
8.	Total excluded operational risk loss	-	-	-	
9.	Total occurrence of excluded operational risk loss	-	-	-	
10.	Total net operating loss after calculating the recovery value and excluded operational risk losses	42,715	1,832	0,07	
	Details of capital calculation for operational risks				
11.	Are losses used in calculating the Internal Loss Multiplier (ILM)? (Yes/No)	No			
12.	If line 11 answer is 'No', is the internal loss data not use because of a discrepancy of the minimum standards for loss data? (Yes/No)	Yes			
13.	Threshold used in calculating capital for operational risks (in Rupiah full amount)	1,500,000,000			
14.	Other information (if any)	Optional			

	T-3	T-4	T-5	T-6	T-7	T-8	T-9	Average 10 Years
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	96,043	13,143	88	41,767	16,486	63,374	-	30,605
	3	6	1	4	2	1	-	3
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	96,043	13,143	88	41,767	16,486	63,374	-	30,605

CONSOLIDATED CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL

Form D3: Business Indicator Detailed Report

No.	Business Indicator (BI) and Component BI	T	T-1	T-2
1.	Interest, Rent and Dividend Components	28,855,932	-	-
1a.	Interest Income	87,726,825	72,663,805	66,038,144
1b.	Interest Expense	10,549,776	6,667,238	8,158,468
1c.	Earning Assets	1,364,336,598	1,282,277,431	1,196,795,462
1d.	Dividend Income	34,525	46,527	10,029
2.	Services Components	16,355,833		
2a.	Fees and Commission Income	16,833,376	16,739,240	14,823,384
2b.	Fees and Commission Expenses	273,221	374,357	343,015
2c.	Other Operating Income	64,286	111,117	50,113
2d.	Other Operating Expenses	193,939	239,496	238,065
3.	Financial Components	2,348,989		
3a.	Net Profit Loss Trading Book	1,457,516	899,083	1,912,781
3b.	Net Profit Loss Banking Book	197,509	2,044,147	535,931
4.	Business Indicator (BI)	47,560,753		
5.	Business Indicator Components (BIC)	6,684,113		
	Business Indicator Disclosure			
6a.	Total BI including divested activities	47,560,753		
6b.	BI reduction due to the exclusion of divested activities	0.00		
7.	Additional information	Optional		

CONSOLIDATED CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL

Form D5: RWA Calculation Report for Operational Risk using Standard Approach

No.	Details	T
1.	Business Indicator Components (BIC)	6,684,113
2.	Internal Loss Multiplier Factor (ILM)	1
3.	Operational Risk Minimum Capital (ROC)	6,684,113
4.	RWA for Operational Risks	83,551,413

Risk Management Implementation Report for Operational Risk - Consolidated

1 Explanation of regulations, policies and/or guidelines related to risk management for Operational Risk.

The Bank as the main entity of the Financial Conglomerate integrates the risk management implementation in the Financial Conglomerate by referring to regulatory provisions. The Bank has a Basic Policy for Integrated Risk Management, which aims to:
1. Develop a common perception in looking at risk.
2. Emphasize the responsibility to manage risks on Banks and Subsidiary Companies.
3. Ensure all risks can be controlled properly.

Policy updates are carried out periodically to comply with applicable regulatory provisions, the Basel Accord, prudential banking principles, and other international best practices. The following are some of the policies that Banks have:
- Operational Risk Management Policy.
- Risk Management Basic Policy for the Use of Information Technology.
- Information Technology Management Policy.
- Cybersecurity Risk Management Policy.
- Information Security Policy.
- Risk Exposure Assessment in Development of Bank Product Policy.
- Banking Synergy Collaborative Provision with Subsidiary Companies.
- Integrated Business Continuity provisions for BCA Financial Conglomerate.

The risk management policies, including strategy, risk management framework, and overall risk limits, is included in the authority and responsibility of the Board of Directors. This policy is developed by considering risk appetite and risk tolerance according to the Financial Conglomerate's needs/conditions and considering the impact of risk on capital adequacy. The Board of Directors establishes policies, strategies, and risk management frameworks after obtaining approval from the Board of Commissioners.

2 Explanation of the structure and organization of management and control functions regarding to Operational Risk.

In managing operational risks, the Bank refers to The Principle of the Three Lines Model with the following organizational structure:

Organizational Structure	Authority/Responsibility
Board of Commissioners and Board of Directors	Ensuring the implementation of risk management is adequate in accordance with the characteristics and complexity of the Financial Conglomerate's business, as well as properly understanding the types and levels of inherent risk in the Financial Conglomerate.
Integrated Risk Management Committee	Ensuring the integrated risk management framework provides adequate protection against the risks faced by the Financial Conglomerate.
Risk Oversight Committee	Assist the Board of Commissioners in ensuring the risk management framework provides adequate protection against all risks faced by Financial Conglomerate.
Risk Management Work Unit (MRK)	Ensuring the risks faced by the Financial Conglomerate can be identified, measured, monitored, controlled and reported correctly through the implementation of an appropriate risk management framework. In carrying out its duties, MRK coordinates with working units that carry out risk management functions in each subsidiary company.
Anti Fraud Bureau	Strengthening the Bank's internal control system through implementing anti fraud strategies.
Operation Strategy & Development Group	Assessing, establishing, and ensuring operational services policies and procedures by considering business and operational needs, its compliance with the regulator, risk management and control, and disseminating it to branches and related working units so that its easily to be understood and implemented effectively and efficiently.
Strategic Information Technology Group - Information Technology Security Group	Developing preventive measures to protect and secure the Bank's information assets and information technology infrastructure from various technological crimes (cybercrime) including monitoring and testing the Bank's cyber resilience.
Working Units (business units and supporting units)	Risk owner who is responsible for managing daily operational risks as well as reporting operational risk incidents to MRK.
Internal Audit Division	Examine and assess the adequacy and effectiveness of the Financial Conglomerate's risk management, internal control and governance processes.

Risk management implementation in each subsidiary company refers to the regulatory provisions. In the organizational structure, each subsidiary company has a working unit that carries out risk management functions to ensure the risks faced by each subsidiary company can be managed properly.

Risk Management Implementation Report for Operational Risk - Consolidated	
3	**Explanation of the measurement system for Operational Risk (including the system and data used to calculate Operational Risk in order to estimate capital charges for Operational Risk).** Operational risk measurement is conducted to determine operational risk exposure on a consolidated basis. The Bank refers to the regulator's direction in OJK Circular Letter No. 6/SEOJK.03/2020 concerning Calculation of Operational Risk-Weighted Assets Using the Standardized Approach for Commercial Banks in calculating capital charges for operational risks on a consolidated basis. The data used in these calculations include Business Indicator Components and Operational Risk Loss Data. The Bank is aware of the importance in collecting good and high-quality operational risk events data from the Bank and subsidiary companies so that the Bank can estimate capital expenses in accordance with the exposure to operational losses experienced on a consolidated basis. Each subsidiary company has the tools to manage operational risk loss data and identify and measure risks according to the complexity of its business and also has web-based application, namely the Integrated Risk Management Information System (IRMIS) to report operational risk data to Bank.
4	**Explanation of the scope and main coverage of the reporting framework for Operational Risk for the Bank's executive officers and Board of Directors.** In the context of active supervision by the Board of Commissioners and/or the Board of Directors of the main entity, there are reports submitted as follows: 1. Routine reports (periodic): • Financial Conglomeration Risk Exposure Report. • Integrated Risk Profile Report. 2. Incidental report: Reports of operational risk analysis from incidental changes to policies, systems, and procedures, as well as other operational risk events. These reports may include analysis of the Bank's operational systems and procedures in relation to operational events, internal or external to the Bank, which have a significant impact on financial conglomeration.

Risk Management Implementation Report for Operational Risk - Consolidated	
5	**Explanation of risk mitigation and risk transfer used in management for Operational Risk. This includes mitigation by issuing policies (such as policies for risk culture, acceptable risk, and outsourcing), by divesting high-risk businesses, and establishing control functions. The remaining exposure can be absorbed by the Bank or for risk transfer. For example, the impact of operational losses can be mitigated with insurance.**

The implementation of integrated risk management includes 4 pillars, namely:
1. Active Supervision by the Board of Commissioners and Directors of the Main Entity.
2. Adequacy of Integrated Risk Management Policies and Procedures, and Establishment of Risk Limits.
3. Adequacy of Integrated Risk Identification, Measurement, Monitoring, and Control Processes, and of the Risk Management Information System.
4. Comprehensive Internal Control Systems for the Implementation of Integrated Risk Management.

In implementing integrated risk management, the Bank develops policies that at least contain the following:
- Establishment of risks related to the Financial Conglomerate's business activities.
- Formulation of Integrated Risk Management strategies.
- Establishing the use of measurement methods and Integrated Risk Management information systems.
- Establishment of risk strategies and frameworks in correspondence with the level of risk to be taken (risk appetite) and risk tolerance.
- Establishment of risk rating assessment methods.
- Establishment of an internal control system in implementing Integrated Risk Management.
- Emergency plans (contingency plans) in the worst conditions (worst-case scenario).

In the process of implementing Bank products in collaboration with Subsidiary Companies, the Bank conducts a comprehensive risk analysis to ensure that identified risks have adequate risk control or mitigation. The Bank and Subsidiaries also do a banking synergy collaboration in the context of optimizing resources to support the implementation of business activities. Banking synergy collaboration is conducted by taking notice of compliance with regulatory provisions, business potential, possible risks, and operational readiness of the Bank and Subsidiaries, as well as referring to the principles of good corporate governance, including the arm's length principle.

The existence of digital transformation has led to an increased use of IT to support operational activities and provide services to customers/consumers, but on the other hand it has increased the operational risks of companies as a conglomerate. With the increase in the provision of digital services, which has resulted in a high need for processing customer personal data as well as the implementation of Law Number 27 of 2022 concerning Personal Data Protection (UU PDP), Banks and Subsidiary Companies have internal provisions that regulate the implementation of PDP. In addition, the Company, as a conglomerate, seeks to increase maturity in IT implementation and the ability to handle risks that may arise from the use of IT, including by:
- Implementing cyber security risk management referring to the Company's strategy and the regulator's direction.
- Establishing procedures for handling information security incidents, establishing the Information Security Incident Response Team (ISIRT) and Security Monitoring Center (SMC).
- Increasing employee awareness regarding cyber security through risk awareness programs, such as phishing simulations, which are conducted periodically. The Bank also conducts educational efforts for customers on an ongoing basis.

To minimize the impact of disruption and damage that can be caused by natural or human disasters that can affect the operational activities of the Financial Conglomerate, the Bank has provisions for Integrated Business Continuity for Financial Conglomerates, which, among other things, regulate coordination to support an optimal recovery process.

Business Support

Human Capital Management



A holistic approach to human resources development and management ensures that BCA's strong corporate culture, unity, and standards of excellence are nurtured and maintained as the foundation for growth

BCA's success and achievements are inseparable from the people who made them possible. It is ingrained within BCA's vision and mission statements that humans are the backbone of BCA's business operations and in achieving company goals. To stay competitive in the evolving banking industry, BCA invests in developing new skills to ensure adaptability and competitiveness.

Alongside human capital development, BCA fosters a strong organizational culture based on its core values: Customer Focus, Integrity, Teamwork, and Continuous Pursuit of Excellence. The OneBCA initiative, guided by the "SENADA" (*SEtia, NAungi, DAmpingi*) principle, promotes collaboration, creating a positive environment that aligns employees with the company's long-term goals.

BCA's strategy includes developing leaders who embody these values to ensure cultural continuity. The BCA LEADER+ program cultivates strong leaders, helping the organization to remain innovative and committed to its mission as it faces future challenges.

RECRUITING HIGH-QUALITY TALENTS

In the dynamic banking industry, attracting and retaining high-quality talent is essential to address emerging challenges. BCA's long-term strategy focuses not only on recruiting top talent but also on maintaining them. The recruitment, training, and development process starts with aligning candidates with BCA's core values: Customer Focus, Integrity, Teamwork, and Continuous Pursuit of Excellence.

By leveraging technology and talent networks, BCA has streamlined its recruitment process, reducing HR processing time. Recruitment is conducted through platforms such as BCA's website (karir.bca.co.id), Instagram (@lifeatbca), and LinkedIn at PT Bank Central Asia Tbk. Additionally, digital tracking systems and Robotic Process Automation (RPA) have enhanced recruitment efficiency. The Human Capital Management division implemented 60 RPAs during 2024 to onboard 1,969 employees and engage 3,982 participants in the BCA Magang Bakti internship program.

CREATING FUTURE LEADERS

BCA prioritizes leadership regeneration by offering tailored programs to prepare new leaders for key roles. The BCA LEADER+ program identifies 10 essential leadership traits, while initiatives such as Career Development, Leadership Development, and Transformational & Situational Leadership programs equip leaders to manage internal and external risks. Through coaching and collaboration, the GEMBA (Downward Management Movement) program enhances field understanding, team engagement, and problem-solving. Additionally, BCA supports leadership growth by providing scholarships for master's degrees at top universities, strengthening skills and human resource quality.

MENTORSHIP/BUDDY SYSTEM FOR NEW EMPLOYEES AND LEADERS

Embodying the SENADA spirit, BCA guides all employees, from newcomers to leaders. The FLY (First Learning Year) Program pairs new employees with experienced mentors called buddies, helping them adapt quickly and build confidence through experiential learning. Apart from firsthand experience, the FLY program comes with the Journey and Experience Tracking System (JETS) to monitor the adaptation process of new employees.

To ensure incoming leaders are well-equipped with skills and abilities, BCA created a preliminary program called the Induction Program to prepare leaders to understand their respective roles' responsibilities and organizational functions. This also applies to BCA's branches, where new branch managers are paired with a Branch Manager Buddy to help them adapt faster to the new environment while simultaneously carrying out their duties. Additionally, the Advisory Program supports new leaders in mentoring their teams and aligning with the company culture.

CULTIVATING DIGITAL COMPETENCIES AND AN INNOVATIVE MINDSET

BCA embraces digitalization by fostering innovation through training in RPA, low-code programming, design thinking, UI/UX, data analysis, machine learning, blockchain, and cybersecurity. The Digital Buddy Program enhances knowledge sharing via the Community of Practice (CoP) and Data Community. Initiatives such as the BCA Innovation Convention (BIC) and Kaizen Championship empower employees to propose workflow improvements, which standout ideas implemented company-wide. BCA provides tailored digital learning resources to support continuous growth, including e-Learning, micro-learning, audio and video learning, digital library, as well as the adoption of the latest technology in the form of Generative AI is also carried out to provide more personalized learning support for employees.

Business Support

Human Capital Management

UTILIZING DIGITAL TECHNOLOGY TO DRIVE EMPLOYEE ENGAGEMENT

BCA uses digital platforms to measure employee engagement, including the 2024 Team Engagement Survey, distributed via a third-party platform for analysis. BCA has implemented apps like MyGrowth for performance management, MyXperience as an internal social platform, MyWiki as internal dictionary, and MyDevelopment for learning and development activities.

Additionally, BCA developed HC Inspire, a user-friendly app offering HR services like MySolution to file and submit sick leave easily, overtime, and other permits online, alongside EViA, a built-in chatbot for HR inquiries. Additionally, BCA is developing MySaku, a wellness reward system, to support employee well-being initiatives.

FOSTERING A POSITIVE ENVIRONMENT TO INCREASE PRODUCTIVITY

BCA values its employees as key assets, and fostering a positive work environment is essential for retaining talent. Through its Employer Value Proposition (EVP), BCA promotes a Friendly Working Environment and Continuous Improvement. The One BCA initiative, including TEAAA (Team Engagement Action Action Action), encourages employees to commit and contribute their best efforts to achieve company goals.

As part of the Always by Your Side promise, BCA will continue to provide employees with a supportive workplace and resources to gain new skills. Working policies support agility, self-improvement programs, and employee well-being within the organization, creating a conducive environment. Recent developments led to more flexible working conditions such as BCA TouchPoint, Flexi-Time, and flexible benefit.

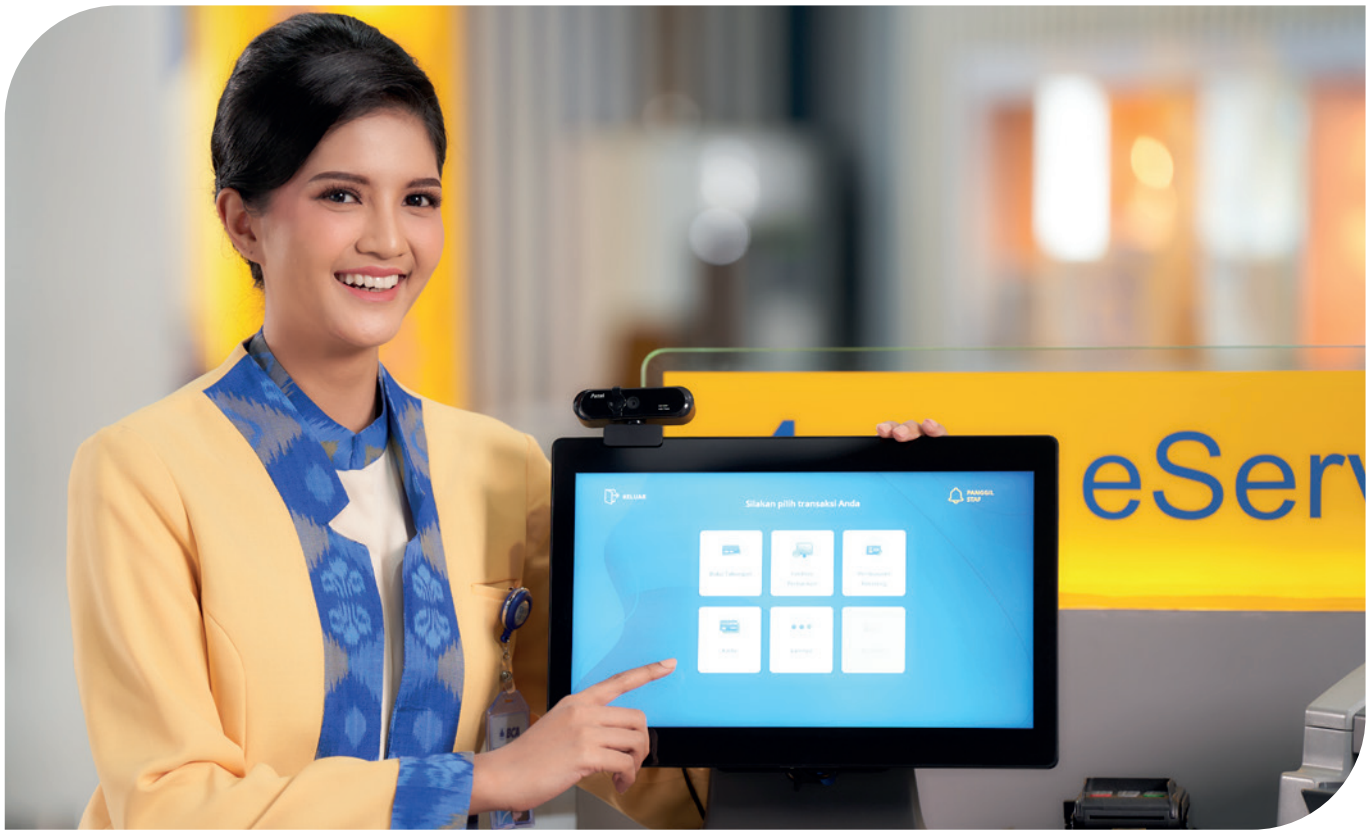
BCA received several prestigious awards in 2024, reflecting its commitment to human capital development. These included the HR Asia Best Companies to Work for in Asia award for the sixth consecutive year and the HR Asia's Most Caring Company Award nomination. Domestically, BCA earned achievements at the Indonesia Human Capital Awards (IHCA) 2024, including Best Company in Human Capital Pinnacle Award-Best of The Best Company, Best Company in Transformation in Strategic Human Capital, Best Company in Green HR, and Best Company in Digital/ Technology. It also secured recognition at the Human Resources Excellence Awards 2024 for Learning & Development (L&D) and Knowledge Management, Reward Management & Talent Retention Strategy, and Employer Branding & Talent Acquisition. These achievements underscore BCA's dedication to foster a supportive and innovative workplace, led by Mrs. Lianawaty Suwono, BCA's Human Resources and Compliance Director, who was honored with Best HC Director 2024 - HC Visionary Exemplar Star.

FUTURE PLANS

Moving forward, BCA aims to optimize human capital through strategic workforce planning, productivity monitoring, competency development, and HR process automation. Committed to foster a positive work culture by strengthening the value of integrity to build strong relationships with stakeholders, as well as creating a positive work environment, BCA emphasizes meaningful relationships and employee well-being programs to recognize and nurture individual potential. By prioritizing reskilling and upskilling, BCA equips employees with innovative mindsets and technical skills to adapt to a fast-paced, digital-driven industry.

Business Support

Network and Operation



BCA consistently focuses on delivering superior experience across all channels to maintain customer trust and grow the business

Business Support

Network and Operation

DELIVERING BEST QUALITY SERVICES AND OPERATIONS FOR CUSTOMERS

The quality and reliability of BCA's network and operations play a critical role in maintaining customer trust and growing the business. As part of its strategy to serve and grow its customer base, BCA continues to enhance and expand its network in the Bank's branches and digital channels. The goal is to provide a superior experience that meets the needs of BCA's customers based on their preferred channels. Despite the growing popularity of digital transactions, BCA's physical branch offices are still an integral part to the Bank's ecosystem.

ENHANCING CUSTOMER'S BRANCH EXPERIENCE

Branch offices remain an important part of customer experience—serving as touchpoints while also allowing the Bank to build meaningful relationships with customers and communities. In recent years, BCA has increased the efficiency and capabilities of its branch office network by integrating digital technology to foster service excellence, and it has supported the strategy with staff reskilling and upskilling. Through digital technology, customers are able to save time by using self-service customer service machines to address their needs. BCA also offers eService tablets for customers, allowing them to open new accounts and print Tahapan bank statements. Additionally, customers can be assisted by customer service staffs for more personalized services.

Upholding the promise of providing quality service, BCA includes staff members in branch offices with training sessions and development programs. To benchmark the efficacy of these programs, Gallup's Customer Engagement (CE) surveys are conducted from time to time to monitor and gauge the level of customer satisfaction. BCA incentivizes staff to deliver and provide excellent service through rewards and recognition, including team awards as well.

Uniting digital technology with human services is advantageous in ensuring customer satisfaction, convenience, and trust. The Bank's branch network allows BCA to identify opportunities and penetrate high-potential, underserved areas in Indonesia. As such, BCA strategically expands its branch network based on current market conditions.

In 2024, BCA operated 1,264 offices comprising of 138 Main Branches and 1,126 Branches. Furthermore, BCA managed 59 BCA Express, 3 BCA Express Mobile, 4 Mobile Branches, and 23 Functional Offices. BCA also operated a total of 19,543 ATMs most of which are deposit-withdrawal ATMs and cash-withdrawal ATMs, in addition to other electronic banking terminals.

SEAMLESS INTEGRATION OF BRANCH AND DIGITAL SERVICES

One of BCA's advantages is its hybrid service model, which integrates branch capabilities with digital channels. While digital platforms offer convenience and efficiency for routine transactions, branches remain essential for customers requiring further assistance as well as handling complex transactions. This synergy ensures that customers expect the same level of attention, convenience, and satisfaction.

An example of BCA's hybrid service model would be opening accounts online using the application's face recognition feature. Customers can also access digital e-Statements, e-Deposits, QRIS payments, Investment Products through myBCA application, loan payments and withdrawals through KlikBCA Bisnis, as well as Outward Remittances through KlikBCA Individu.

To complement the Bank's digital channels, all banking transactions, throughout branches or digital channels are supported by Halo BCA as BCA's contact center. Customers can engage with Halo BCA through multiple channels, including social media, WhatsApp, webchat, e-mail, X or Twitter, and the Halo BCA application. These diverse communication channels enable customers to contact Halo BCA based on their individual preferences in the way that they are most comfortable.

ADVANCING CUSTOMER'S DIGITAL EXPERIENCE

With plans to expand its network and operations, BCA aims to create a strong ecosystem for its digital channels. Emphasizing customer satisfaction, BCA focuses on improving user experience (UX) and user interface (UI) design to create an intuitive, user-friendly, and secure application. Regular updates and enhancements are conducted to satisfy customers' needs.

At the operational level, BCA prioritizes efficient, secure, and reasonable solutions. With "Always On" technology acting as underlying support for these solutions, BCA aims to reduce the possibility of network interruptions, ensuring 24/7 accessibility for its users. Continuous innovation, supported by robust infrastructure, allows BCA to meet customer expectations and maintain its position as a leader in digital banking services.

Concurrently, these digital features are always integrated into brick-and-mortar touch points, enabling customers to do their banking activities seamlessly for 360˚ convenience and experience.

PLANS FOR FUTURE DEVELOPMENT

Anticipating ever-changing customer needs, BCA remains committed to support the continuous development of innovative solutions and services. The Bank plans to expand its branch office networks strategically, primarily focusing on areas with significant growth potential while developing e-channel capabilities.

To guarantee operational efficiency and effectiveness, BCA will continue to invest in state-of-the-art technology systems that align with the development of human resources. The implementation of a hybrid service model will continue to strengthen BCA's future service ecosystem.

Through these efforts, BCA reaffirms its commitment to provide quality services and operations, strengthening its role as a trusted partner in its customers' financial journeys, and driving mutual growth within its ecosystem.

Business Support

Information Technology



BCA continuously invests in modernizing and upgrading its information technology capabilities to operate seamlessly and safely as the main priority in this digital era

BCA continues to elevate its digital banking services, focusing on innovation to address evolving customer needs. In the post-COVID-19 era, shifting preferences toward a hybrid model of online and onsite transactions have made mobile and internet banking strategic priorities, ensuring convenience and reliability.

LEVERAGING TECHNOLOGY FOR INNOVATION AND PRODUCTIVITY

BCA has leveraged advanced technologies including Robotic Process Automation (RPA), Optical Character Recognition (OCR), Natural Language Processing (NLP), Augmented Reality (AR), Artificial Intelligence, Video Surveillance, Application Programming Interfaces, and Machine Learning to automate internal processes. Core systems have been modernized using an Open System platform with microservices and container technology to support initiatives like New Digital Core Banking, Time Deposits, and Trade Infrastructure. Data security has been strengthen through personal data security in Big Data and Data Warehouses, Customer 360 Information, and enhanced fraud detection algorithms for e-channel systems.

IMPROVING IT INFRASTRUCTURE CAPABILITIES

Infrastructure modernization is a priority, with High Availability Systems and Cloud Technology to ensure seamless operations and swift recovery from disruptions. The New Data Center, compliant with regulations, supports increasing transaction volumes and subsidiary integration while serving as a testing hub for new applications. Other modernization initiatives for 2024 include the implementation of a new internal API, the redesign of the Deposit Transaction Database, database separation, back-office system offloading, migration of DBValas to an Open System platform, and Container Platform contributed to improved transaction speed and security.

STRENGTHENING SECURITY SYSTEMS TO ENHANCE RELIABILITY

BCA operates a 24-hour Security Monitoring Center to combat cybersecurity risks and implements awareness programs for customers and employees through e-learning, training, and phishing simulations. Advanced tools like Data Loss Prevention systems, AI, and Machine Learning enhance data protection and enable real-time anomaly detection. Key platforms, including ATMs, credit cards, and internet banking, are equipped with Security Orchestration and Automation Response (SOAR) and Security Information & Event Management (SIEM) systems. BCA also benchmarks its cybersecurity maturity against global standards and performs incident simulations to ensure robust governance.

ENHANCING DIGITAL SERVICES AND APPLICATIONS

myBCA mobile banking app integrates branch transactions, mobile banking, and internet banking to deliver a seamless experience for individual and business customers. BCA's Citizen Developer initiative streamlines the Software Development Life Cycle by empowering internal teams to create tailored applications, enhancing efficiency and work processes. To stay ahead in the digital era, BCA explores emerging technologies like Blockchain and Generative AI.

HUMAN RESOURCE DEVELOPMENT FOR IT

Underscoring the importance of competent human resources, the BCA IT division recruited 207 employees in 2024, bringing the total number of IT employees to 2,316, strategically expanding its recruitment of professionals to cities like Bandung, Yogyakarta, and Surabaya.

PLAN FOR FUTURE DEVELOPMENT

In summary, BCA plans to focus on ensuring reliable, always-on digital services through infrastructure modernization, a new data center, and migrating legacy systems to open systems. Key priorities include advancing microservices-based architecture, integrating Open Banking APIs, enhancing the Work From Anywhere model, and leveraging AI for early problem detection and resolution. BCA aims to strengthen its digital ecosystem by exploring technologies like Generative AI and Blockchain, as well as modernizing systems with hybrid cloud technology. Enhanced data integration and new features in the myBCA app (BCA Mobile and KlikBCA Business) will improve customer-focused services and operational efficiency.

Economy, Banking Sector, and BCA Financial Review



"BCA maintained quality credit growth, a strong capital position, and sound liquidity"

ECONOMIC REVIEW

The Indonesian economy remained resilient during 2024, despite substantial challenges for both global and domestic. The much-anticipated Fed rate cuts did arrive starting in September, but it was overshadowed by rising US long-term yields amid fears of wider fiscal deficits and President Trump's tariffs. The result was a continued appreciation of the US Dollar. Bank Indonesia therefore implements prudent monetary policy, slowing down policy rate cuts, to maintain macro stability and safeguard Indonesia's economy to remain conducive.

Commodities remained a mixed bag, with agricultural commodities (especially CPO) gaining but coal and metals still weighed down by oversupply in China. Throughout 2024, the gap between China's supply-side strength and demand-side weakness has grown, increasing volatility on global trade.

Domestically, the year was punctuated by General and Regional Elections, which boosted growth in the short-term. Inflation rapidly cooled towards a historically low rate of 1.57% on account of stabilizing food prices, which helped maintain consumption growth at a relatively healthy clip of 4.9% (up to Q4).

The GDP was augmented by a slight increase in investment growth at 4.3% due to the government's downstreaming efforts, which attracted new investments and contributed to the strong loan growth performance in 2024.

Public projects also continued to be a substantial driver, with the heavy investment in infrastructure under President Jokowi transitioning into food estate and energy self-sufficiency programs under President Prabowo.

The Rupiah closed the year weaker at Rp16,102/USD, but the degree of depreciation was to be expected amid rallying USD and greater financing needs at home. Overall, the Rupiah remains among the better-performing currencies in emerging Asia, thanks to BI's mix of cautious monetary policy, accommodative macroprudential policies, and strategic interventions in the currency, bonds, and money markets.

BANKING SECTOR OVERVIEW AND SUMMARY OF BCA'S 2024 PERFORMANCE

The Indonesian banking sector demonstrated resilient performance in the middle of moderate economic growth and dynamic global environment. Loans grew by 10.4% year-on-year, maintaining double-digit growth similar to previous year, which saw a growth of 10.3%. The growth was primarily driven by investment loans, which rose by 13.6%, whereas working capital loans increased by 8.3%. The strong growth was partly contributed by mineral sectors along with the realization of government downstreaming policy. Banking sector loans excluding minerals related sector was estimated to grow slower at 8.3% from previous year.

On the funding side, Third-Party Funds saw more moderate growth at 4.5%. The Loan-to-Deposit Ratio (LDR) increased by 480 points to 90.4%, reflecting tighter liquidity conditions amid relatively high interest rates over the past two years. Liquidity tightening in the banking system lingered as banks compete with higher yielding investment products. This was evidenced by weaker third party fund growth owned by individuals, while investment flow by individual holders into government bond increased 17.7% in 2024. Household third party funds growth (as a percentage of GDP) have been in declining trend in the last two years. Additional liquidity in the banking system has been more supported by larger private corporates.

Bank Indonesia (BI) and the Financial Services Authority (OJK) prudently maintained financial system stability by collaborating with banks to create a favourable business environment. Effective June 2024, to support bank intermediation function, BI introduced reserve requirement (GWM) incentives to enhance liquidity and support credit disbursement to priority economic sectors.

The national banking sector continued to transform and develop various digital processes and services, while implementing payment efficiency and financial inclusion initiatives. Authorities put into effect prudent monetary operation to safeguard financial system. Multiple policies were introduced to ensure macroprudential stability for sustainable economic growth.

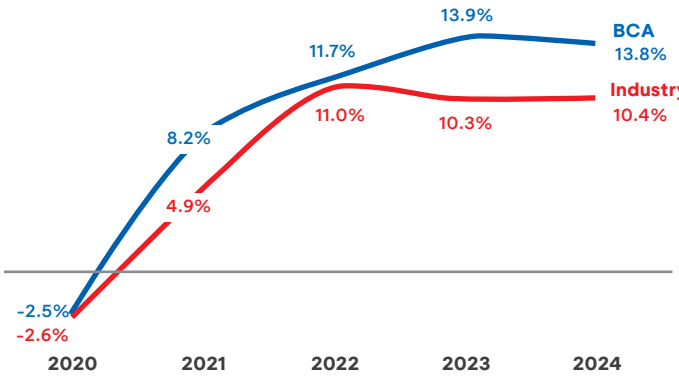
From an asset quality perspective, the overall Non-Performing Loan (NPL) ratio stood at 2.2%. Corporate & Commercial, SME, Micro and Consumer NPL ratios were at tolerable level throughout 2024, at 1.7%, 4.6%, 3.3%, and 1.9% respectively. With a Capital Adequacy Ratio (CAR) of 27.1%, the banking sector remains well-capitalized to navigate future uncertainties and challenges.

BCA played a significant role in supporting the growth of the banking industry and sustainably executing its intermediation functions. In 2024, BCA successfully delivered solid financial performance. By adopting prudent risk management, the bank maintained high-quality credit growth, robust capitalization, and healthy liquidity.

At the end of 2024, BCA's total consolidated assets grew by 2.9% from the previous year, reaching Rp1,449.3 trillion. This solidified BCA's position as Indonesia's largest private bank in terms of assets, with a market share of 11,9%. Over the past five years, BCA's consolidated loan portfolio has consistently outpaced the overall banking sector. Loans reached Rp921.9 trillion, an increase of 13.8% year-on-year, driven by growth across all loan segments. Credit quality continued to improve, with Loan at Risk (LAR) and NPL ratios decreasing to 5.3% (Dec-23: 6.9%) and 1.8% (Dec-23: 1.9%), respectively.

Total loan disbursement to various sustainable financing sectors grew by 12.5% to Rp228.6 trillion, contributing 24.8% of the total loan portfolio. Green financing reached Rp98.8 trillion, a 13.5% increase from 2023, whereas social financing expanded by 11.9% in 2024. Loans for electric vehicles reached Rp2.3 trillion, which grew 84.2% compared to the previous year.

Loan Growth for BCA and the Banking Industry Over the Last 5 Year



Source: Bank Indonesia (SEKI)

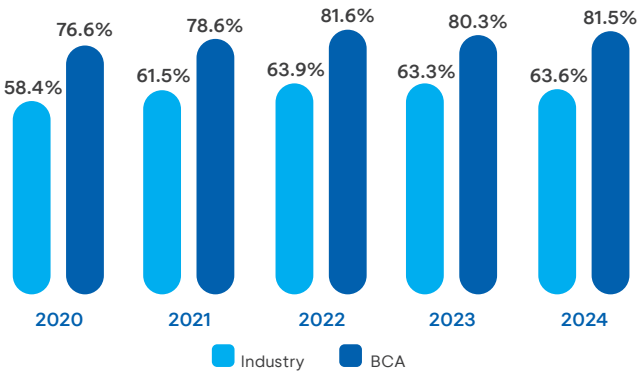
While maintaining high-quality loan growth, BCA continued to strengthen its core business as a leading provider of transactional banking services in Indonesia. Consistent innovation has driven a significant increase in online transaction volumes (mobile and internet banking), which grew by 23.5%, along with an increase in the total transaction value of 13.8%. On the other side, the development of branches and ATM channels continue to contribute significantly to transaction values. Over the past three years, the number of customer has grown by 45%, surpassing 33 million customers.

Reliable transactional banking services have spurred third-rarty funds growth, particularly Current Accounts and Savings Accounts (CASA), which rose by 4.4% year-on-year to Rp924.0 trillion by the end of 2024. Current Account and Savings Accounts (CASA) contributed 81.5% of total Third-Party Funds, maintaining a low and stable cost of funds. Current Accounts and Savings Accounts portfolio grew by 3.9% and 4.8%, respectively, reaching Rp361.9 trillion and Rp562.1 trillion. Meanwhile, time deposits contributed 18.5% of total Third-Party Funds, decreased by 3.4% to Rp209.6 trillion, in line with BCA's relatively low term deposit interest rates in the market. Total third-party funds portfolio increased by 2.9% to Rp1,133.6 trillion at the end of 2024.

Amidst a trend of tightening liquidity, BCA maintained strong liquidity reserves, with a Loan-to-Deposit Ratio (LDR) of 78.4%, one of the lowest in the banking industry. The LCR and NSFR were at healthy levels of 323.0% and 157.3%, respectively. Additionally, the Capital Adequacy Ratio (CAR) stood at an exceptionally strong 29.4% as of December 31, 2024.

In 2024, BCA and its subsidiaries recorded a net income of Rp54.8 trillion, marking a 12.7% increase compared to the previous year. Key profitability metrics remained solid, with a Return on Assets (ROA) of 3.9% and a Return on Equity (ROE) of 24.6% as of the end of 2024.

CASA Ratio of BCA and the Banking Industry in the last 5 Years



Source: Bank Indonesia (SEKI)

FINANCIAL PERFORMANCE REVIEW OF BCA IN 2024

The following is the Management's Analysis and Discussion of BCA's financial performance in 2024. This report is based on the Consolidated Financial Statements of PT Bank Central Asia Tbk and its subsidiaries for the years ending December 31, 2024, and December 31, 2023, which have been audited by KAP Rintis, Jumadi, Rianto & Rekan, a member firm of the PwC global network.

FINANCIAL POSITION

ASSETS

Total Assets (in billion Rupiah)

	2024		2023		2022		Increase / (decrease) 2024		Increase / (decrease) 2023	
	Nominal	(%) to Total Assets	Nominal	(%) to Total Assets	Nominal	(%) to Total Assets	Nominal	%	Nominal	%
Cash, Current Accounts with Bank Indonesia and Other Banks	69,821	4.8%	119,934	8.5%	130,222	9.9%	(50,112)	-41.8%	(10,288)	-7.9%
Placements with Bank Indonesia & Other Banks and Securities	388,316	26.8%	410,351	29.1%	434,237	33.0%	(22,035)	-5.4%	(23,886)	-5.5%
Total Loans - gross*	921,878	63.6%	810,392	57.6%	711,262	54.1%	111,486	13.8%	99,130	13.9%
Allowance for Impairment Losses (-/-)	(34,522)	-2.4%	(34,899)	-2.5%	(35,462)	-2.7%	377	-1.1%	563	-1.6%
Other Assets	103,808	7.2%	102,329	7.3%	74,473	5.7%	1,479	1.4%	27,856	37.4%
Total Assets	**1,449,301**	**100.0%**	**1,408,107**	**100.0%**	**1,314,732**	**100.0%**	**41,194**	**2.9%**	**93,375**	**7.1%**
Total Earning Assets	**1,354,435**	**93.5%**	**1,266,223**	**89.9%**	**1,173,144**	**89.2%**	**88,212**	**7.0%**	**93,079**	**7.9%**

* Including assets related to sharia transactions, consumer financing receivables & finance lease receivables

In 2024, Total Assets grew by 2.9% year-on-year to Rp1,449.3 trillion. Approximately 93.5% of Total Assets comprised Earning Assets, which consist of loan portfolios, low-risk securities (including short-term instruments from Bank Indonesia) and Government Bonds.

Total Earning Assets increased by 7.0% to Rp1,354.4 trillion in 2024. The loan portfolio was recorded at Rp921.9 trillion, the largest contributor to Total Earning Assets at 68.1%. Earning Assets yield in 2024 stood at 6.7%, an increase of 24 bps from the previous year.

Other Assets increased by 1.4% to Rp103.8 trillion in 2024, driven by bill and acceptance transactions, as well as an increase in non-current assets, which include IT assets (software and hardware), equipment, land and buildings, and equity investments.

CASH, CURRENT ACCOUNTS WITH BANK INDONESIA & CURRENT ACCOUNTS WITH OTHER BANKS

The Cash and Current Account position at Bank Indonesia in 2024 decreased by 42.5% to Rp65.7 trillion, primarily due to a decline in Current Account at Bank Indonesia. The Current Account balance at Bank Indonesia was recorded at Rp36.4 trillion, down by 60.7% year-on-year, in line with Bank Indonesia's policy of providing additional liquidity incentives to banks that channeled credit to priority sectors starting June 1, 2024. The Statutory Reserve Ratios (GWM) for Rupiah stood at 5.04%, and for Foreign Exchange at 2.00%.

The Cash balance was recorded at Rp29.3 trillion, growing by 35.1% compared to the previous year's Rp21.7 trillion. This increase includes the cash balance in Automated Teller Machines (ATMs), which amounted to Rp9.2 trillion in 2024, compared to Rp8.5 trillion in the previous year, in line with the expansion of branch networks, cash offices, mobile cash units, and ATMs throughout 2024. Meanwhile, Current Accounts with Other Banks placed with leading foreign banks decreased by 27.0% to Rp4.1 trillion.

PLACEMENT AT BANK INDONESIA, OTHER BANKS & SECURITIES

Placements with Bank Indonesia & Other Banks and Securities (in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
				Nominal	%	Nominal	%
Placements with Bank Indonesia & Other Banks	15,715	5,202	31,377	10,513	202.1%	(26,175)	-83.4%
Securities	372,601	405,150	402,860	(32,549)	-8.0%	2,290	0.6%
Investment Securities	371,152	312,054	248,895	59,098	18.9%	63,159	25.4%
SBBI, SDBI, SBI Sharia & SRBI	78,291	31,053	93	47,238	152.1%	30,960	33,290.7%
Government Bonds	243,651	234,585	209,118	9,067	3.9%	25,467	12.2%
Other Securities	49,210	46,416	39,684	2,794	6.0%	6,732	17.0%
Securities Purchased under Agreements to Resell	1,450	93,096	153,965	(91,647)	-98.4%	(60,869)	-39.5%
Total Placements with Bank Indonesia & Other Banks and Securities	**388,316**	**410,351**	**434,237**	**(22,035)**	**-5.4%**	**(23,886)**	**-5.5%**

Placements at Bank Indonesia and Other Banks increased by 202.1% to Rp15.7 trillion, primarily due to liquidity placements in short-term instruments, most of which had maturities of less than three months. This was part of BCA's prudent approach to liquidity management, especially for short-term needs.

Placements in Securities reached Rp372.6 trillion, a decrease of 8.0% from the previous year, in line with the growth in Loan. The Securities portfolio consisted of Investment Securities amounting to Rp371.2 trillion and Securities Purchased with Repurchase Agreements (repo) amounting to Rp1.4 trillion. There was a shift from Securities Purchased with Repo Agreements to Investment Securities in accordance with Bank Indonesia's monetary operations.

In the category of Securities for Investment Purposes, Bank Indonesia securities recorded a significant growth of 152.1%, reaching Rp78.3 trillion. Government Bonds also increased by 3.9% to Rp243.7 trillion, while Other Securities grew by 6.0% to Rp49.2 trillion, primarily driven by mutual fund units and corporate bonds. Meanwhile, Securities Purchased with Repurchase Agreements (reverse repo) declined sharply by 98.4% compared to the previous year, as most placements were shifted to loans and Securities for Investment Purposes.

LOANS

The loan portfolio reached Rp921.9 trillion, an increase of 13.8% year-on-year, outpacing the banking sector's average credit increase of 10.4%. BCA maintained its position as the largest private lender in Indonesia, with a market share of 11.9%, up from 11.5% the previous year.

Loan by Segments

Loan Composition by Segment (in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
				Nominal	%	Nominal	%
Corporate	426,793	368,885	320,729	57,908	15.7%	48,156	15.0%
Commercial	137,917	126,598	117,755	11,320	8.9%	8,842	7.5%
SME	123,751	107,796	93,025	15,955	14.8%	14,771	15.9%
Consumer	223,721	199,084	173,230	24,637	12.4%	25,854	14.9%
Mortgage	135,465	121,848	109,060	13,618	11.2%	12,788	11.7%
Vehicle	65,315	56,906	47,116	8,410	14.8%	9,790	20.8%
Personal Loan*	19,498	16,981	13,759	2,518	14.8%	3,222	23.4%
Employee	3,442	3,350	3,296	92	2.8%	54	1.6%
Sharia	10,717	9,014	7,577	1,704	18.9%	1,437	19.0%
Total Loan**	**921,878**	**810,392**	**711,262**	**111,486**	**13.8%**	**99,130**	**13.9%**

* Including credit card, payroll, and unsecured loans
** Including assets related to sharia transactions, consumer financing receivables, finance lease receivables & unamortized loans

Corporate loans grew by 15.7% to Rp 426.8 trillion, contributing 51.9% to the total loan growth for the year. Corporate growth drivers came from diverse sectors including opportunities in the minerals industry. BCA stays optimistic in exploring new opportunities for credit growth in emerging sectors and industries based on its risk appetite, while remains focused on quality growth.

Commercial loans increased by 8.9%, and SME loans grew by 14.8% compared to 2023. Specifically for SME loans, BCA has invested in expanding its credit capacity since 2022, among others by adding account officers, risk function units, and accelerating credit processing. SME loan processing hubs were expanded to reach larger coverage. Data analytics have been used to explore more credit opportunities. Various SME products and programs continue to be developed, especially for CASA customers who do not yet have SME loans with BCA, including multipurpose loans, BCA merchant financing, and partnership loans.

Consumer loans recorded a growth of 12.4% in 2024, reaching Rp223.7 trillion, driven by mortgages (KPR) and vehicle loans (KKB). During 2024, BCA held two hybrid BCA Expos, which contributed to consumer loan growth. BCA recorded mortgages of Rp135.5 trillion, an increase of 11.2% compared to the previous year, and vehicle financing of Rp65.3 trillion, up 14.8%. Personal loans grew by 14.8% to Rp19.5 trillion, supported by the credit card portfolio. BCA has offered Paylater products since 2023, with the Paylater financing balance reaching Rp328 billion as of December 31, 2024.

Loan Quality

BCA continues to manage credit risk prudently to maintain a high-quality loan portfolio. Throughout 2024, the Loan at Risk (LAR) ratio improved to 5.3%, down from 6.9% in the previous year. LAR provisioning remained robust at 76.9%, one of the highest in the banking industry. The improvement in the LAR ratio was largely due to the continued recovery of customers' financial conditions in line with the domestic economic growth.

Loan at Risk (LAR) by Segment (Parent Entity Only – in billion Rupiah)

	LAR (Nominal)			LAR (%)*			△ LAR			
	2024	2023	2022	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
							Nominal	%	Nominal	%
Corporate	18,055	20,545	27,353	4.3%	5.6%	8.6%	(2,490)	-12.1%	(6,808)	-24.9%
Commercial	8,910	11,740	16,988	6.5%	9.3%	14.4%	(2,830)	-24.1%	(5,248)	-30.9%
SME	6,525	6,454	7,483	5.3%	6.0%	8.1%	71	1.1%	(1,029)	-13.8%
Consumer	12,318	12,943	17,628	5.8%	6.9%	10.8%	(625)	-4.8%	(4,685)	-26.6%
Total LAR	**45,808**	**51,682**	**69,452**	**5.3%**	**6.9%**	**10.4%**	**(5,874)**	**-11.4%**	**(17,770)**	**-25.6%**
LAR Coverage**				**76.9%**	**69.7%**	**53.6%**	**7.2%**		**16.1%**	

* LAR nominal/respective loan portfolio
** Including on & off balance sheet
Note: LAR comprises Current Restructured loans, Special Mention, and Non-Performing Loans

Restructured Loan by Collectibility (Parent Entity Only - in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
				Nominal	%	Nominal	%
Performing Loan	**18,758**	**29,879**	**52,753**	**(11,121)**	**-37.2%**	**(22,874)**	**-43.4%**
Current	11,897	21,392	45,966	(9,495)	-44.4%	(24,574)	-53.5%
Special Mention	6,861	8,487	6,787	(1,626)	-19.2%	1,700	25.0%
NPL	**10,028**	**10,703**	**9,459**	**(674)**	**-6.3%**	**1,244**	**13.2%**
Substandard	387	1,727	1,386	(1,341)	-77.6%	341	24.6%
Doubtful	222	443	4,313	(221)	-50.0%	(3,870)	-89.7%
Loss	9,420	8,533	3,759	887	10.4%	4,773	127.0%
Total Restructured Loan	**28,787**	**40,582**	**62,212**	**(11,795)**	**-29.1%**	**(21,630)**	**-34.8%**
Total Loan Portfolio	**894,912**	**787,499**	**691,141**	**107,413**	**13.6%**	**96,358**	**13.9%**
% Restructured Loans to Total Loans Portfolio	**3.2%**	**5.2%**	**9.0%**	**-1.9%**		**-3.8%**	

BCA recorded a 29.1% decrease in restructured loans to Rp28.8 trillion, equivalent to 3.2% of total loans, driven by borrowers whose loans are back to normal. The downward trend in restructured loans is expected to continue as the cash flow and business activities of borrowers improve.

Loans by Collectibility (in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
				Nominal	%	Nominal	%
Performing Loan	**905,852**	**795,902**	**699,208**	**109,950**	**13.8%**	**96,694**	**13.8%**
Current	886,261	778,154	686,682	108,107	13.9%	91,472	13.3%
Special Mention	19,591	17,748	12,526	1,843	10.4%	5,222	41.7%
NPL	**16,027**	**14,490**	**12,054**	**1,537**	**10.6%**	**2,437**	**20.2%**
Substandard	1,197	2,460	1,703	(1,263)	-51.4%	757	44.4%
Doubtful	1,359	1,303	4,698	56	4.3%	(3,395)	-72.3%
Loss	13,471	10,727	5,653	2,744	25.6%	5,075	89.8%
Total Loans*	**921,878**	**810,392**	**711,262**	**111,486**	**13.8%**	**99,130**	**13.9%**
NPL Ratio – gross	1.8%	1.9%	1.8%	-0.1%		0.1%	
NPL Ratio – net	0.6%	0.6%	0.6%	0.0%		0.0%	
Provision / NPL**	208.5%	234.1%	286.9%	-25.6%		-52.8%	

* Including assets related to sharia transactions, consumer financing receivables & finance lease receivables
** Including on & off balance sheet

The total non-performing loans (NPL) stood at Rp16.0 trillion, with the NPL ratio of 1.8%. The Bank's NPL ratio was one of the lowest in the banking industry, while NPL coverage ratio was 208.5%, one of the highest in the banking industry.

Details of Loan Write-Offs (Parent Entity Only – in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
				Nominal	%	Nominal	%
Corporate	-	110	730	(110)	-100.0%	(620)	-85.0%
Commercial	982	901	861	82	9.1%	40	4.6%
SME	370	216	377	154	71.5%	(161)	-42.8%
Consumer	1,943	1,263	1,203	680	53.9%	59	4.9%
Mortgage	213	187	209	27	14.3%	(23)	-10.9%
4 Wheeler	1,358	789	644	570	72.2%	145	22.6%
2 Wheeler	46	18	25	28	151.6%	(7)	-26.9%
Credit Card	325	269	325	56	20.8%	(56)	-17.4%
Total Write Off	**3,295**	**2,488**	**3,171**	**807**	**32.4%**	**(683)**	**-21.5%**
Recovery from Write Off	**702**	**1,036**	**1,026**	**(334)**	**-32.2%**	**10**	**1.0%**

BCA recorded non-performing loan write-offs amounting to Rp3.3 trillion, remained marginal at 0.4% to total loans. Recoveries from write-offs accounted for 21.3% of the loans written off in 2024.

LIABILITIES

Liabilities (in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023		Composition		
				Nominal	%	Nominal	%	2024	2023	2022
Third Party Funds*	1,133,612	1,101,673	1,039,718	31,940	2.9%	61,955	6.0%	95.5%	94.5%	95.1%
Current Accounts	361,884	348,457	323,924	13,426	3.9%	24,533	7.6%	30.5%	29.9%	29.6%
Savings Accounts	562,094	536,184	524,014	25,910	4.8%	12,170	2.3%	47.4%	46.0%	47.9%
Time Deposits	209,635	217,032	191,780	(7,397)	-3.4%	25,251	13.2%	17.7%	18.6%	17.5%
Deposits from Other Banks	3,656	10,071	7,936	(6,415)	-63.7%	2,135	26.9%	0.3%	0.9%	0.7%
Acceptance Payables	4,652	6,701	9,667	(2,049)	-30.6%	(2,965)	-30.7%	0.4%	0.6%	0.9%
Borrowings	2,243	1,630	1,317	613	37.6%	313	23.7%	0.2%	0.1%	0.1%
Accruals and other liabilities	27,515	29,496	20,430	(1,980)	-6.7%	9,066	44.4%	2.3%	2.5%	1.9%
Post-employment benefits obligation	9,098	9,032	7,521	66	0.7%	1,511	20.1%	0.8%	0.8%	0.7%
Subordinated bonds	500	500	500	-	0.0%	-	0.0%	0.0%	0.0%	0.0%
Other Liabilities	5,190	6,467	6,461	(1,277)	-19.7%	6	0.1%	0.4%	0.6%	0.6%
Total Liabilities	**1,186,466**	**1,165,569**	**1,093,550**	**20,897**	**1.8%**	**72,019**	**6.6%**	**100.0%**	**100.0%**	**100.0%**

* Including sharia deposits

THIRD-PARTY FUNDS

Composition of Third Party Funds* (in billion Rupiah)

	2024		2023		2022		Increase / (decrease) 2024		Increase / (decrease) 2023	
	Nominal	Composition	Nominal	Composition	Nominal	Composition	Nominal	%	Nominal	%
Current Accounts	**361,884**	**31.9%**	**348,457**	**31.6%**	**323,924**	**31.2%**	**13,426**	**3.9%**	**24,533**	**7.6%**
Rupiah	320,896	28.3%	312,110	28.3%	285,342	27.4%	8,786	2.8%	26,768	9.4%
Foreign Currency	40,987	3.6%	36,347	3.3%	38,582	3.7%	4,640	12.8%	(2,235)	-5.8%
Saving Accounts	**562,094**	**49.6%**	**536,184**	**48.7%**	**524,014**	**50.4%**	**25,910**	**4.8%**	**12,170**	**2.3%**
Rupiah	542,821	47.9%	518,068	47.0%	504,360	48.5%	24,753	4.8%	13,708	2.7%
Foreign Currency	19,273	1.7%	18,116	1.6%	19,654	1.9%	1,157	6.4%	(1,538)	-7.8%
Total Transactional Account Balance (CASA)	**923,977**	**81.5%**	**884,641**	**80.3%**	**847,938**	**81.6%**	**39,336**	**4.4%**	**36,703**	**4.3%**
Time Deposits	**209,635**	**18.5%**	**217,032**	**19.7%**	**191,780**	**18.4%**	**(7,397)**	**-3.4%**	**25,251**	**13.2%**
Rupiah	195,030	17.2%	203,011	18.4%	173,103	16.6%	(7,981)	-3.9%	29,908	17.3%
Foreign Currency	14,605	1.3%	14,020	1.3%	18,677	1.8%	585	4.2%	(4,657)	-24.9%
Total Third Party Funds	**1,133,612**	**100.0%**	**1,101,673**	**100.0%**	**1,039,718**	**100.0%**	**31,940**	**2.9%**	**61,955**	**6.0%**
Rupiah	1,058,747	93.4%	1,033,189	93.8%	962,805	92.6%	25,558	2.5%	70,384	7.3%
Foreign Currency	74,865	6.6%	68,483	6.2%	76,913	7.4%	6,382	9.3%	(8,429)	-11.0%

* Including sharia deposits

Third-Party Funds grew by 2.9%, reaching Rp1,133.6 trillion, driven by a 4.4% increase in low-cost CASA funds during 2024.

Current Accounts and Savings Accounts (CASA)

Current accounts increased by 3.9% to Rp361.9 trillion, while savings accounts grew by 4.8% to Rp562.1 trillion in 2024.

Average CA rose 6.6% YoY, higher than the outstanding growth of 3.9% YoY driven by small to medium business customers.

Average SA rose 4.9% YoY, driven by mass segment (43.8% YoY). SA balance in HNWI and Affluent segments declined, shifting to higher yielding investment instruments.

Total relationship balance of customers (consisting of third-party funds + bonds + mutual fund holdings) rose 8% YoY, outgrew M2 growth of 7% YoY.

This achievement was supported by various efforts to expand the ecosystem, covering the end-to-end supply chain, including suppliers, principals, distributors, retailers, and end customers, along with digital investments to strengthen the transactional banking platform.

The volume of transactions through digital channels (mobile banking, internet banking, and ATMs) continued to grow, accounting for 99.8% of total transactions, with the remaining 0.2% conducted at branches. In terms of value, transactions through mobile banking and internet banking contributed 62.7%, while transactions at branches and ATMs accounted for 37.3%.

The number of BCA customers reached 33 million, supported by investments in IT, operations, and various transaction channels, including BCA Mobile and myBCA. The development of products, features, and various initiatives to strengthen transactional banking are detailed in the Transactional Banking section on page 120 of this Annual Report.

Time Deposits

Time Deposits* (based on maturity date, in billion Rupiah)

	2024		2023		2022	
	Nominal	Composition	Nominal	Composition	Nominal	Composition
1 Month	140,577	67.1%	135,403	62.4%	147,100	76.7%
3 Months	61,302	29.2%	71,512	33.0%	28,082	14.6%
6 Months	4,630	2.2%	6,080	2.8%	9,015	4.7%
12 Months	3,125	1.5%	4,036	1.9%	7,584	4.0%
Total	**209,635**	**100.0%**	**217,032**	**100.0%**	**191,780**	**100.0%**

* Including sharia deposits

Time deposits decreased by 3.4% to Rp209.6 trillion compared to the previous year, in line with the declining trend in deposit interest rates. Deposit interest rates fell by 50 bps throughout the year, reaching 3.25% at the end of 2024.

EQUITY

Equity (in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023		Composition		
				Nominal	%	Nominal	%	2024	2023	2022
Issued and fully paid-up capital	1,541	1,541	1,541	-	0.0%	-	0.0%	0.6%	0.6%	0.7%
Additional paid-in capital	5,549	5,549	5,549	-	0.0%	-	0.0%	2.1%	2.3%	2.5%
Revaluation surplus of fixed assets	11,139	10,936	10,713	202	1.9%	223	2.1%	4.2%	4.5%	4.8%
Retained earnings	243,679	222,957	200,959	20,722	9.3%	21,998	10.9%	92.7%	91.9%	90.9%
Appropriated	3,721	3,234	2,827	486	15.0%	407	14.4%	1.4%	1.3%	1.3%
Unappropriated	239,959	219,723	198,132	20,236	9.2%	21,591	10.9%	91.3%	90.6%	89.6%
Other equity components	732	1,373	2,257	(640)	-46.6%	(883)	-39.1%	0.3%	0.6%	1.0%
Non-controlling interest	194	181	163	13	7.2%	18	11.2%	0.1%	0.1%	0.1%
Total Equity	**262,835**	**242,538**	**221,182**	**20,297**	**8.4%**	**21,356**	**9.7%**	**100.0%**	**100.0%**	**100.0%**

Equity increased by 8.4% to Rp262.8 trillion, supported by a rise in Retained Earnings for the Year to Rp243.7 trillion. ROE increased by 110 bps compared to the previous year, reaching 24.6%.

INCOME STATEMENT

Income Statement (in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
				Nominal	%	Nominal	%
Operating Income	108,307	98,517	85,419	9,790	9.9%	13,098	15.3%
Net Interest and Sharia Income	82,264	74,938	63,863	7,327	9.8%	11,075	17.3%
Interest and Sharia Income	94,796	87,207	72,114	7,590	8.7%	15,092	20.9%
Interest and Sharia Expense	(12,532)	(12,269)	(8,252)	(263)	2.1%	(4,017)	48.7%
Other Operating Income	26,042	23,579	21,557	2,463	10.4%	2,023	9.4%
Operating Expenses	(38,054)	(37,281)	(31,638)	(774)	2.1%	(5,643)	17.8%
Pre-Provision Operating Profit (PPOP)	70,252	61,236	53,781	9,016	14.7%	7,455	13.9%
Impairment losses on assets*	(2,034)	(1,056)	(3,314)	(978)	92.6%	2,258	-68.1%
Income Before Tax	68,218	60,180	50,467	8,038	13.4%	9,713	19.2%
Net Income	54,851	48,658	40,756	6,193	12.7%	7,903	19.4%
Other Comprehensive Income/(Expenses)	(345)	(1,106)	(3,323)	761	-68.8%	2,217	-66.7%
Total Comprehensive Income	54,506	47,552	37,433	6,954	14.6%	10,119	27.0%
Net Income attributable to:							
Equity holders of parent entity	54,836	48,639	40,736	6,197	12.7%	7,903	19.4%
Non-controlling interest	15	19	20	(4)	-21.1%	(1)	-4.4%
Comprehensive Income attributable to:							
Equity holders of parent entity	54,493	47,534	37,413	6,960	14.6%	10,120	27.0%
Non-controlling interest	13	18	19	(5)	-28.2%	(1)	-5.6%

* Including Foreclosed Collateral (AYDA)

Net income reached Rp54.8 trillion, an increase of 12.7% year-on-year, driven by strong operating income (+9.9% YoY) and manageable Operational Expense along with low Cost of Credit.

Net Interest and Sharia Income (in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
				Nominal	%	Nominal	%
Interest and Sharia Income	**94,796**	**87,207**	**72,114**	**7,590**	**8.7%**	**15,092**	**20.9%**
Loans Receivables	63,093	54,144	46,157	8,949	16.5%	7,986	17.3%
Securities	24,802	26,288	20,057	(1,486)	-5.7%	6,230	31.1%
Consumer Financing Receivables and Finance Leases Receivables	3,595	3,267	2,848	328	10.0%	419	14.7%
Placements with Bank Indonesia and Other Banks	712	1,164	1,338	(452)	-38.9%	(174)	-13.0%
Others (Including Sharia Profit Sharing)	2,595	2,344	1,714	251	10.7%	631	36.8%
Interest and Sharia Expenses (-/-)	**12,532**	**12,269**	**8,252**	**263**	**2.1%**	**4,017**	**48.7%**
Current Accounts	2,753	2,383	2,070	313	15.1%	314	15.2%
Savings Accounts	463	561	254	(98)	120.9%	307	121.2%
Time Deposits	6,288	6,566	3,526	(278)	-4.2%	3,040	86.2%
Others (Including Sharia Expenses)	3,028	2,758	2,402	270	9.8%	356	14.8%
Net Interest and Sharia Income	**82,264**	**74,938**	**63,863**	**7,327**	**9.8%**	**11,075**	**17.3%**

Net Interest and Sharia Income increased by 9.8% to Rp82.3 trillion, primarily driven by a 8.7% increase in interest and sharia income. Interest and sharia expenses rose by 2.1%, lower than the previous year's growth, reflecting BCA's stable cost of funds despite tight banking system liquidity. The rise in interest income was supported by solid loan volume growth, resulting in a more optimized earning asset composition (asset mix yield). Loans accounted for 68.1% of total productive assets, compared to 64.0% in the previous year.

Loan yield (Rupiah) recorded at 7.6% or increased by 3 bps compared to last year. The increase in loan yields during 2024 was mainly due to higher benchmark rates (JIBOR for Rupiah and SOFR for foreign currencies) for floating-rate loans. Interest income from loans receivables rose 16.5% from the previous year, reaching Rp63.1 trillion.

Interest income from securities declined by 5.7%, as BCA optimized its asset mix toward loan. However, liquidity placements in Bank Indonesia's Rupiah Securities (SRBI) provided relatively higher yields compared to other short-term instruments. Overall earning asset yield reached 6.7%, rose by 24 bps compared to the previous year.

Total interest expenses increased by 2.1%, driven by the growth in third-party funds volume. The cost of funds for current accounts and savings accounts (Rupiah) was relatively stable at 0.79% and 0.06%, respectively. Interest expenses on time deposits decreased by 4.2%, in line with a reduction in deposit rates, which fell by 50 bps over the past year. Other interest expenses increased by 9.8% year-on-year, primarily from securities sold under repurchase agreements (repos) as an alternative funding source for loans. Overall, BCA successfully maintained cost of funds at 1.0%, relatively stable compared to the previous year. The Net Interest Margin (NIM) was recorded at 5.8%, an increase of 29 bps compared to 2023. This improvement was supported by loan growth throughout 2024, optimized composition of earning assets, and relatively stable cost of funds.

Other Operating Income (in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
				Nominal	%	Nominal	%
Fees and Commission - net	**17,980**	**16,622**	**16,584**	**1,357**	**8.2%**	**39**	**0.2%**
Credit	2,428	2,820	2,084	(391)	-13.9%	736	35.3%
Trade	1,113	1,044	1,203	68	6.5%	(159)	-13.2%
CASA and Transactional	12,888	11,436	11,848	1,451	12.7%	(411)	-3.5%
Wealth	863	741	806	122	16.4%	(65)	-8.1%
Others	688	581	642	107	18.4%	(62)	-9.6%
Net Income from Transaction at fair value through profit or loss	**2,855**	**1,888**	**1,287**	**967**	**51.2%**	**600**	**46.6%**
Others	**5,208**	**5,069**	**3,685**	**139**	**2.7%**	**1,384**	**37.5%**
Total Other Operating Income	**26,042**	**23,579**	**21,557**	**2,463**	**10.4%**	**2,023**	**9.4%**

Total other operating income increased by 10.4% to Rp26.0 trillion, driven by growth in net transaction income measured at fair value, net fees and commissions income, and other income.

Net transaction income measured at fair value (through profit or loss – net) rose by 51.2%, primarily due to realized gains from trading SRBI in the trading book.

Net fees and commissions income grew by 8.2% to Rp18.0 trillion, with the main contributors being fee income from CASA products, transactional fees, wealth, trade, and others. Credit-related fees decreased by 13.9% to Rp2.4 trillion, mainly due to lower fees and commissions from syndicated loans. Overall, CASA and Transactional Fees contributed 71.7% to total fees and commissions income.

Operating Expenses

Operating Expenses (in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
				Nominal	%	Nominal	%
General and Administrative Expenses	16,874	17,306	14,694	(431)	-2.5%	2,612	17.8%
Personnel Expenses	17,444	16,198	13,651	1,246	7.7%	2,546	18.7%
Others	3,736	3,777	3,293	(41)	-1.1%	485	14.7%
Total	**38,054**	**37,281**	**31,638**	**774**	**2.1%**	**5,643**	**17.8%**

BCA implements cost efficiency, managing current and future needs towards supporting the growth of the business and competitiveness.

General and administrative expenses decreased by 2.5%. Within general and administrative expenses, IT and cybersecurity-related costs rose by 12.8% in line with the trend of digitalization. Meanwhile, employee expenses increased 7.7% and other expenses decreased 1.1% in 2024. Overall, operating expenses increased by 2.1% year-on-year.

To support the growth in transaction volume, BCA invested in a new data center, which began operations at the end of 2024. This is BCA's fourth data center, with a larger capacity than that of the existing three combined.

Overall, the Cost to Income Ratio improved by 266 bps from the previous year to 31.5%, one of the lowest in the industry. BCA continues to pursue various digitalization and process automation initiatives to enhance customer services and operational efficiency.

Impairment Loss on Asset Value

Impairment loss on asset value increased by 92.6% from the previous year to Rp2.0 trillion. This was done to maintain adequate provisioning levels in response to economic uncertainties and the future business conditions of debtors. The Cost of Credit, or the ratio of provisioning expenses to the average loan portfolio, was recorded at 0.28% in 2024, improving by 3 bps compared to the previous year.

Profit Before Income Tax and Net Income

Profit before income tax was recorded at Rp68.2 trillion, an increase of 13.4% compared to the previous year. This was driven by growth in operating income, cost management, and maintaining asset quality.

Overall, BCA's net income attributable to the parent entity was recorded at Rp54.8 trillion, rising by 12.7% compared to the previous year. This increase boosted Earnings Per Share (EPS) to Rp445 per share, up from Rp395 per share in 2023.

Comprehensive Income (in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
				Nominal	%	Nominal	%
Net Income	**54,851**	**48,658**	**40,756**	**6,193**	**12.7%**	**7,903**	**19.4%**
Other Comprehensive Income:							
Items that will not be reclassified to profit or loss							
Remeasurements of defined benefit liability	72	(559)	(350)	631	-112.8%	(210)	60.0%
Income tax	(14)	106	66	(120)	-112.7%	40	60.7%
Revaluation surplus of fixed assets	239	232	1,226	7	3.0%	(994)	-81.1%
Items that will be reclassified to profit or loss							
Unrealized losses on financial assets at fair value through other comprehensive income	(824)	(1,084)	(5,330)	259	-23.9%	4,246	-79.7%
Income tax	147	206	1,012	(60)	-28.9%	(806)	-79.6%
Foreign exchange differences arising from translation of financial statements in foreign currency	35	(8)	53	43	-548.6%	(61)	-114.9%
Total Other Comprehensive Income	**(345)**	**(1,106)**	**(3,323)**	**761**	**-68.8%**	**2,217**	**-66.7%**
Total Comprehensive Income	**54,506**	**47,552**	**37,433**	**6,954**	**14.6%**	**10,119**	**27.0%**
Net Income attributable to:							
Equity holders of parent entity	54,836	48,639	40,736	6,197	12.7%	7,903	19.4%
Non-controlling interest	15	19	20	(4)	-21.1%	(1)	-4.4%
Comprehensive Income attributable to:							
Equity holders of parent entity	54,493	47,534	37,413	6,960	14.6%	10,120	27.0%
Non-controlling interest	13	18	19	(5)	-28.2%	(1)	-5.6%
Earning per Share attributable to Equity Holders of The Parent Entity (in full amount of Rupiah)	**445**	**395**	**330**	**50**	**12.7%**	**64**	**19.4%**

Total comprehensive income attributable to the owners of the parent entity increased by 14.6%, primarily driven by the rise in net income in 2024 compared to the previous year.

BCA recorded 'unrealized loss on financial assets measured at fair value through other comprehensive income' of Rp824 billion, lower than the previous year's loss of Rp1,084 billion. This improvement was due to the 'available-for-sale financial assets' portfolio, which had a higher market value compared to last year's valuation.

Profitability by Operating Segment

Total net income attributable to the owners of the parent entity and non-controlling interests in 2024 was recorded at Rp54.9 trillion, growing by 12.7% year-on-year. Based on operational review by segment, the majority of income and net profit for the year was contributed by the Java and Sumatra regions. Further information on performance by operating segment can be found in Note 41, of the Financial Statements, page 655.

CASH FLOWS

Cash Flow (in billion Rupiah)

	2024	2023	2022	Increase / (decrease) 2024		Increase / (decrease) 2023	
				Nominal	%	Nominal	%
Cash Flows from Operating Activities	53,820	58,064	33,779	(4,244)	-7.3%	24,285	71.9%
Cash Flows from Investing Activities	(58,948)	(69,745)	(32,383)	10,797	-15.5%	(37,362)	115.4%
Cash Flows from Financing Activities	(33,329)	(25,071)	(19,116)	(8,258)	32.9%	(5,955)	31.2%
Net (Decrease) Increase in Cash and Cash Equivalents	**(38,456)**	**(36,752)**	**(17,720)**	**(1,704)**	**4.6%**	**(19,032)**	**107.4%**
Cash and Cash Equivalents, Beginning of Year	**124,396**	**160,422**	**177,268**	**(36,026)**	**-22.5%**	**(16,846)**	**-9.5%**
Effect of Foreign Exchange Rate Fluctuations on Cash and Cash Equivalents	**(456)**	**726**	**874**	**(1,182)**	**-162.9%**	**(148)**	**-16.9%**
Cash and Cash Equivalents, End of Year	**85,483**	**124,396**	**160,422**	**(38,913)**	**-31.3%**	**(36,026)**	**-22.5%**

BCA recorded cash and cash equivalents of Rp85.5 trillion, a decrease compared to the previous year's Rp124.4 trillion.

Cash Flows from Operating Activities

Cash flows from operating activities decreased 7.3% compared to the previous year, mainly came from decrease in customer deposit fund activity and deposits from other banks.

Cash Flows from Investing Activities

Cash flows from investing activities recorded an outflow of Rp58.9 trillion, decreased 15.5% compared to the previous year. This decrease was due to reduced receipts for securities maturing during the current year.

Cash Flows from Financing Activities

Cash outflows for financing activities were recorded at Rp33.3 trillion, an increase of 32.9% compared to the previous year. This was driven by higher payments of borrowings amounting to Rp72.7 trillion and dividend payments totaling Rp34.2 trillion during 2024.

KEY FINANCIAL RATIOS (Parent Entity Only)

Throughout 2024, BCA successfully maintained the key financial ratios listed below.

	2024	2023	2022	2021	2020
NIM	5.8%	5.5%	5.3%	5.1%	5.7%
CIR*	31.5%	34.1%	35.1%	34.9%	37.4%
BOPO	41.7%	43.7%	46.1%	54.2%	63.5%
ROA**	3.9%	3.6%	3.2%	2.8%	2.7%
ROE	24.6%	23.5%	21.7%	18.3%	16.5%
CAR	29.4%	29.4%	25.8%	25.7%	25.8%
LDR	78.4%	70.2%	65.2%	62.0%	65.8%
NPL- Gross	1.8%	1.9%	1.8%	2.2%	1.8%
LAR	5.3%	6.9%	10.4%	15.2%	19.7%

* Presented with the calculation of profit and loss from trade and foreign exchange transactions on a net basis as operating income, in accordance with accounting standard.
** Calculated from profit (loss) after tax divided by average of total assets

Performance Review of The Subsidiaries

BCA subsidiaries provide a variety of financial solutions in various fields, including motor vehicle financing, sharia banking, digital banking, securities, general and life insurance, remittances, and venture capital companies.

PT BCA Finance

BCA Finance is a subsidiary of BCA, which focuses on motor vehicles financing. BCA Finance is one of the largest in the financing industry, with a strong brand image. By means of the merger activity with BCA Multi Finance, which is effective as of September 1, 2024, BCA Finance has a new business line identified as motorbike financing, hence enriching BCA Finance's financing services. As of December 2024, BCA Finance had 138 branch offices and 59 other branches serving more than 360 thousand customers.

BCA Finance disburses financing through a joint financing scheme with the parent entity. BCA Finance and BCA also carry out joint marketing by utilizing BCA branch office network for marketing activities, as well as holding a Hybrid Exhibition (onsite and virtual vehicle exhibitions for BCA customers).

In 2024, BCA Finance booked new financing amounting to Rp47.8 trillion, growing by 17.7% compared to the previous year. Total assets under management (AUM) in 2024 reached Rp65.8 trillion, 20.6% higher compared to 2023.

The strategies implemented in 2024 include expanding the target market segment, offering competitive products in accordance with customers' needs, and continued technological development to improve work effectiveness and customer experience. BCA Finance also continued to collaborate intensively with car dealers and other supporting partners. Non-Performing Financing (NPF) was maintained at at 2.9% and net NPF at 0.9%.

In 2024, BCA Finance received numerous prestigious awards, including The Excellent Performance Multifinance Company (Asset IDR 5T - < IDR 10T) and The Best Performance Multifinance Company In 20 Consecutive Years (2004-2023) from magazine Infobank at Non-Bank Financial Institution Award 2024.

PT Bank BCA Syariah

BCA Syariah is a subsidiary of BCA, which operates in the sharia banking sector. In 2024, BCA Syariah had 76 branch networks consisting of 14 branch offices, 19 sub-branch offices, 43 Sharia Service Unit sub-branch offices, and 100 Commercial Bank Sharia Services networks spread across strategic cities in Indonesia.

As of 2024, BCA Syariah's total assets grew 15.0% to Rp16.6 trillion, supported by an increase in third-party funds of 20.3% to Rp13.2 trillion. Meanwhile, total financing grew by 18.9% to Rp10.7 trillion. Specifically, Gold iB Financing at BCA Syariah recorded significant growth of 198.6% to Rp153.8 billion, having been accessible through the BSya application since October 2024. BCA Syariah has also succeeded in maintaining financing quality, with a non-performing financing (gross) ratio of 1.5%, lower than industry average. BCA Syariah posted net profit at Rp 183.7 billion, an increase of 19.5% from previous year.

In 2024, BCA Syariah was awarded 56 awards for financial performance, corporate governance, product quality, and service quality, including Indonesia Best Sharia Bank 2024 with Sharia Financial from Warta Ekonomi in the Warta Ekonomi Indonesia Sharia and Halal Top Brand Awards 2024 and Platinum Champion Sharia Bank (Excellent financial performance in 10 consecutive years 2014-2023) from Infobank at the 13th Infobank Sharia Award 2024.

PT Bank Digital BCA

BCA Digital focuses on providing digital banking solutions. During 2024, BCA Digital continued to develop features in its "blu" application as well as its partner applications to enhance savings and transaction services. As of the end of 2024, BCA Digital recorded total assets of Rp16.1 trillion.

With more than 2.3 million customers, BCA Digital has aggregated third party funds of Rp11.7 trillion through saving accounts and time deposit products. In addition, net profit recorded at Rp108.0 billion, growing 134.5% compared to 2023. BCA Digital has also collaborated with BCA to provide added value for customers, among others by providing transaction access to BCA ATMs, and the Haloblu contact center.

PT Asuransi Umum BCA

BCA Insurance is a subsidiary of BCA that engages in providing non-life/general insurance products such as vehicle insurance, property insurance, transport insurance, travel insurance, personal accident insurance, and other forms of general insurance.

BCA Insurance collaborates with its parent entity and other subsidiaries to meet the need for general insurance both for consumer loans and corporate loan customers within BCA Group.

In 2024, BCA Insurance's total assets increased 12.5% to Rp3.4 trillion, while premium income increased 24.7% to Rp1.7 trillion compared to previous year. In addition, net profit recorded at Rp227.1 billion, growing 27.2% compared to 2023 and solvency ratio was recorded at 440.6%.

PT Asuransi Jiwa BCA

BCA Life, a subsidiary which is owned 90% by BCA, provides life protection products including life insurance, accident insurance, health insurance, and employee benefits.

In 2024, BCA Life recorded total assets of Rp3.3 trillion, experiencing 16.0% growth from the previous year. The technical reserves or liabilities to policyholders were recorded at Rp2.4 trillion, growing by 20.5% from 2023. Premium income reached Rp1.5 trillion with negative growth of 6.8%, however profit after tax was recorded at Rp92.5 billion, growing 17.2% compared to the previous year. The solvency ratio reached 433.1%.

PT BCA Sekuritas

BCA Sekuritas is engaged in securities trading and underwriting for stocks, bonds and other capital market instruments.

BCA Sekuritas offers a range of brokerage services to individual, corporate, and institutional customers via online trading platform that is accessible through mobile applications (Android/iOS), computer applications (installers), websites, and professional sales agent. To meet investor needs, mobile applications are being developed with a variety of features and latest in UI/UX. In addition, BCA Sekuritas offers mediation services to customers that require financing through various capital market instruments.

At the end of December 2024, BCA Sekuritas reported an Adjusted Net Working Capital (MKBD) of Rp948.6 billion and total assets of Rp1.4 trillion. In 2024, BCA Sekuritas was ranked in the top seven for domestic bonds underwriting by Bloomberg, and received the "Indonesia 20 Popular Digital Product Award 2024" in the eTrading category from The Iconomics, and "The Most Innovative Securities for Digital Platform Optimization to Improve Transaction Ease and Financial Literacy" from Warta Ekonomi.

PT Central Capital Ventura

CCV was established in 2017 and operates in the field of venture capital. CCV engages in investment activities, primarily focused on financial technology (fintech) oriented start-ups that may support BCA's overall ecosystem.

BCA Finance Limited

BCA Finance Limited (BCAFL) is a subsidiary of BCA that is located in Hong Kong. BCAFL currently is licensed money lender.

Other Material Information

2024 TARGET ACHIEVEMENTS

A summary of the financial performance achievements in 2024 compared to the targets is as follows:

Achievements vs. Target

	Target 2024	Achievement 2024
Loan Growth	9% - 10%	13.8%
CASA Growth	6% - 8%	4.4%
Net Interest Margin (NIM)	5.5% - 5.6%	5.8%
Cost to Income Ratio (CIR)	34% - 35%	31.5%
Return on Assets (ROA)	3.4% - 3.6%	3.9%
Return on Equity (ROE)	21% - 23%	24.6%

MARKETING ASPECTS

BCA adopts a hybrid marketing approach by combining the use of digital platforms (online) with direct human interaction (offline). Through this hybrid method, BCA optimizes the use of digital media and social media to market products and services, increase brand awareness, and educate customers on cybersecurity. The corporate website, bca.co.id, is continuously enhanced to provide information about products, services, and corporate activities.

BCA also organizes events such as the BCA Expo for the retail market, the Wealth Management Summit for various wealth and investment products, and the UMKM Fest for the SME segment.

DEBT REPAYMENT CAPABILITY AND RECEIVABLES COLLECTIBILITY

BCA has adequate capability to fulfill all its obligations, both short-term and long-term.

Liquidity remains at a solid level, with the NSFR, LCR, and LDR ratios at 157.3%, 323.0%, and 78.4%, respectively, in 2024. The Macroprudential Intermediation Ratio (RIM) was recorded at 81.5%. BCA's strong profitability is reflected in the growth of Pre-Provision Operating Profit, which increased by 14.7% compared to the previous year.

BCA consistently applies prudence in all operational aspects to align with the risk profile established by management. As a result, asset quality is maintained with adequate financial asset reserves. In 2024, BCA received favorable assessments from external rating agencies, including Fitch Ratings and Pefindo, as follows:

Fitch Ratings

Description	Rating
Outlook	Stable
Long-Term IDR	BBB
Short-Term IDR	F3
National Long-Term	AAA (idn)
National Short-Term	F1+ (idn)
Viability	bbb
Government Support	bbb-

Pefindo

Description	Rating
Corporate Rating	idAAA / Stable
Shelf Registration Sub Bond I	idAA / Stable

MONITORING AND MANAGEMENT OF NON-PERFORMING LOANS

To minimize potential losses, the Bank implements pre-emptive measures for credit recovery as soon as indications of non-performing loans (NPLs) emerge. Taking into account customers payment capacity and business condition, two methods are employed to address NPLs:

1. Credit Restructuring
   The scope of credit restructuring includes reducing loan interest rates, extending loan repayment periods, reducing interest arrears, reducing principal arrears, providing additional loan facilities, and reducing penalties.
2. Credit recovery
   Credit recovery can be carried out through cash payments or auctioning collateral or assets of debtors and/or guarantors.

BCA has policies for managing NPLs, including a debt collection policy outlined in the following regulations:
- Bank Credit Basic Policy (KDPB)
- Credit Recovery and Write-off Policy Manual
- Other relevant internal regulations detailing the technical implementation and reporting of debtors categorized under criticized exposure (CE).

BCA groups CE debtors based on credit quality into collectibility categories of 2, 3, 4, and 5. CE debtors include Corporate, Commercial, SME and Consumer (including Credit Card). Management of NPLs, especially consumer loans is conducted using the e-Collection (e-Coll) application with the following collection features:
- Preventive Collection: notification via SMS to remind debtors of their first payment.
- Desk Collection: credit card collection via phone calls and warning letters.
- Field Collection: on-site collection visits to homes or offices.
- Recovery: efforts to recover NPLs that have been or will be written off or executed.

CAPITAL STRUCTURE AND MANAGEMENT POLICY

Capital Structure

BCA's capital structure is as follows:
- Core capital (Tier 1) representing 96.3% of total capital or Rp255.3 trillion, an increase of 9.2% compared to the previous year.
- Whereas 3.7% or Rp9.9 trillion of BCA's total capital comprises supplementary capital (Tier 2). Supplementary capital mainly consists of Provision for Asset Quality (PPKA).

The consolidated Capital Adequacy Ratio (CAR) remains strong at 29.1%.

Capital Structure Management Policy

BCA maintains adequate capital levels as measured using CAR as an indicator, which covers credit, market, and operational risks. BCA fulfills the additional capital buffer requirements set forth by Bank Indonesia (BI) and the Financial Services Authority (OJK), including a Conservation Buffer, Countercyclical Buffer, and Capital Surcharge for Domestic Systemically Important Banks (D-SIB). In 2024, BCA's CAR exceeded regulatory requirements.

BCA always ensures that there is adequate nominal capital to comply with the Legal Lending Limit (LLL) for a single corporate customer group.

The Bank conducts integrated stress tests, taking into consideration various crisis scenarios and their impact on NPLs, liquidity levels, and capital adequacy. Based on the stress test results, BCA has adequate liquidity and capital to anticipate potential losses under the prepared scenarios.

Basis of Management Policies on Capital Structure

The Board of Directors prepares a capital plan in line with the Bank's Business Plan, which is approved by the Board of Commissioners with reference to OJK Regulation No. 11/POJK.03/2016 dated 2 February 2016, OJK Regulation No. 34/POJK.03/2016 dated 26 September 2016; and OJK Regulation No. 27/2022 dated 26 December 2022.

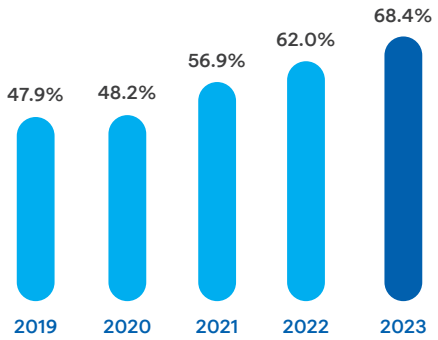
DIVIDEND PAYOUT IMPLEMENTATION

Dividend payments are determined through the Annual General Meeting of Shareholders (AGMS). BCA periodically reviews dividend payments to maintain a strong capital position to support business growth and investments, while considering feedback from shareholders.

Based on the AGMS dated March 14, 2024, shareholders approved the allocation of a portion of the 2023 net profit for cash dividends amounting to Rp33.3 trillion or Rp270 per share (comprising an interim dividend of Rp42.5 per share paid on 20 December 2023, and a final dividend of Rp227.5 per share paid on 4 April 2024). This distribution represents a dividend payout ratio of 68.4% of the 2023 net profit.

The following chart illustrates BCA's dividend payout ratio trend in recent years.

Dividend Payout Ratio



MATERIAL COMMITMENTS FOR CAPITAL GOODS INVESTMENTS

Purpose of Material Commitments for Capital Goods Investments

Material commitments related to capital goods investments are primarily aimed at developing information technology infrastructure and networks, as well as supporting other operational activities.

Source of Funds for Capital Goods Investments

BCA conducts investments, which are primarily related to information technology and network development, with funding sourced from accumulated operating profits.

Currency and Foreign Exchange Risk Mitigation Related to Capital Goods Investments

BCA conducts capital goods investments both domestically and internationally. Billing and payments for such investments are mostly conducted in Rupiah to minimize foreign exchange risk.

REALIZED CAPITAL GOODS INVESTMENTS

During 2024, realized capital goods investments reached Rp4.3 trillion, the majority of which comprised office equipment and bulidings. Most of these investments were related to information technology development. With the acceleration of the digital era, BCA is committed to continue investment in technology-based development including IT security, to enhance transactional banking service capabilities.

Aside from capital goods investment, BCA also strive to develop its human resource capabilities.

MATERIAL INFORMATION AND FACTS OCCURRING AFTER THE ACCOUNTANT'S REPORT DATE

There were no significant events, information, or material facts occurring after the accountant's report date.

MANAGEMENT AND/OR EMPLOYEE STOCK OWNERSHIP PROGRAM THROUGH MSOP/ESOP OPTIONS

During 2024, BCA did not have any stock option programs for the Board of Directors, Board of Commissioners, or employees.

UTILIZATION OF PROCEEDS FROM PUBLIC OFFERINGS

In 2024, BCA did not conduct any public offerings in the form of new share issuances.

MATERIAL INFORMATION ON INVESTMENTS, EXPANSIONS, DIVESTMENTS, AND ACQUISITIONS

During 2024, BCA did not engage in any material transactions or activities related to investments, expansions, divestments, or acquisitions.

For additional information, two of BCA's subsidiaries, namely PT BCA Finance and PT BCA Multi Finance, conducted merger where PT BCA Finance became the surviving entity. BCA effectively fully owned directly and indirectly the two subsidiaries before the merger.

MATERIAL TRANSACTIONS INVOLVING CONFLICTS OF INTEREST

In 2024, BCA did not conduct any material transactions categorized as involving conflicts of interest.

DISCLOSURE OF RELATED PARTY TRANSACTIONS

BCA conducts various transactions with related parties. These transactions are carried out in adherence to the arm's length principles and in compliance with regulations related to conflicts of interest.

Details of related party transactions (amount, type of transaction, and nature of the relationship with related parties) can be found in the "Corporate Governance" section under "Affiliated Transactions and Conflicts of Interest" (page 457) and in the audited Consolidated Financial Statements under Note 46, Appendix 5/137 (page 682).

PROVISION OF FUNDS, COMMITMENTS, OR OTHER FACILITIES BY COMPANIES OR LEGAL ENTITIES WITHIN THE SAME BUSINESS GROUP AS THE BANK TO DEBTORS WHO HAVE RECEIVED FUNDING FROM THE BANK

The joint credit facilities provided by BCA and its subsidiaries to debtors or groups of debtors as of December 2024 amounted to Rp275.2 trillion or 29.9% of the Bank's total outstanding loans as of December 31, 2024. The NPL for this credit portfolio was 1.5%.

Collectibility	Number of Debtors	**Facilities** (in billion Rupiah)					
		BCA - Parent Entity	BCA Finance	BCA Finance Limited	BCA Syariah	BCA Multi Finance	Total Exposure
Current	419,717	257,533	5,740	28	1,249	447	264,996
Special Mention	31,432	5,596	370	-	13	35	6,014
Substandard	2,097	507	27	-	-	3	537
Doubtful	2,909	456	38	-	12	3	509
Loss	7,684	2,984	122	-	57	8	3,172
Total	**463,839**	**267,075**	**6,298**	**28**	**1,330**	**497**	**275,228**

IMPACT OF REGULATORY CHANGES

Impact Of Regulatory Changes

In 2024, new regulations were issued, impacting BCA's business and subsidiaries, including:

- **PBI No. 5 of 2024 dated 9 July 2024**. BCA needs to ensure ownership of Payment System Competency-Based Training (PBK) certificates and/or HR Payment System Competency Certificates and conduct Payment System competency training.
- **PBI No. 6 of 2024 dated 11 July 2024**. BCA is required to adjust its internal regulations related to the reference rate from the Jakarta Interbank Offered Rate (JIBOR) to the Indonesia Overnight Index Average (IndONIA).
- **PBI No. 7 of 2024, dated 30 July 2024**. BCA is required to adjust the reporting of foreign debt and other liabilities in short-term foreign exchange currency that is reported in the Integrated Commercial Bank Report(LBUT).
- **PADG No. 4 Year 2024 dated 22 May 2024, PADG No. 21 Year 2024 dated 12 December 2024**. BCA is required to adjust its internal policies and calculate the GWM in accordance with the latest regulations.
- **POJK No. 4 of 2024, dated 26 February 2024**. BCA is required to adjust the implementation of the obligation to report ownership or changes in ownership of public company shares and activities involving the pledging public company shares.
- **POJK No. 11 of 2024, dated 22 July 2024**. BCA is required to adjust the proportion of outstanding debtors in the debtor report to include guarantor companies, insurance companies and LPBBTI.
- **POJK No. 12 Year 2024 dated 23 July 2024**. BCA shall evaluate its existing anti-fraud strategy policy and report to OJK.
- **POJK No. 15 of 2024, dated 2 October 2024**. BCA is required to develop and implement internal control policies, establish an anti-fraud unit, and report to OJK on internal control and supervision by the Board of Commissioners.

CHANGES IN ACCOUNTING POLICIES

Details regarding changes in accounting policies can be found in the audited report, Note 2.d, on page 559-560.

BUSINESS CONTINUITY INFORMATION

BCA maintains customer trust by providing comprehensive and high-quality financial solutions through the implementation of prudential principles supported by technology and digitalization.

Recognizing the importance of security and the increasing risks of cybersecurity, BCA ensures the implementation of the three key aspects of information technology security: human resources, processes, and technology.

BCA also manages IT-related operational risks by focusing on reliability, security, availability, and timeliness to serve and protect both customers' and BCA's assets through various measures, including:

- Implementing security systems that adhere to both domestic and international system standardization.
- Utilizing monitoring system tools to detect system disturbances, fraud threats, and cyberattacks to minimize potential losses and reputational risks.
- Conducting reviews and enforcing security policies for applications accessed via VPN and for users working from hubs, along with providing necessary security recommendations.

BCA also enhances employee competencies, in particular to support innovation in digital banking services and strengthen customer relationships. Leadership succession and regeneration processes are managed prudently, in alignment with the company's values and sound governance practices.

BASIC LENDING RATE (SBDK)

In line with transparency and reporting practices, BCA discloses its Prime Lending Rate (SBDK) through its website and annual reports. This supports good corporate governance practices and promotes healthy competition in the banking industry.

Information on changes in the Prime Lending Rate is available at branches and can be accessed on the website www.bca.co.id. Below is quarterly information on the Prime Lending Rate established by BCA for 2024:

Prime Lending Rate at the End of Each Quarter (effective % p.a)

End of Period	Prime Lending Rate Based on Loan Segment			
	Corporate Loan	Retail Loan	Consumer Loan	
			Mortgage	Non Mortgage
Quarter IV - 2023	7.90	8.10	7.20	5.96
Quarter I - 2024	7.90	8.10	7.20	5.96
Quarter II - 2024	7.90	8.10	7.20	5.96
Quarter III - 2024	7.90	8.10	7.20	5.96
Quarter IV - 2024	7.77	8.33	9.45	7.38

PROSPECTS, STRATEGIC PRIORITIES, AND PROJECTIONS FOR 2025

Economic and Banking Sector Prospects for 2025

Domestic economic growth prospects in 2025 is projected to be moderate. Bank Indonesia has supported the domestic business climate through prudent monetary policies and overall macroprudential policies.

As a proxy for the economy, the national banking industry, both lending and funding, is predicted to increase in line with Indonesia's economic growth.

A discussion and review of the macroeconomic and banking sector can be found on page 255-257.

BCA's Strategic Priorities and 2025 Projections

Broadly, BCA's short to medium-term policy direction and strategic steps will focus on key strategic initiatives, including:

1. **Strengthening the transaction banking franchise through enhanced payment settlement service capabilities**
   As a bank with transaction banking as one of its core businesses, BCA is committed to meeting the increasingly diverse needs of its customers. To achieve this, BCA is committed to consistently improving payment settlement service capabilities from various aspects to support the growth of CASA (Current Accounts and Savings Account).

   BCA's multi-channel transaction banking ecosystem continuously expanded and refined to provide services that are more integrated within the BCA ecosystem and provide added-value to customers. BCA also continues to focus on implementing a hybrid banking business model, combining physical and digital services, which is expected to provide customers with an easy, safe, and convenient transaction experience. A discussion on the development of transaction banking is included in the Directors' Report on pages 24-35 and in the Transaction Banking section on page 120-122.

2. **Maintaining a sound Loan Portfolio**
   In conducting its business, BCA will continue to disburse loans selectively with due regard to the precautionary principle. BCA will continue to explore new industries with high potential through an in-depth analysis process to increase industry diversification. In maintaining the quality of its loan portfolio, BCA continuously monitors and takes proactive measures to maintain credit quality.

   To support credit processing and debtor acquisition, BCA will continue to develop and improve credit infrastructure through simplification and optimization of credit processing. In addition, BCA also continues to develop the quality of PIC relationships through various programs to maintain and improve debtor satisfaction levels. Discussion of disbursements across various segments are included in the Management Discussion and Analysis under the Corporate Banking, Commercial & SME Banking, and Individual Banking sub-chapters on pages 123-132.

3. **Providing of comprehensive banking solutions together with subsidiaries**
   To meet the increasingly diverse needs of various customer segments, BCA provides a comprehensive financial products and services. One of these efforts is through synergies with Subsidiaries engaged in the fields of financing, digital banking, sharia banking, securities, and insurance. BCA is committed to growing with its Subsidiaries and encouraging them to become major players in their business lines.

Category	2025 Target
Gross Domestic Product (GDP)	5%
Loan Growth	6% - 8%
Net Interest Margin (NIM)	5.7% - 5.8%
CIR (Cost to Income Ratio)	33% - 34%
Cost of Credit (CoC)	~0.3%
Return on Asset (ROA)	3.6% - 3.8%
Return on Equity (ROE)	21% - 23%

04

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

TABLE OF CONTENTS

282 Good Corporate Governance

288 1. Corporate Governance Structure
289 2. Corporate Governance Process
296 3. Corporate Governance Outcome

299 General Meeting of Shareholders

299 1. Shareholders' Rights
299 2. Annual GMS Financial Year 2023
301 3. Procedures for Organizing AGMS
302 4. Attendance of Management, Committees, and Shareholders
302 5. Chairperson of AGMS
302 6. Rules of Conduct of GMS and Procedure for Vote Count
304 7. 2024 AGMS Decision and its Realizations
308 8. 2023 AGMS Decision and its Realizations
312 9. Realization of Dividend Payment
312 10. Statements Regarding Unrealized GMS Resolutions

313 Information on Ultimate/ Controlling Shareholder

314 Board of Commissioners

314 1. Board of Commissioners Guidelines and Work Rules (Board of Commissioners Charter)
314 2. Duties and Responsibilities of the Board of Commissioners
316 3. Authorities of the Board of Commissioners
317 4. Criteria for the Members of the Board of Commissioners
318 5. Nomination for Members of the Board of Commissioners
319 6. Number and Composition of the Members of the Board of Commissioners
320 7. Term of Office of the Board of Commissioners
320 8. Orientation Program for New Board of Commissioners Members
321 9. Training Programs In Order to Enhance the Board of Commissioners Competence
322 10. Share Ownership of Members of the Board of Commissioners Amounting 5% or More of the Paid-Up Capital
323 11. Concurrent Position of the Board of Commissioners Members
324 12. Committees under the Board of Commissioners' Implementation of Duties and Evaluation Report
325 13. Report on the implementation of the duties of the Board of Commissioners Members
325 14. Performance Assessment of the Corporate Governance Outcomes

326 Independent Commissioners

326 1. Independent Commissioner Criteria
326 2. Terms of Office of Independent Commissioners
326 3. Statement of Independence of Independent Commissioners

328 Board of Directors

328 1. Guideline and Code of Conduct of the Board of Directors (Board of Directors Charter)
328 2. Duties and Responsibilities of the Board of Directors
330 3. Authorities of the Board of Directors
331 4. Criteria for Members of the Board of Directors
332 5. Nomination for Members of the Board of Directors
333 6. Number and Composition of Members of the Board of Directors
334 7. Terms of Office of the Board of Directors
334 8. Division of Duties and Responsibilities of the Board of Directors
337 9. Orientation Program for New Members of the Board of Directors
337 10. Training Program to Improve the Competency of the Board of Directors
341 11. Ownership of the Board of Directors that Amount 5% or More of Paid-Up Capital
342 12. Concurrent Positions of Members of the Board of Directors
344 13. Executive Committee under the Board of Directors' Implementation of Duties and Evaluation Report
345 14. Board of Directors' Implementation Duties Report
345 15. Performance Evaluation of Members of the Board of Directors

346 Meetings of the Board of Commissioners, the Board of Directors, and Joint Meetings

346 1. Meeting of the Board of Commissioners
350 2. Meeting of the Board of Directors
355 3. Joint Meeting of the Board of Commissioners and the Board of Directors
356 4. Attendance of the Board of Commissioners and the Board of Directors at the GMS in 2024

357 Affiliated Relationships of Board of Commissioners, Board of Directors, and Controlling Shareholders

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

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

359 Diversity in the Composition of the Members of the Board of Commissioners and the Board of Directors

359 1. Diversity Policy

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

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

361 Performance Assessment of the Board of Commissioners and the Boardof Directors

361 1. Performance Assessment Procedure of the Board of Commissioners

362 2. Performance Assessment Procedure of the Board of Directors

363 3. Performance Assessment Procedure of the President Director

365 Remuneration Policy

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

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

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

370 4. Data on Salary and Severance Paid Ratio

371 Board of Commissioners Committees

371 **I. AUDIT COMMITTEE**

371 1. Legal Basis

371 2. Audit Committee Charter

371 3. Structure and Membership of Audit Committee

372 4. Profile and Qualifications of Audit Committee Members

372 5. Education or Training

373 6. Term of Office

373 7. Requirements for Audit Committee's Member

374 8. Independence of Audit Committee Members

374 9. Duties and Responsibilities of the Audit Committee

375 10. Authorities of the Audit Committee

375 11. Audit Committee Concurrent Position

376 12. Policies and Implementation of Audit Committee Meetings

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

378 **II. RISK OVERSIGHT COMMITTEE**

378 1. Legal Basis

378 2. ROC Charter

378 3. Structure and Membership of ROC

379 4. ROC Member Profiles and Qualifications

379 5. Education or Training

380 6. Term of Office

380 7. ROC Membership Requirements

381 8. Independence of ROC Members

381 9. Duties and Responsibilities of ROC

382 10. Authorities of ROC

382 11. ROC Member Concurrent Position

382 12. Policies and Implementation of ROC Meetings

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

384 **III. REMUNERATION AND NOMINATION COMMITTEE**

384 1. Legal Basis

384 2. RNC Charter

384 3. Structure and Membership of RNC

385 4. RNC Member Profiles and Qualifications

385 5. Education or Training

385 6. Term of Office

385 7. RNC Membership Requirements

386 8. Independence of RNC Members

386 9. Duties and Responsibilities of RNC

387 10. Authorities of RNC

387 11. Policies and Implementation of RNC Meetings

388 12. RNC Remuneration

388 13. Realization of the Work Program and Implementation of RNC Activities in 2024

388 14. Policy Regarding the Succession of the Board of Directors

388 **IV. INTEGRATED GOVERNANCE COMMITTEE**

388 1. Legal Basis

389 2. IGC Charter

389 3. Structure and Membership of IGC

390 4. Profile and Qualifications of IGC Members
391 5. Education or Training
393 6. Term of Office
393 7. IGC Membership Requirements
393 8. Independence of IGC Members
394 9. Duties and Responsibilities of IGC
395 10. Authorities of IGC
395 11. IGC Member Concurrent Position
395 12. Policies and Implementation of IGC Meetings
396 13. Realization of the Work Program and Implementation of IGC Activities in 2023

397 Executive Committees of the Board of Directors

397 I. ASSET LIABILITY COMMITTEE
397 1. Structure, Membership of ALCO, and Voting Rights Status
398 2. Main Functions, Authorities, Duties, and Responsibilities of ALCO
398 3. Meeting of ALCO
398 4. Decision Making
399 5. Frequency of ALCO Meetings in 2024
400 6. Accountability Reporting
400 7. Realization of Work Program in 2024
400 8. Work Plan of ALCO in 2025
401 II. RISK MANAGEMENT COMMITTEE
401 1. Structure, Membership, and Voting Rights Status
401 2. Main Functions, Authorities, Duties, and Responsibilities of RMC
402 3. Meeting of RMC
402 4. Decision Making
402 5. Frequency of RMC Meetings in 2024
403 6. Accountability Reporting
403 7. Realization of Work Program in 2024
403 8. Work Plan of RMC in 2025
404 III. INTEGRATED RISK MANAGEMENT COMMITTEE
404 1. Structure, Membership of IRMC, and Voting Rights Status
404 2. Main Functions, Authorities, Duties, and Responsibilities of IRMC
405 3. Meeting of IRMC
405 4. Decision Making
405 5. Frequency of IRMC Meetings in 2024
406 6. Accountability Reporting
406 7. Realization of the Work Program in 2024
406 8. Work Plan of IRMC in 2025
407 IV. CREDIT POLICY COMMITTEE
407 1. Structure, Membership of CPC, and Voting Rights Status
408 2. Meeting of CPC
408 3. Decision Making
408 4. Frequency of CPC Meetings in 2024
409 5. Realization of Work Program in 2024
409 6. CPC Work Plan in 2025
407 7. Realization of Work Program in 2024
407 8. Realization of Work Program in 2024
410 V. CREDIT COMMITTEE
410 1. Structure, Membership, and Voting Rights Status of the CC
411 2. Main Functions, Authorities, Duties, and Responsibilities of the CC
411 3. CC Meeting
411 4. Decision Making
413 5. Realization of the 2024 Work Program
413 6. CC Work Plan for 2025
411 7. Realization of the 2024 Work Program
411 8. CC Work Plan for 2025
414 VI. INFORMATION TECHNOLOGY STEERING COMMITTEE
414 1. Structure, Membership of ITSC, and Status of Voting Rights
414 2. Main Functions, Authorities, Duties and Responsibilities of ITSC
415 3. Meeting of ITSC
415 4. Decision Making
415 5. Frequency of ITSC Meetings in 2024
416 6. Accountability Reporting
416 7. Realization of Work Program in 2024
416 8. ITSC Work Plan in 2025
417 VII. PERSONNEL CASE ADVISORY COMMITTEE
417 1. Structure, Membership of PCAC, and Voting Rights Status
417 2. Main Functions, Authorities, Duties and Responsibilities of PCAC
417 3. Meeting of PCAC
417 4. Decision Making
418 5. Frequency of PCAC Meetings in 2024
418 6. Accountability Reporting
418 7. Realization of Work Program in 2024
418 8. PCAC Work Plan in 2025

419 Corporate Secretary

419 The Structure and Position of the Corporate Secretary
419 Legal Basis and Company Secretary Profile
419 Competency Development and Training Program
420 Functions of the Corporate Secretary

421 Implementation of Corporate Secretary Duties in 2024
423 Information Disclosure Report

424 Investor Relations Function

424 1. Investor Relations Primary Duties
424 2. Investor Relations Activities

426 Internal Audit Division

426 1. Structure and Position of the Internal Audit Division
427 2. Head of Internal Audit Division Profile
427 3. Internal Audit Charter
427 4. Independence & Objectivity
427 5. Audit Implementation and Quality Control Standards
428 6. Auditor Ethics and Professionalism
428 7. Internal Audit Duties and Responsibilities
428 8. Auditor Composition and Competency Development
429 9. Implementation of Internal Audit Division Duties in 2024
429 10. Internal Audit Division Advisory Activities in 2024
429 11. Focus of Audit Activities in 2025

430 Public Accountant (External Audit)

432 1. Effectiveness of External Audit Implementation
432 2. Relationship Between Banks, Public Accountants, and the Financial Services Authority
432 3. 2024 Audit Fees
432 4. Services provided by PAF/PA other than Audit

433 Compliance Function

433 1. Organizational Structure of DCP
433 2. DCP Responsibilities
433 3. Integrated Compliance Function
433 4. Implementation of Compliance Function Work in 2024
435 5. 2024 Compliance Indicators
435 6. Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing for the Proliferation of Weapons of Mass Destruction (AML, CTF, and PFPWMD) Programs

437 Risk Management System

437 1. Risk Management System Overview
439 2. Types of Risk and Its Management
444 3. Results of the Risk Management System Effectiveness Review
444 4. Statement of the Board of Directors and the Board of Commissioners on the Adequacy and Review of the Effectiveness of the Risk Management System

445 Internal Control System

445 1. Internal Control System Framework
445 2. Main Components of the Internal Control System
448 3. Internal Control System Evaluation
448 4. Board of Commissioners Statement on the Adequacy and Effectiveness of the Internal Control System

449 Implementation of the Anti-Fraud Strategy

449 1. Introduction
449 2. Objectives
451 3. Implementation and Internalization
452 4. Internal Fraud Violations Data in 2024
452 5. Reporting

453 Whistleblowing System

453 1. Whistleblowing Procedure
454 2. Whistleblower Protection
454 3. Complaint Handling Flow
454 4. Parties who Manage the Report
454 5. Disclosure of Internal Fraud and Complaints through the Whistleblowing System in 2024

455 Anti-Corruption And Gratification Control Policy

455 1. Background
455 2. Anti-Corruption and Gratification Control Policy
456 3. Implementation of Anti-Corruption and Gratification Control Policies
456 4. Other information

457 Affiliated Transactions and Conflict of Interest Transactions

455 1. Affiliated Transactions
463 2. Conflict of Interest Transactions

466 Legal Cases

466 1. Criminal Law Cases
466 2. Civil Law Cases
468 3. Legal Cases Faced by the Subsidiaries

469 Important Cases & Administrative Sanctions

470 Information Access and Corporate Data

470 1. Communication Channels of Stakeholders
471 2. Product Information and Transparency
472 3. Company Information and Data Facilities
475 4. List of 2024 Press Releases
481 5. Correspondence to Financial Service Authority and Indonesian Stock Exchange
485 6. Internal Communications

487 Code of Ethics

487 1. Cores of BCA Code of Ethics
487 2. Enforcement of the Code of Ethics
487 3. Code of Ethics Related to Anti-Corruption
487 4. Vendor-Related Code of Conduct
488 5. Socialization
488 6. Enforcement and Sanctions for Code of Ethics Violations
488 7. Cases of BCA Code of Ethics Violations in 2024

489 Corporate Culture

489 1. BCA Vision and Mission
489 2. BCA Values
489 3. Socialization of Vision, Mission and Values
489 4. Corporate Culture Introduction for New Employees
489 5. Corporate Culture Introduction for New Members of The Board of Commissioner and/or the Board of Directors

490 Stock Ownership Program by Management and/or Employees Through the MSOP/ESOP Option

490 Shares Buyback

490 Other Corporate Actions

491 Provision of Fund to Related Party and Large Exposure

491 1. Policy on Provision of Funds to Related Parties
491 2. Policy on the Provision of Large Exposure
492 3. Lending Policy for the Boards of Directors and the Board of Commissioners
492 4. Implementation of the Provision of Funds to Related Parties in 2024

493 Strategic Plan

493 Transparency of Financial and Non-Financial Conditions Undisclosed in Other Reports

493 1. Financial Condition Transparency
494 2. Non-Financial Condition Transparency

495 Funding Social Activities

495 Funding Political Activities

496 Implementation of Integrated Governance

496 1. Self-Assessment Report on Integrated Governance Implementation
497 2. BCA Financial Conglomerate Structure
497 3. Share Ownership Structure in Financial Conglomerate of BCA
499 4. Management Structure in Financial Conglomerate of BCA
505 5. Intra-Group Transaction Risk

507 Information Related to the Fulfillment of Corporate Governance Implementation

507 1. OJK Regulation No. 17 of 2023 on the Implementation of Governance for Commercial Banks
508 2. Implementation of Public Company Governance Guidelines (OJK Circular Letter Recommendation No.32/SEOJK.04/2015)
514 3. The Implementation of the OECD Corporate Governance Principles by BCA, is as follows:
514 4. The Principles of Corporate Governance are in Accordance with the Guidelines for Corporate Governance Principles for Banks
516 5. Indonesian Corporate Governance Guidelines
528 6. ASEAN Corporate Governance Scorecard (ACGS)
528 7. Bad Corporate Governance Statement

Good Corporate Governance



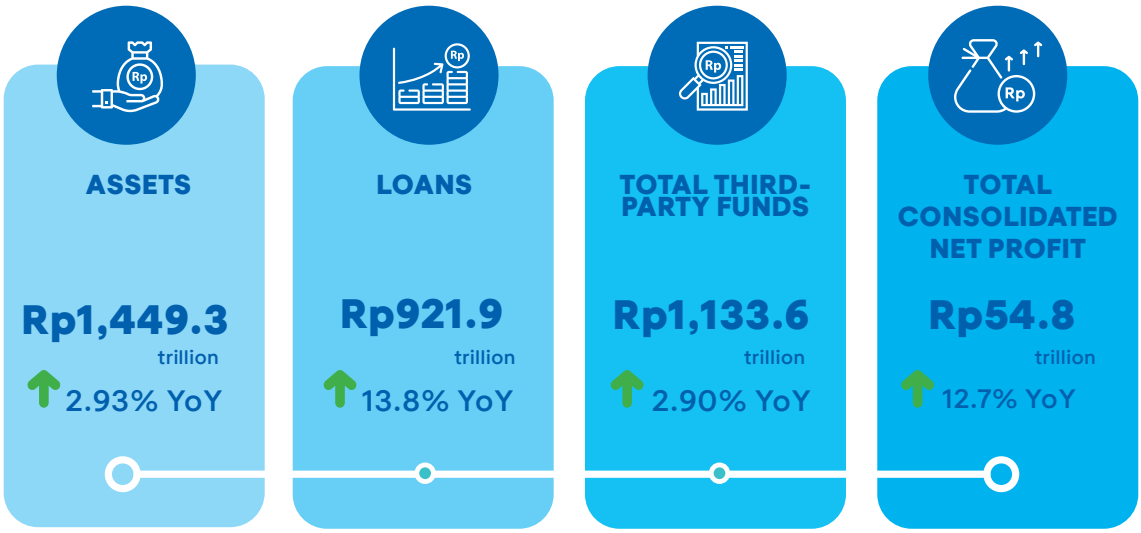
Good Corporate Governance (GCG) is an aspect of sustainability which is an important foundation for BCA in the conduct of its business activities and operations. Strengthening implementation of GCG principles in an integrated manner have gained the support and trust of shareholders and stakeholders, 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. 12ß/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	• BCA submits a Corporate Governance Implementation Report and discloses the information in a timely, clear, and easily accessible manner for stakeholders through the BCA website. • BCA discloses material information or facts in accordance with the procedures stipulated in the capital market regulations and/or related laws. • BCA provides explanations to the public regarding news coverage in the mass media. • In implementing the principle of transparency, BCA always fulfils the provisions of bank secrecy and confidentiality of office. • All stakeholders have access to information in accordance with the principle of transparency.
Accountability	• Members of the Board of Directors and the Board of Commissioners have clear duties and responsibilities. • The Board of Directors and Board of Commissioners are held accountable for their performance through the Annual General Meeting of Shareholders. • Each organ has specific organizational duties and responsibilities that align with BCA's vision, mission, strategic goals, and efforts. This is evident in the BCA Organizational Structure, where each organ performs its functions in accordance with its responsibilities.
Responsibility	• BCA always adheres to the prudential banking principle in carrying out its business activities. • BCA also acts as a good corporate citizen. • BCA complies with the applicable laws and regulations.

GCG Principles	Implementation at BCA
Independence	• BCA acts professionally, is not subject to pressure or intervention from any party, and is objective in all decision making. • BCA always avoids conflicts of interest.
Fairness	• Based on the principle of equality and fairness, BCA always caters to the interests of all stakeholders equally. • BCA provides an opportunity for all shareholders at the GMS to express their opinions.

BCA's Corporate Governance Implementation Roadmap

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

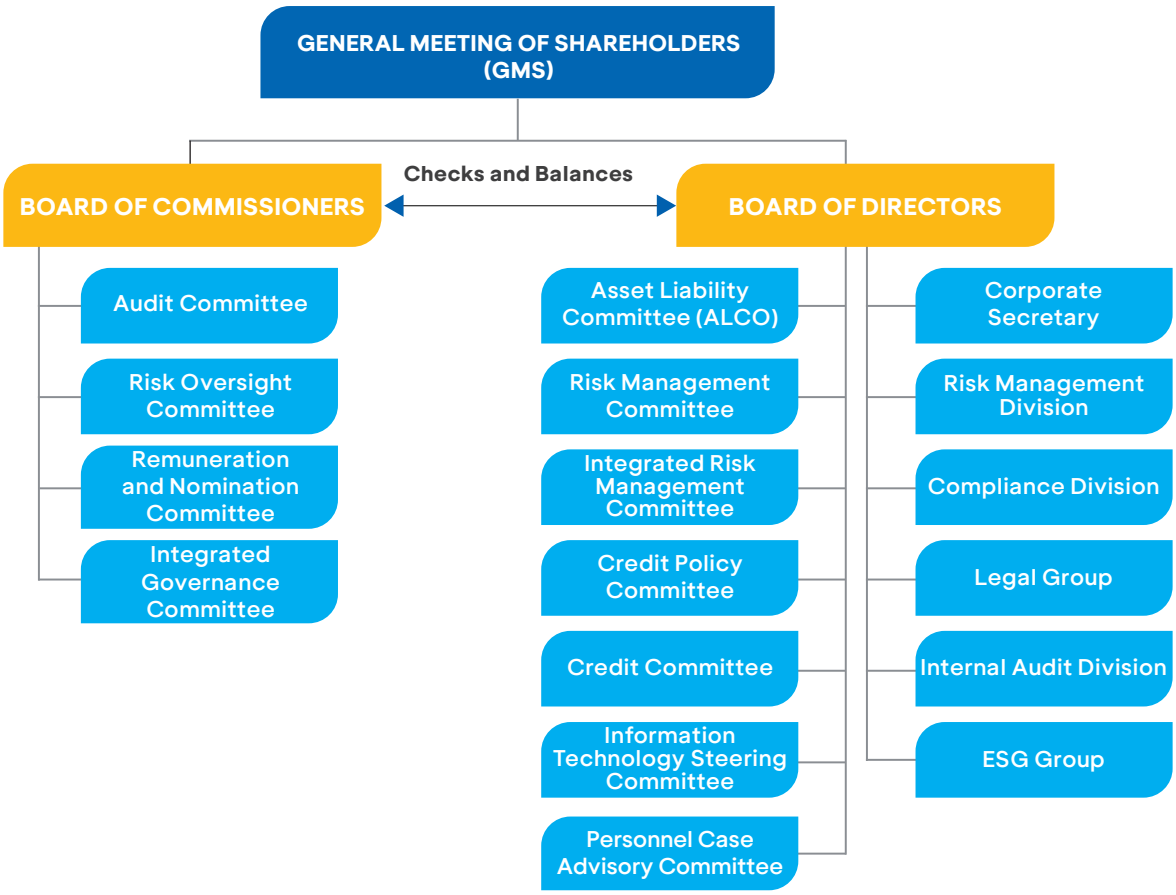
Corporate Governance Structure and Mechanism

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			
GCG Principles in General	1. Transparency 2. Accountability 3. Responsibility 4. Independency 5. Fairness	**GCG Principles based on PUGKI**	1. Ethical Conduct 2. Transparency 3. Accountibility 4. Sustainability
BCA Commitment	1. Vision 2. Mission 3. Values 4. Guidelines/Charter 5. Code of Ethics		
Governance Structure	1. Main organs (GMS, Board of Commissioners, Board of Directors) 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)		
Governance Process	1. Communication with stakeholders 2. Policy formulation & decision making 3. Assessment & evaluation		
Governance Outcome	1. Positive growth of BCA's performance 2. Bank Soundness Level 3. Assessment of credible rating agencies for corporate performance and/or BCA's GCG practices 4. Awards from various reputable organizations		

1. Corporate Governance Structure

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



- 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	1. Articles of Association. 2. The Code of Ethics.
Corporate Governance Guidelines	Board of Directors Decree No.121/SK/DIR/2021 dated June 30, 2021 regarding Adjustment of Corporate Governance Guidelines.
Board of Commissioners and Board of Directors	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. 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
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	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. 2. Board of Commissioners Decree No. 212/SK/KOM/2024 dated December 10, 2024 concerning the Risk Oversight Committee Charter. 3. Board of Commissioners Decree No. 003/SK/KOM/2023 dated January 4, 2023, concerning the Structure of the Remuneration and Nomination Committee. 4. Board of Commissioners Decree No. 121/SK/KOM/2023 dated July 17, 2023 concerning the Charter of the Integrated Governance Committee - BCA. 5. Chapter 3 of the BCA Governance Guidelines concerning the Guidelines and Rules of Committees Supporting the Board of Commissioners.
Corporate Secretary	Board of Directors Decree No. 259/SK/DIR/2021 dated December 23, 2021, concerning the Corporate Secretary Charter.
Integrated Governance	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. 2. Board of Directors Decree No. 037/SK/DIR/2017 dated March 27, 2017 concerning Integrated Compliance Risk Management Policy. 3. Corporate Charter – BCA Financial Conglomerate.

Subject	Type of Internal Policies
Affiliate and Conflict of Interest Transactions	1. Board of Directors' Decree No. 219/SK/DIR/2003 dated November10, 2003, concerning Provisions Regarding Conflicts of Interest 2. Board of Directors' Decree No. 151/SK/DIR/2023 dated September 12, 2023, concerning Affiliated Transactions and Conflict of Interest Transactions. 3. Circular Letter No. 155/SE/POL/2024 dated May15, 2024, concerning the Implementation of Affiliated Transactions and Conflict of Interest Transactions.
Anti-fraud	1. Board of Directors Decree No. 114/SK/DIR/2021 dated June 17, 2021 concerning Adjustments to the Anti-Fraud Strategy Policy.*) 2. Board of Directors Decree No. 139/SK/DIR/2020 dated July 30, 2020 concerning the Anti-Fraud Declaration and Integrity Pact.**) 3. Circular Letter No. 377/SE/POL/2021 dated December 13, 2021, concerning Submission of Reports on the Implementation of Anti-Fraud Strategies. Note: *) 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. **) 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.
Audit and Internal Control	1. Board of Directors Decree No. 0192/SK/DIR/2024 dated November 19, 2024 concerning Internal Audit Charter. 2. Board of Directors Decree No. 183/SK/DIR/2017 dated December 13, 2017 concerning Guidelines for Internal Control System Standards (PSSPI) of PT Bank Central Asia Tbk.
Risk Management	1. Board of Directors' Decree No. 243/SK/DIR/2021 dated December 6, 2021, concerning the Basic Risk Management Policy of PT Bank Central Asia Tbk. 2. Circular Letter No. 200/SE/POL/2023 dated July 4, 2023, concerning Instructions for Implementing Integrated Compliance Risk Management. 3. Board of Directors Decree No.123/SK/DIR/2023 dated July 4, 2023, concerning Integrated Compliance Risk Management Policy. 4. 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
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	1. Board of Directors Decree No. 075/SK/DIR/2022 dated May 31, 2022 concerning Procurement Guidelines of Goods or Services. 2. Board of Directors Decree 038/SK/DIR/2022 dated March 4, 2022 concerning Procurement Guidelines of Goods or Services. 3. Circular Letter No. 085/SE/POL/2022 dated March 4, 2022 concerning adjustment of Process Procurement of Goods or Services.
Insider Trading	Chapter 11 of BCA Governance Guidelines concerning Insider Trading.
Gratification Control	1. Board of Directors Decree No.269/SK/DIR/2021 dated December 31, 2021, concerning Anti-Corruption Policy and Gratification Control. 2. Circular Letter No.336/SE/POL/2022 dated September 15, 2022, concerning Reporting of Gratification Control.
Disclosure of Information	1. Chapter 9 of BCA Corporate Governance Guidelines concerning Information Disclosure. 2. Circular Letter No.480/SE/POL/2022 dated December 15, 2022 concerning BCA website information management.
Dividend Policy	The dividend policy, as regulated in the BCA Governance Guidelines. Remarks: *) As also stipulated in the Board of Directors Decree No. 003/SK/DIR/2025 dated January 3, 2025 concerning the Dividend Policy.
Others Related Policy	1. Emergency handling policies, as regulated in the BCA Financial Conglomeration's Integrated Business Continuity Policy. 2. Information Technology Governance Policy. 3. Loan Policy for the Board of Directors and the Board of Commissioners. 4. Personal Data Protection Policy. 5. Reports on Ownership of, or Any Changes of Ownership of, Shares in Public Companies Policy.

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

2. External Assessment

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.

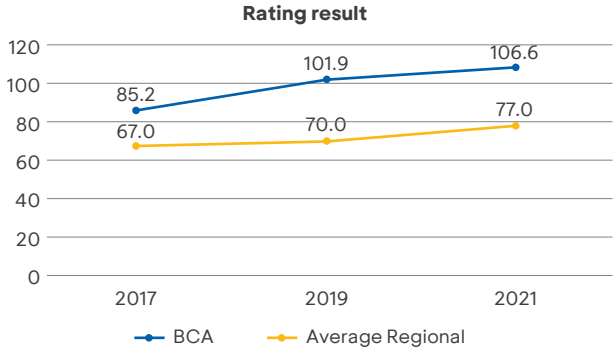
The ASEAN Corporate Governance Scorecard (ACGS) is one of the initiatives of the ASEAN Capital Market Forum (ACMF) supported by the Asian Development Bank (ADB), to improve corporate governance practices in ASEAN. Indonesia is one of the 6 (six) ASEAN countries participating in this initiative. BCA is 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. Responbility 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 ⅔ (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, 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	**Ir. Djohan Emir Setijoso — President Commissioner** Tonny Kusnadi — Commissioner Cyrillus Harinowo — Independent Commissioner Raden Pardede — Independent Commissioner Sumantri Slamet — Independent Commissioner All members of Board of Commissioners attend the AGMS (100%)

Attendance of: The Board of Directors	**Jahja Setiaatmadja**	**President Director**
	Gregory Hendra Lembong	Deputy President Director
	Armand Wahyudi Hartono	Deputy President Director
	Tan Ho Hien/Subur 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	**Sumantri Slamet**	**Chairman**
	Fanny Sagitadewi*)	Member
	Rallyati A. Wibowo*)	Member
	All members of Audit Committee attend the AGMS (100%)	
Attendance of: Risk Oversight Committee	**Cyrillus Harinowo**	**Chairman**
	Endang Swasthika Wibowo*)	Member
	Reinhard Harianja*)	Member
	Joanes Justira Gunawan*)	Member
	All members of Risk Oversight Committee attend the AGMS (100%)	
Attendance of: Remuneration and Nomination Committee	**Raden Pardede**	**Chairman**
	Ir. Djohan Emir Setijoso	Member
	Rudi Lim*)	Member
	All members of Remuneration and Nomination Committee attend the AGMS (100%)	
Attendance of: Integrated Governance Committee	**Cyrillus Harinowo**	**Chairman**
	Gustiono Kustianto*)	Member
	Ratna Yanti*)	Member
	Pudjianto*)	Member
	Prabowo*)	Member
	Sutedjo Prihatono*)	Member
	Fanny Surjadi*)	Member
	Hendra Iskandar Lubis*)	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 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 electonically (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 2nd Floor Jalan Jendral Sudirman Kavling 47–48, Jakarta, 12930.

d. Implementation

- Shareholders or shareholders' representatives who were entitled to attend the AGMS are shareholders whose names are registered in the Register of Shareholders on February 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 ½ (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	• Published the AGMS Announcement through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on January 31, 2024. • Proof of the AGMS Announcement was submitted by sending hardcopy and e-reporting to OJK and IDX on January 31, 2024.
Notice of GMS	• Published the Notice of AGMS through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on February 15, 2024. • Proof of the Notice of AGMS was submitted by sending hardcopy and e-reporting to OJK and IDX on February 15, 2024. • 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 (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporanpresentasi/laporan-tahunan).
Implementation	Thursday, March 14, 2024
Summary of Minutes of Meeting	• Published through BCA website, KSEI website and daily newspapers, Bisnis Indonesia and The Jakarta Post on March 15, 2024. • Proof of publication was submitted by sending hardcopy and e-reporting to OJK and IDX on March 18, 2024.
Minutes of Meeting	• Published through BCA website on April 5, 2024. • Minutes of meeting was submitted by sending hardcopy and e-reporting to OJK and IDX on April 5, 2024.

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:
   a) The voting process takes place through the eASY.KSEI application on the E-Meeting Hall menu, Live Broadcasting submenu;
   b) The shareholders that are present or have granted e-proxy in the Meeting through eASY.KSEI but have not cast their votes will have the opportunity to cast their votes during the voting period determined by BCA through the E-Meeting Hall screen in the eASY.KSEI application;
   c) During the electronic voting process, the status "Voting for agenda item no [ ] has started" will appear in the General Meeting Flow Text' column;
   d) The time allocated for direct e-voting through the eASY.KSEI application is 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:

<table>
<tr><th>No.</th><th>Agenda</th><th>2024 AGMS Decision</th><th>Realization</th></tr>
<tr><td>1.</td><td>First Agenda
Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 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.</td><td>I. Approving the Annual Report, including:
1. 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 & Rekan (previously known as KAP Tanudiredja, Wibisana, Rintis & 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/I/2024 dated 24 January 2024 with unmodified opinion, as contained in the 2023 Annual Report; and
2. the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2023, as contained in the 2023 Annual Report.

II. Granting a release and discharge of liability (acquit et decharge) to all members of the Board of Directors for their actions related to the management of the Company and the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 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.

Voting Results:
<table><tr><th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr><tr><td>108,702,268,987 (99.367%)</td><td>256,511,645 (0.235%)</td><td>435,776,168 (0.398%)</td><td>5</td></tr></table></td><td>Realized.</td></tr>
</table>

No.	Agenda	2024 AGMS Decision	Realization
2.	**Second Agenda** Appropriation of the Company's Net Profit for the financial year ended 31 December 2023.	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"). II. Appropriating the Company's Net Profits for 2023 as follows: 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. 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: (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; (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; (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): (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 (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. 3. The remaining of the Net Profits for 2023 that has not been appropriated for any particular use will be determined as retained earnings. 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.	Realized.

Voting Results:

Agree	Disagree	Abstain	Questions
106,980,104,967 (97.793%)	2,143,757,446 (1.960%)	270,694,387 (0.247%)	0

<table>
<tr><th>No.</th><th>Agenda</th><th>2024 AGMS Decision</th><th>Realization</th></tr>
<tr><td>3.</td><td>Third Agenda
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.</td><td>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.

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.

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.

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.

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.

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.

Voting Results:
<table><tr><th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr><tr><td>99,658,226,256 (91.100%)</td><td>9,463,827,405 (8.651%)</td><td>272,503,139 (0.249%)</td><td>1</td></tr></table></td><td>Realized.</td></tr>
</table>

No.	Agenda	2024 AGMS Decision	Realization
4.	**Fourth Agenda** Appointment of the Registered Public Accounting Firm (including the Registered Public Accountant practicing through such Registered Public Accounting Firm) to audit the Company's books and accounts for the financial year ended 31 December 2024.	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. 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. III. Granting power and authority to the Board of Commissioners to: 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; b. appoint another Public Accountant practicing thorugh 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 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. with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations. 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.	Realized.
		Voting Results:	
		Agree: 109,055,546,936 (99.690%) / Disagree: 86,798,877 (0.079%) / Abstain: 252,210,987 (0.231%) / Questions: 0	
5.	**Fifth Agenda** Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2024.	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. 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.	Realized.
		Voting Results:	
		Agree: 106,980,105,067 (97.793%) / Disagree: 2,143,757,446 (1.960%) / Abstain: 270,694,287 (0.247%) / Questions: 0	
6.	**Sixth Agenda** Approval of the Revised Recovery Plan of the Company.	Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 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.
		Voting Results:	
		Agree: 106,925,118,367 (97.743%) / Disagree: 2,217,111,146 (2.027%) / Abstain: 252,327,287 (0.230%) / Questions: 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:

<table>
<tr><th>No.</th><th>Agenda</th><th>2023 AGMS Decision</th><th>Realization</th></tr>
<tr><td>1.</td><td>First Agenda
Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2022 and grant of release and discharge of liability (acquit et decharge) to all members of the Board of Directors for their management actions and to all members of the Board of Commissioners of the Company for their supervisory actions during the financial year ended 31 December 2022;</td><td>I. Approving the Annual Report, including:
1. 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 & Rekan (a member firm of PwC global network), as evident from its report 00017/2.1025/AU.1/07/1124-3/1/I/2023 dated 25 January 2023 with unmodified opinion, as contained in the 2022 Annual Report; and
2. the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2022, as contained in the 2022 Annual Report.

II. Granting a release and discharge of liability (acquit et decharge) to all members of the Board of Directors for their actions related to the management of the Company and the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 2022, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended 31 December 2022 and the relevant supporting documents thereof.

Voting Results:
<table>
<tr><th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr>
<tr><td>107,576,773,734 (99.529%)</td><td>20,991,185 (0.020%)</td><td>487,265,525 (0.451%)</td><td>1</td></tr>
</table>
</td><td>Realized.</td></tr>
</table>

No.	Agenda	2023 AGMS Decision	Realization
2.	**Second Agenda** Appropriation of the Company's Net Profit for the financial year ended 31 December 2022;	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 & 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"). II. Appropriating the Company's Net Profits for 2022 as follows: 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. 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. As regards such dividend payments, the following terms and conditions shall apply: (i) the remaining amount of dividends for the financial year 2022 will be paid out for each share issued by the Company as recorded in the Company's Register of Shareholders as at the record date, which will be determined by the Board of Directors; (ii) as regards the payments on the remaining dividends for the financial year 2022, the Board of Directors shall withhold tax on such dividends in accordance with the tax regulations in force; (iii) the Board of Directors is granted the power and authority to stipulate any matters concerning the payment of the remaining dividends for the financial year 2022, including (but not limited to): (aa) stipulating the record date as referred to in item (i) to determine the shareholders of the Company eligible to receive payments on the remaining dividends for the financial year 2022; and (bb) stipulating the date of payment of the remaining dividends for the financial year 2022 and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; 3. The remaining of the Net Profits for 2022 that has not been appropriated for any particular use will be determined as retained earnings. 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.	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.	**Third Agenda** Determination of the amount of salary or honorarium and benefits for the financial year 2023 as well as bonus payment (tantiem) for the financial year 2022 payable to the members of the Board of Directors and the Board of Commissioners of the Company;	I. Company serving the Company over the financial year 2023, with due regard to the recommendations from the Remuneration and Nomination Committee. 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. 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. 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. 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. 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. **Voting Results:** **Agree** 100,967,432,868 (93.415%) **Disagree** 6,806,857,896 (6.298%) **Abstain** 310,739,680 (0.287%) **Questions** 0	Realized.

<table>
<tr><th>No.</th><th>Agenda</th><th>2023 AGMS Decision</th><th>Realization</th></tr>
<tr><td>4.</td><td>Fourth Agenda
Appointment of the Registered Public Accounting Firm (including the Registered Public Accountant practicing through such Registered Public Accounting Firm) to audit the Company's books and accounts for the financial year ended 31 December 2023;</td><td>I. Appointing the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & 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.

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 & 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.

III. Granting power and authority to the Board of Commissioners to:
a. Appoint another Public Accounting Firm if the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & 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;
b. Appoint another Public Accountant practicing thorugh the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & 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
c. Take any other actions deemed necessary in relation to the appointment and/or replacement of the Public Accounting Firm and/or Public Accountant registered with the Financial Services Authority including, without limitation, determine the amount of fee and other requirements in relation to the appointment of such Registered Public Accounting Firm and Public Accountant registered with the Financial Services Authority;
with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations.

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.

Voting Results:
<table><tr><th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr><tr><td>107,769,928,164 (99.708%)</td><td>38,333,485 (0.036%)</td><td>276,768,795 (0.256%)</td><td>0</td></tr></table></td><td>Realized.</td></tr>
<tr><td>5.</td><td>Fifth Agenda
Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2023;</td><td>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.

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.

Voting Results:
<table><tr><th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr><tr><td>107,808,270,249 (99.743%)</td><td>300 (0.001%)</td><td>276,759,895 (0.256%)</td><td>0</td></tr></table></td><td>Realized.</td></tr>
</table>

No.	Agenda	2023 AGMS Decision	Realization
6.	**Sixth Agenda** Approval of the Revised Recovery Plan of the Company;	Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 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. **Voting Results:** Agree: 107,732,539,564 (99.674%) / Disagree: 68,924,685 (0.064%) / Abstain: 283,566,195 (0.262%) / Questions: 0	Realized.
7.	**Seventh Agenda** Approval of the Resolution Plan of the Company.	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. 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. II. 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. **Voting Results:** Agree: 107,727,135,419 (99.669%) / Disagree: 68,924,685 (0.064%) / Abstain: 288,970,340 (0.267%) / Questions: 1	Realized.

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.

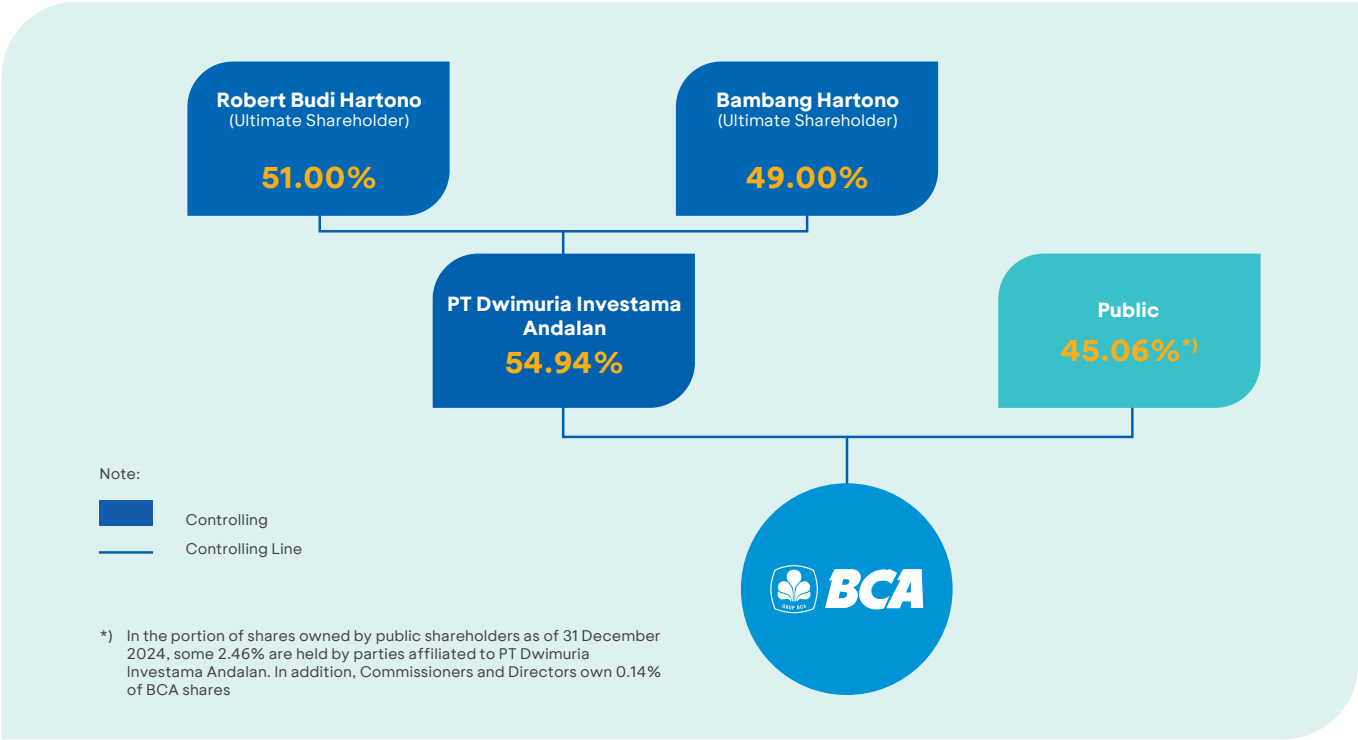
INFORMATION ON ULTIMATE/CONTROLLING SHAREHOLDER

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) 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

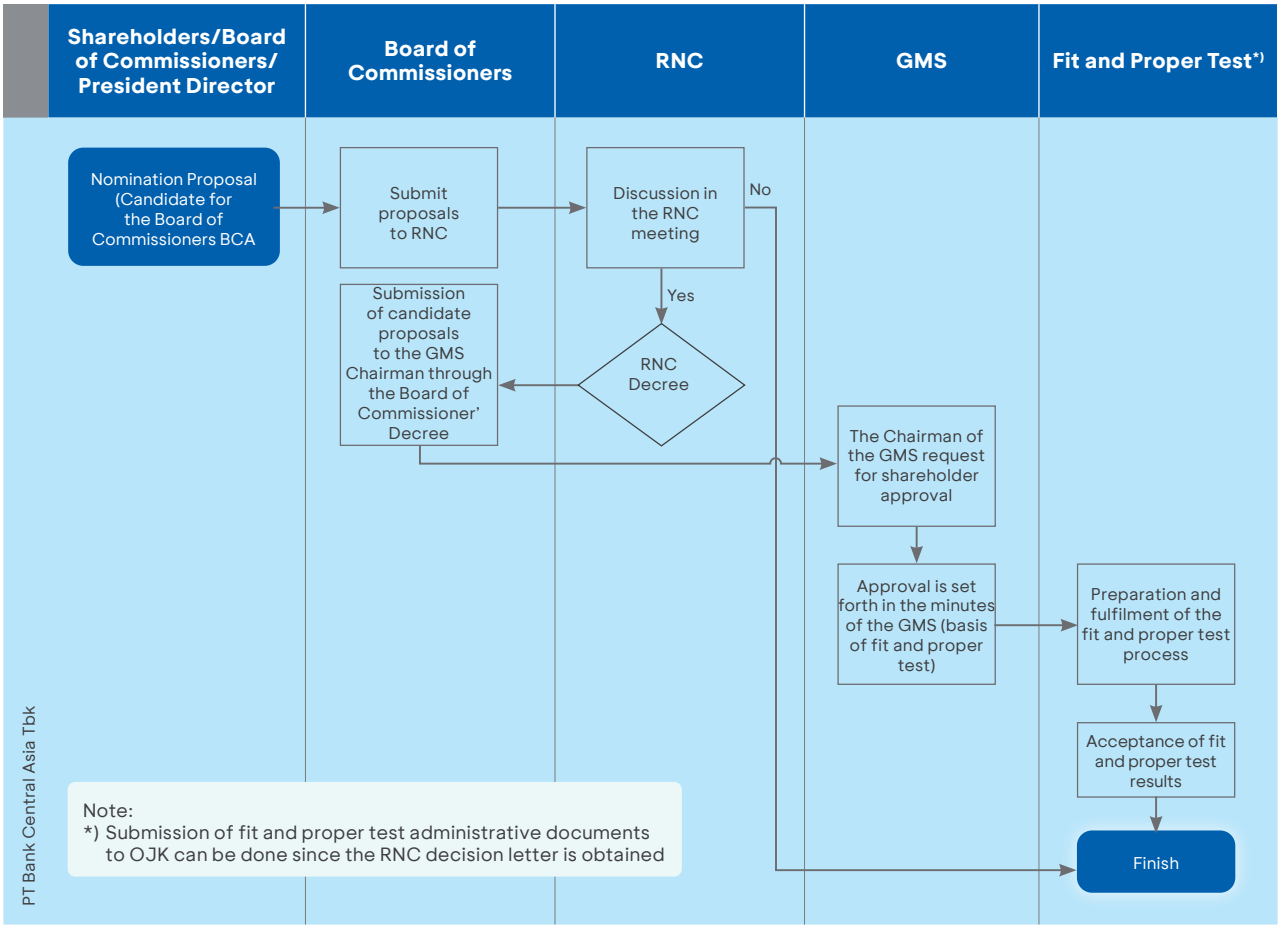
BCA has arrangements related to the nomination mechanism in the Mechanism for Nomination of Members of the Board of Commissioners and the Board of Directors documents, which can be accessed by the public through the BCA website under the Corporate Governance Section (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).

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
Cyrillus 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:

a. Declared bankrupt or placed under jurisdiction based on a court decision;
b. Resign from his position in accordance with applicable regulations;
c. Deceased;
d. Dismissed based on the General Meeting of Shareholders;
e. 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:

a. BCA Governance Guidelines Chapter 3 concerning the Board of Commissioners' Charter.
b. 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:

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

Orientation Procedures

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

a. Presentation by work units of head office;
b. Visits to various BCA's activity locations;
c. 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
d. 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 Kusnadi	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
TOTAL	**113,698,682**	**0.092%**	**114,094,526**	**0.093%**

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
Cyrillus 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	-
Cyrillus 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:

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

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 ½ (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 ½ (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 ¾ (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 ¾ (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

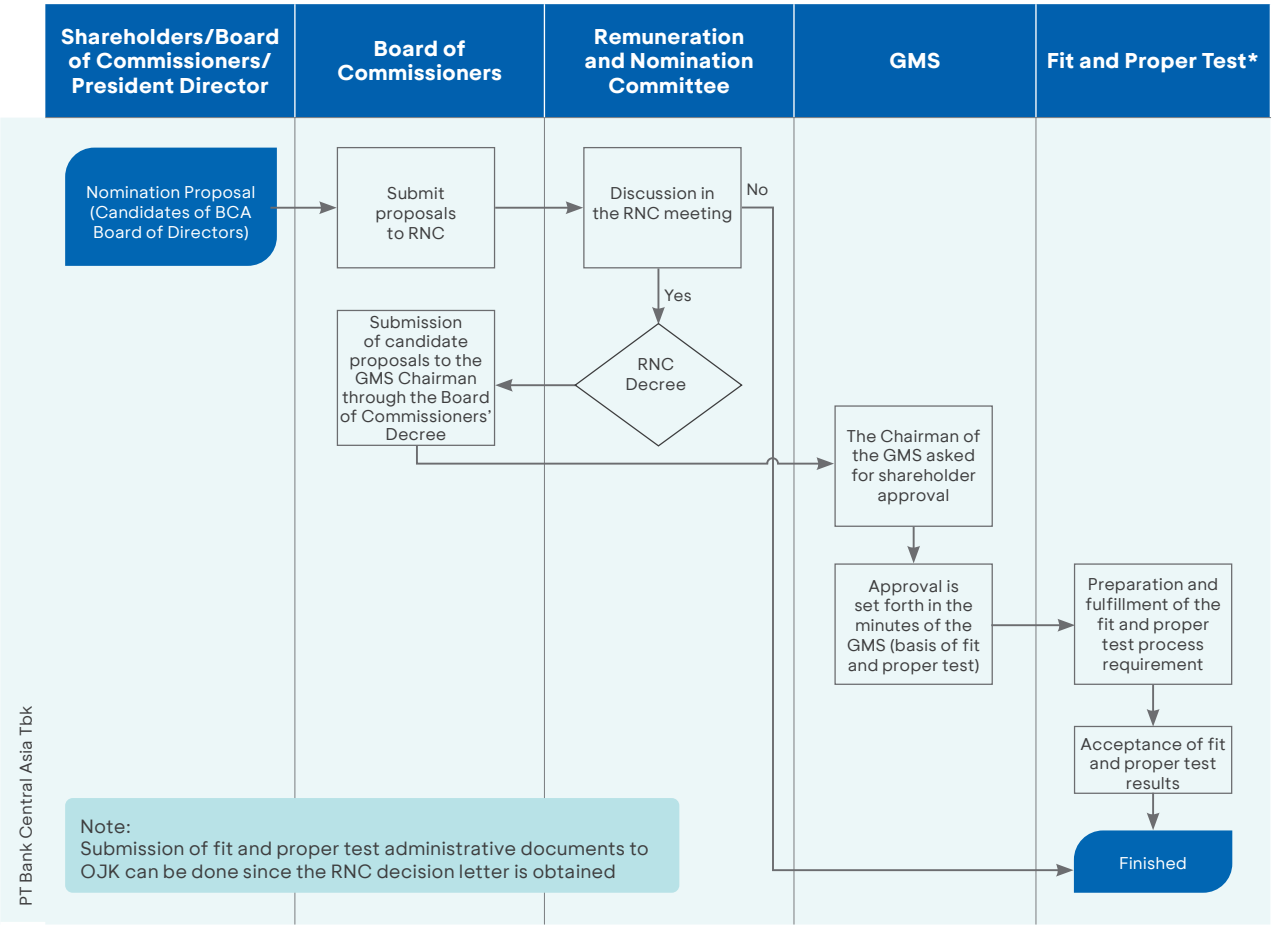
BCA has nomination mechanism regulations in the Nomination Mechanism document of the Board of Commissioners and the Board of Directors, which is accessible for the public on the BCA website under the Corporate Governance Section. (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).

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
6	Rudy Susanto (RS)	Corporate Banking & Treasury Director (DBK) **)	- Corporate Banking & Transaction (GBK)	DKS	DCB	DPD1
			- Corporate Finance (GCF)	DKS	DCB	DPD1
			- Corporate Branch (KCK)	DKS	DJW	DCB
			- Treasury (DTR)	PD	DKS	DCB
			- International Banking (DPI)	PD	DKS	DCB
			- BCA Finance Ltd. (Hongkong)	PD	DKS	DCB
			- BCA Sekuritas	DCB	PD	DKS
7	John Kosasih (JK)	Commercial & SME Banking Director (DKS) **)	- SME & Commercial Business (DKM)	DBK	DJW	PD
			- Cash Management (DCM)	DTP	DBK	DPD1
			- Credit Administration Services (SLK)	DKR	DJW	DBK
			- Asuransi Umum BCA (BCA Insurance)	DCB	DBK	DKR
			- BCA Syariah	DJW	DKR	DCB

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
		20th 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
		31st 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 8th Belt and Road Services Business Forum	REANDA	November 28, 2024	Jakarta, Indonesia	Seminar/ Conference
		52nd ASEAN Banking Council Meeting & 9th 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
		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 8th 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
7	Santoso	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 13th 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
		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
8	Vera Eve Lim	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
		18th 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
		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
9	Haryanto T. Budiman	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
10	Frengky Chandra Kusuma	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
		Indonesia Knowledge Forum XIII-2024: "Linear to Limitless"	BCA	November 12-13, 2024	Jakarta, Indonesia	Seminar/ Conference
11	John Kosasih	BCA Trading Trends 2024	BCA	January 11, 2024	Jakarta, Indonesia	Webinar
		Forum Indonesia Data and Economic Confrerence (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	Jakarta, Indonesia	Webinar
		Forum Indonesia Data and Economic Confrerence (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:

a. 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.

b. 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%
TOTAL	**61,173,721**	**0.050%**	**63,748,277**	**0.052%**

12. Concurrent Positions of Members of the Board of Directors

a. 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.

b. 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	• Chairman of ALCO • Chairman of the Credit Policy Committee • Permanent Members of the Corporate Credit Committee • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee
Gregory Hendra Lembong	Deputy President Director (IT & Digital Banking)	2021-2026	• Chairman of the Information Technology Steering Committee • ALCO Member • Member of the Credit Policy Committee • Permanent Members of the Corporate Credit Committee • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee
Armand Wahyudi Hartono	Deputy President Director (Business Banking & Operation)	2021-2026	• ALCO Member • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee
Tan Ho Hien/ Subur/Subur Tan	Credit Risk & Legal Director	2021-2026	• Chairman of Corporate Credit Committee • ALCO Member • Member of the Credit Policy Committee • Permanent Member of Commercial Credit Committee • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee
Santoso	Transaction Banking Director	2021-2026	• ALCO Member • Member of the Credit Policy Committee • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee
Rudy Susanto	Corporate Banking & Treasury Director	2021-2026	• ALCO Member • Member of the Credit Policy Committee • Permanent Members of the Corporate Credit Committee • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee
John Kosasih	Commercial & SME Banking Director	2021-2026	• ALCO Member • Member of the Credit Policy Committee • Permanent Member of the Risk Management Committee • Permanent Member of Commercial Credit Committee • Permanent Member of the Integrated Risk Management Committee
Haryanto T. Budiman	Consumer Banking Director	2021-2026	• ALCO Member • Member of the Credit Policy Committee • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee
Frengky Chandra Kusuma	Branch & Network Director	2021-2026	• ALCO member • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee • Member of the Information Technology Steering Committee

Name	Position in BCA	Term of Office Based on AGMS	Position in the Committee
Antonius Widodo Mulyono	Risk Management Director	2022-2026	• Chairman of the Risk Management Committee • Chairman of the Integrated Risk Management Committee • ALCO Member • Member of the Credit Policy Committee • Member of the Information Technology Steering Committee
Lianawaty Suwono	Compliance & Human Capital Mgmt. Director	2021-2026	• Member of the Credit Policy Committee • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee
Vera Eve Lim	Finance & Corporate Planning Director	2021-2026	• ALCO member • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee

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

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

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

a. Asset Liability Committee (ALCO)
b. Risk Management Committee (RMC)
c. Integrated Risk Management Committee (IRMC)
d. Credit Policy Committee (CPC)
e. Credit Committee (CC)
f. Information Technology Steering Committee (ITSC)
g. Personnel Case Advisory Committee (PCAC)

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

Criteria:
The evaluation criteria of the Board of Directors' Executive Committees are based on work guideline and code of conduct, as well as the realization of duties by each committee.

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

Results:
The Board of Directors 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:

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

b. Risk Management Committee (RMC)

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

1) Providing information on the changes in Secondary Reserves limits and mandatory credit interest rate transparency.
2) Providing Information on the proposed changes to risk appetite and risk tolerance.
3) 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.
4) 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:

1) 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.
   b. At a scheduled meeting, meeting materials are distributed to participants no later than 5 (five) working days before the meeting is held (H-5).
   c. In the event that a meeting is held outside the schedule, the meeting materials shall be submitted to the meeting participants no later than before the meeting is held.
5. Meeting Resolutions and Quorum:
   a. The meeting of the Board of Commissioners is valid and has the authority to make binding decisions if more than ⅔ (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 ½ (one-half) of the total valid votes cast at the meeting in question if the deliberations do not reach a consensus.
   d. The Board of Commissioners may also make valid decisions without summoning a meeting of the Board of Commissioners if all members of the Board of Commissioners have been notified in writing, have given their approval to the proposals submitted, and have signed the agreement. Decisions made in this manner have the same power as those made formally at a meeting of the Board of Commissioners.
   e. All decisions made at Board of Commissioners meetings are binding and the responsibility of all Board of Commissioners members.
6. A member of the Board of Commissioners may only be represented by another member of the Board of Commissioners on the basis of a special power of attorney drawn up specifically for the purpose of the meeting.
7. Board of Commissioners Minutes of Meeting
   a. The minutes of the Board of Commissioners meeting must include the results of the meeting, which must be signed by all members of the Board of Commissioners present.
   b. Minutes of Meeting must be properly documented in accordance with applicable regulations.
   c. In the event of a dissenting opinion is expressed, it must be clearly stated in the minutes of the Board of Commissioners meeting, including the reasons for the dissent.

Glossary of Board of Commissioners and Board of Directors Meetings

Board of Commissioners

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

Board of Directors

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

Implementation

Throughout 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	• Presentation on DAI Quality Assurance and Maturity Assessment • Discussion on the Appointment of the Head of Internal Audit Division • Weekly Credit Decision Review	√	√	√	Sick Leave	√
2	January 17, 2024	• Internal Audit Division Presentation regarding 2023 Work Realization • Discussion on the Appointment of Members of the Integrated Governance Committee • Discussion of the Board of Commissioners' Self-Assessment • Weekly Credit Decision Review	√	√	√	√	√
3	January 24, 2024	• Discussion of Final Dividend 2023 • Review of Weekly Credit Decisions	√	√	√	√	√
4	January 31, 2024	• DIB Presentation regarding Developments in the Trade Finance Sector • Discussion regarding Board of Directors KPI • Weekly Credit Decision Review	√	√	√	√	√
5	February 7, 2024	• Discussion of the Board of Commissioners with the Remuneration and Nomination Committee regarding the Board of Commissioners and Board of Directors' Tantiem Proposal • Discussion of Group Limits and Credit Granting Limits to PMA • Weekly Credit Decision Review	√	√	√	√	√
6	February 21, 2024	• Appointment of leader of BCA AGMS 2024 • Presentation of Risk Monitoring Committee regarding Quarterly Report IV/2023 • Presentation of Audit Committee regarding Quarterly Report IV/2023 • Weekly Credit Decision Review	√	√	√	√	√
7	February 28, 2024	• Discussion with RNC regarding remuneration payment • DBKM Presentation regarding Impact of Digitalization on Trade Centers • Weekly Credit Decision Review	√	√	√	√	√
8	March 6, 2024	• Discussion on Credit Limits and Credit Application • Weekly Credit Decision Review	√	√	√	√	√

No.	Meeting Date	Meeting Agenda	DES	TK	CH	RP	SS
9	March 13, 2024	• Discussion on the Appointment of Members of the Integrated Governance Committee • Weekly Credit Decision Review	√	√	√	√	√
10	March 14, 2024	Discussion with the Remuneration and Nomination Committee	√	√	√	√	√
11	March 20, 2024	• Reporting of Integrated Governance Committee Semester II/2023 to the Board of Commissioners of the Main Entity • KPI PKKC 2024	√	√	√	√	√
12	March 27, 2024	• GSIT Presentation regarding Communication Services at BCA • Weekly Credit Decision Review	√	√	√	√	√
13	April 03, 2024	• Presentation of Compliance Division regarding Implementation of APU-PPT PPPSPM at BCA period Semester II-2023 • Weekly Credit Decision Review	√	√	√	√	√
14	April 17, 2024	• Discussion between the Board of Commissioners and Risk Management Discussion regarding BOC Reporting Package • Weekly Credit Decision Review	√	√	√	√	√
15	April 24, 2024	• Internal Discussion of the Board of Commissioners • Weekly Credit Decision Review	√	√	Official Travel	√	√
16	May 8, 2024	• Presentation of International Banking Division regarding Development of Export Import Financing • Weekly Credit Decision Review	√	√	√	√	√
17	May 15, 2024	• Risk Monitoring Committee Presentation regarding Quarterly Report I-2024 • Audit Committee Presentation regarding Quarterly Report I-2024 • Internal Discussion of the Board of Commissioners • Weekly Credit Decision Review	√	√	√	√	√
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	• Internal Discussion of the Board of Commissioners • Weekly Credit Decision Review	√	√	√	√	√
20	June 5, 2024	• Presentation of Treasury Division regarding Money Market Update • Weekly Credit Decision Review	√	√	√	√	√
21	June 12, 2024	• Consultant Presentation regarding Global Economic Development • DWM Presentation • Weekly Credit Decision Review	√	√	√	√	√
22	June 19, 2024	• GARK and GBK Presentation regarding Credit Application • DCSP Presentation regarding Midyear Financial Forecast • Appointment of Integrated Governance Committee Members • Weekly Credit Decision Review	√	√	√	√	√
23	June 20, 2024	Review Risk Appetite Statement	√	√	Official Travel	Sick Leave	√
24	June 26, 2024	• Presentation of MRK regarding Study of Monitoring of LLL Limit of Related Parties and other than Related Parties • Risk Appetite Framework • Review of Weekly Credit Decisionsn	√	√	√	√	√
25	July 3, 2024	• Internal Discussion of the Board of Commissioners • Weekly Credit Decision Review	√	√	√	√	√
26	July 10, 2024	• Internal Discussion of the Board of Commissioners • Weekly Credit Decision Review	√	√	√	√	√
27	July 17, 2024	• Internal Audit Division Presentation regarding Realization of Work Semester I-2024 • Weekly Credit Decision Review	√	√	√	√	√
28	July 24, 2024	• DCSP Presentation regarding Competitive Assessment • Weekly Credit Decision Reviewn	√	√	√	√	√
29	July 31, 2024	• GARK Presentation regarding Credit Application • Weekly Credit Decision Review	√	√	√	√	√
30	August 7, 2024	• GARK Presentation regarding Telecommunication Industry Update • GSIT Presentation • Weekly Credit Decision Review	√	√	√	√	√
31	August 14, 2024	• Automotive Industry Development • 2024 Trend in New Tech Update • Weekly Credit Decision Review	√	√	√	√	√

No.	Meeting Date	Meeting Agenda	DES	TK	CH	RP	SS
32	August 28, 2024	• Risk Monitoring Committee Presentation regarding Q2/2024 Report • Audit Committee Presentation regarding Q2/2024 Report • Weekly Credit Decision Review	√	√	√	√	√
33	September 11, 2024	• GARK Presentation regarding Credit Application • Steel Industry Update • Weekly Credit Decision Review	√	√	√	√	√
34	September 18, 2024	• Dismissal of Integrated Governance Committee Members of BCA Multi Finance Representative • Reporting of Integrated Governance Committee Semester I/2024 to the Board of Commissioners of the Main Entity • Approval of Related Party Credit Facility Application • Weekly Credit Decision Review	√	√	√	√	√
35	September 25, 2024	• Compliance Division Presentation regarding Implementation of APU-PPT PPPSPM at BCA for Semester I-2024 • Discussion of the Board of Commissioners with GARK and GBK regarding Credit Limit • GARK Presentation regarding Credit Application • Weekly Credit Decision Review	√	√	√	Sick Leave	√
36	October 2, 2024	• GARK Presentation regarding the Mining Industry Group Update • Weekly Credit Decision Review	√	√	√	√	√
37	October 23, 2024	• GARK Presentation regarding Credit Application • Board of Commissioners Internal Discussion • Weekly Credit Decision Review	√	√	√	√	√
38	October 30, 2024	• Approval of BCA Interim Dividend 2024 • DCSP Presentation regarding 2024 Outlook and 1st Draft Consolidated Budget 2025 • GARK and GBK Presentation regarding the Textile Industry Group Update • Weekly Credit Decision Reviewn	√	√	√	√	√
39	November 6, 2024	Risk Management Division Presentation regarding: • Update of PT BCA Tbk Recovery Action Plan for 2025 • Resolution Plan for PT BCA Tbk for 2024	√	√	√	√	√
40	November 18, 2024	• ESG Group Presentation regarding BCA Annual General Meeting of Shareholders Plan for Fiscal Year 2024 (AGMS 2025) • Approval of Sustainable Finance Action Plan (RAKB) for 2025 • Presentation of DCSP regarding 2nd Draft Budget 2025and 2025-2027 Bank Business Plan (RBB)	√	√	√	√	√
41	November 20, 2024	• Presentation of SKPK regarding to Credit Settlement • Presentation of Risk Monitoring Committee regarding Quarterly Report III-2024 • Presentation of Audit Committee regarding Quarterly Report III-2024 • Weekly Credit Decision Review	√	√	√	√	√
42	December 4, 2024	• Approval of Related Party Credit Facility Application • Weekly Credit Decision Review	√	Sick Leave	√	√	√
43	December 11, 2024	• Presentation of Risk Management Division regarding Cyber and IT Security Risk Management Framework • Discussion of Board of Commissioners with Human Capital Management Division • Weekly Credit Decision Review	√	√	√	Sick Leave	√
44	December 18, 2024	• RMC Presentation on Analysis of IT Strategic Plan • Presentation of Economic and Industrial Research Group regarding Regional Economic Development • Weekly Credit Decision Review	√	√	√	√	√
		Number of Meetings			**44**		
		Number of Attendance	**44**	**43**	**42**	**40**	**44**
		Percentage of Attendance	**100%**	**97.7%**	**95.4%**	**90.1%**	**100%**

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:

a. OJK Regulations.
b. BCA's Articles of Association
c. Board of Directors Charter.

Meeting Policy

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

1. Meeting Mechanism
   Board of Directors meetings can be held in person or virtually via teleconference media, video conferences, or other forms of electronic media.
2. Meeting Frequency:
   a. Board of Directors meetings must be held periodically, at least once a month or 12 (twelve) times per year.
   b. Each member of the Board of Directors must attend at least 75% (seventy-five percent) of the meetings in 1 (one) year.
3. Meeting Summons:
   a. Summons for the Board of Directors meeting 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).
   b. For Board of Directors meetings that have been scheduled or are based on the decisions of the previous Board of Directors meeting, there is no need to summon a meeting.
   c. For Board of Directors meetings that are held outside of a predetermined schedule, summons must be made no later than 1 (one) day before the Board of Directors meeting is held, or in a shorter time if it is urgent.
   d. The summons for the meeting must include the agenda (date, time, place, and topic) and attach meeting materials.
   e. The Board of Directors confirms attendance to the Board of Directors Bureau.
4. Meeting Materials and Scheduling
   a. 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.
   b. On a scheduled meeting, meeting materials are distributed to participants no later than 5 (five) working days before the meeting is held (H-5).
   c. In the event that a meeting is held outside the schedule, the meeting materials shall be submitted to the meeting participants no later than before the meeting is held.
5. Meeting Resolutions and Quorum:
   a. The meeting of the Board of Directors is valid and has the authority to make binding decisions if more than ⅔ (two-third) of the total number of members of the Board of Directors currently in the office are present or represented at the meeting.
   b. Every strategic policy and decision must be made at a Board of Directors meeting with due regard for supervision in accordance with the Board of Commissioners' duties and responsibilities.
   c. Decisions-making at the Board of Directors meeting must be made first through deliberation for consensus.
   d. Decisions are made based on the affirmative votes of more than ½ (one-half) of the total valid votes cast at the meeting in question if the deliberations do not reach consensus.

e. The Board of Directors may also make valid decisions without summoning a meeting of the Board of Directors if all members of the Board of Directors have been notified in writing, have given their approval to the proposals submitted, and have signed the agreement. Decisions made in this manner have the same power as those made formally at a meeting of the Board of Directors.
f. All decisions made at Board of Directors meetings are binding and the responsibility of all Board of Directors members.

6. A member of the Board of Directors may only be represented by another member of the Board of Directors on the basis of a special power of attorney made for the purpose of the meeting, provided that it does not remove the right to vote for:
   a. Meeting attendance quorum; and
   b. The decision-making quorum is in accordance with the power given so their voting rights are counted in the meeting quorum.

7. Minutes of Meeting:
   a. The results of the Board of Directors meeting must be stated in the Minutes of Meeting, which are signed by all members of the Board of Directors present and submitted to all members of the Board of Directors.
   b. Minutes of meetings of the Board of Directors must be properly documented in accordance with the provisions of the relevant regulations.
   c. Dissenting opinions that occur at a Board of Directors meeting must be included in writing in the Minutes of Meeting, including reasons for the dissent.

Implementation

Throughout 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	**January 9, 2024** Economic Update	√	√	√	√	√	√	√	√	√	Leave	√	√
2	**January 18, 2024** • Customer Engagement by Gallup • Strengthening the Role of Segment Managers in Supporting CASA, Transaction & Loan Targets • 2024 Budget Update, Realization of 2023 Board of Directors' KPI & Approval of 2024 Board of Directors' KPI	√	√	√	√	Official Travel	√	√	√	√	√	√	√
3	**January 25, 2024** Collective KPI Approval 2024	√	√	√	√	√	√	√	√	√	√	√	√
4	**February 1, 2024** • Analyst Feedback FY 2023 • BCA Expoversary 2024 Progress Update • Tabunganku Update and Review of Savings Admin Fees • Summary and Follow Up BOD Discussion on 4 January 2024	√	√	√	√	√	√	√	√	√	√	√	√

No.	Meeting Date & Agenda	JS	HL	AH	ST	RS	LS	SL	VL	HB	FC	JK	AW
5	**February 13, 2024** • Affiliated Transactions • ESG-GCG Updates FY 2023 • BCA Finance: how to improve revenue & managing opex • Election Preparation on 14 February 2024 • Solitaire Chinese New Year Update	√	√	√	√	√	√	√	√	√	√	√	√
6	**February 15, 2024** • BCA Financial Performance Update January 2024 • Sharing of BCA lottery concept	√	√	√	√	√	√	√	√	√	√	√	√
7	**February 22, 2024** • Credit Scoring on BCA Credit Cards • Discussion of 2024 Outlook	√	√	√	√	Sick Leave	√	√	√	√	√	√	√
8	**February 27, 2024** • Update Ekonomi • BCA Life: how to improve revenue & managing opex	√	√	√	√	√	√	√	√	√	√	√	√
9	**March 19, 2024** • MyBCA Biz • O1 Segment • O2-O5 Segment Strategy	√	√	√	√	√	√	√	√	√	√	√	√
10	**March 21, 2024** • BCA Financial Performance Update February 2024 • Banking Sector Review FY 2023 • BCA Sharing Knowledge, Public Lecture with BCA Board of Directors	√	√	√	√	√	√	√	√	√	√	√	√
11	**March 26, 2024** • Economic Update • OJK Regulation No. 27/2024 • Presentation of APU PPT Report Semester II/2023	√	√	√	√	√	√	√	√	√	√	√	√
12	**March 28, 2024** • SMILE KP and Individual CASA Strategy • BCA Insurance: how to improve revenue & managing opex • BCA Sharia: how to improve revenue & managing opex • End to End Acquiring Merchant	√	√	√	√	√	√	√	√	√	√	√	Leave
13	**April 4, 2024** • BCA Sekuritas: how to improve revenue & managing opex BCA S • Acquiring Business Strategy (DST) • Seragam BCA (CCR)	√	Leave	√	√	√	√	√	√	√	√	√	√
14	**April 18, 2024** • Economic Update - (REI) • Update on SME KOM Credit Program, NPL Debtors (DBKM)	√	√	√	√	√	√	Leave	√	√	√	√	√
15	**May 2, 2024** • Analyst Feedback 1Q 2024 • ESG-GCG Updates 1Q 2024 • Update Key Priorities 1Q24	√	√	√	√	√	√	√	√	√	√	√	√

No.	Meeting Date & Agenda	JS	HL	AH	ST	RS	LS	SL	VL	HB	FC	JK	AW
16	**May 16, 2024** BCA Financial Performance Update April 2024	Official Travel	√	Official Travel	√	√	√	√	Leave	Leave	√	√	√
17	**May 28, 2024** • Banking Sector Review • O1 Customer • Update Progress O2-O5 Segment Strategy	√	√	√	√	√	Official Travel	√	√	√	Official Travel	√	√
18	**May 30, 2024** • Economic Update • Use of Third Parties for Whistleblowing System Management • SAPA Update	√	√	Official Travel	√	√	√	√	Official Travel	√	√	√	√
19	**June 11, 2024** • BCA Financial Performance Update May 2024 • BCA Merah Putih Festival	√	√	√	√	√	√	√	√	√	√	√	√
20	**June 13, 2024** • Review Digital Banking • Mid Year Financial Forecast	√	√	Leave	√	√	√	√	√	√	√	√	√
21	**June 27, 2024** Economic Update	Leave	√	√	√	√	√	√	√	√	√	√	√
22	**July 4, 2024** • Shariah Banking Review • ATM and CRM • SMILE KP • Study on the possibility of Shifting Secondary Reserves Components (to SRBI and SBN)	√	√	√	√	√	Training	√	√	√	√	√	√
23	**July 18, 2024** • Online Gambling • Plan for 2024 Retirement Gathering Event	√	√	√	√	Sick Leave	√	√	√	√	√	√	√
24	**July 23, 2024** • Economic Update • Insurance Telemarketing Business (DMTM) • Forecast 2024 Update	√	√	√	√	Official Travel	√	√	√	√	√	√	√
25	**July 25, 2024** • Payroll • Wealth Summit Update 2024 • IKF Preparation	√	√	√	√	√	√	√	√	√	√	√	√
26	**August 1, 2024** • Analyst Feedback 1H 2024 • Update Wealth Summit	√	Leave	√	√	√	√	√	√	√	√	Official Travel	√
27	**August 8, 2024** • Sharing DPBCA • Kick Off Budget ESG • GCG Updates 1H 2024 • GNI	√	Leave	√	√	√	√	√	√	√	√	√	√
28	**August 15, 2024** • Financial Performance Update July 2024 • Workgroup Plan Update - Relationship Platform Project (JARVIS) 2024 • Relationship Platform Project (JARVIS) 2024	√	Leave	√	√	√	√	Official Travel	√	√	√	√	√
29	**August 22, 2024** 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	**August 27, 2024** Review Banking Sector 1H 2024	√	√	Official Travel	√	√	√	√	√	√	√	√	√
31	**August 29, 2024** Economic Update	√	√	√	√	√	√	√	√	√	√	√	√
32	**September 10, 2024** APU PPT	√	Official Travel	√	√	√	√	√	√	Official Travel	√	√	√
33	**September 12, 2024** • Credit Card Product Development Update PSAK71 • BCA Financial Performance Update August 2024	√	√	√	√	√	√	√	√	Official Travel	Leave	√	√
34	**September 26, 2024** Economic Update	Official Travel	√	√	Leave	√	√	√	Official Travel	√	√	√	√
35	**October 8, 2024** BCA expo 2024 and BCA expoversary 2025	√	√	Official Travel	Leave	√	Leave	√	√	√	√	√	√
36	**October 22, 2024** Interim Dividend	√	Official Travel	√	√	√	√	√	√	√	√	√	Official Travel
37	**October 24, 2024** First Draft Consolidated Outlook 2024 & 2025	√	Official Travel	√	√	√	√	√	√	√	√	√	√
38	**October 25, 2024** Resolution Plan & Recovery Plan	√	√	√	√	√	√	√	√	√	√	√	√
39	**October 31, 2024** • Economic Update • Analyst Feedback	Official Travel	√	√	Official Travel	√	√	√	√	√	√	√	√
40	**November 5, 2024** BCA Digital and BCA Syariah Recovery Plan	√	√	√	√	Official Travel	√	√	√	√	√	√	√
41	**November 7, 2024** • ESG Refreshment • Retirement Credit	√	√	√	√	√	√	√	√	√	√	√	√
42	**November 14, 2024** • 2025 Key Strategic Priorities and RBB Approval (2nd draft) + RAKB • AGMS Update	√	√	√	√	√	√	√	√	√	√	√	√
43	**November 19, 2024** BCA Financial Performance Update in October 2024	√	√	√	√	√	√	√	√	√	√	√	√
44	**November 26, 2024** Key Strategic Priorities	√	√	√	√	√	√	√	√	√	√	√	√
45	**November 28, 2024** • 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	**December 12, 2024** • BCA Financial Performance Update November 2024 • Customer Profitability	√	√	√	Official Travel	Leave	√	√	√	√	√	Official Travel	Official Travel
47	**December 19, 2024** Economic Update	√	√	√	√	√	√	Leave	√	Leave	√	√	√
Number of Meetings							**47**						
Number of Attendance		43	40	41	43	40	44	44	44	43	44	45	44
Percentage of Attendance		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 ½ (one-half) of the total number of members of the Board of Commissioners and members of the Board of Directors are present or represented at the meeting.
   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 ½ (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	**January 11, 2024** BCA Financial Performance Update December 2023	√	√	√	√	√	√	√	√	√	Leave	√	√	√	√	√	√	√
2	**April 18, 2024** BCA Financial Performance Update Q1 2024	√	√	√	√	√	√	Leave	√	√	√	√	√	√	√	√	√	√
3	**July 18, 2024** BCA Financial Performance Update Semester 1 2024	√	√	√	√	Sick Leave	√	√	√	√	√	√	√	√	√	√	√	√
4	**July 29, 2024** Mid Year Strategy Review	√	√	√	√	√	√	√	√	√	√	√	Sick Leave	√	√	√	√	√
5	**October 21, 2024** BCA Financial Performance Update Q3	√	√	√	√	√	Leave	√	√	√	√	√	√	√	√	√	√	√
6	**October 22, 2024** 2025 Strategy and Planning	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
	Number of Meetings	**6**																
Number of Attendance		6	6	6	6	5	5	5	6	6	5	6	5	6	6	6	6	6
Percentage of Attendance (%)		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	• The Board of Commissioners' members are all independent from BCA's controlling shareholders. • The majority of the Board of Commissioners members (more than 60% (sixty percent)) is Independent Commissioners. BCA has three (three) Independent Commissioners among its five (five) members on the Board of Commissioners.

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	• The President Director is an independent party to BCA's controlling shareholder. • Except for Mr. Armand W. Hartono, all of the Board of Directors are independent from BCA's controlling shareholders

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

c. Criteria or Benchmark

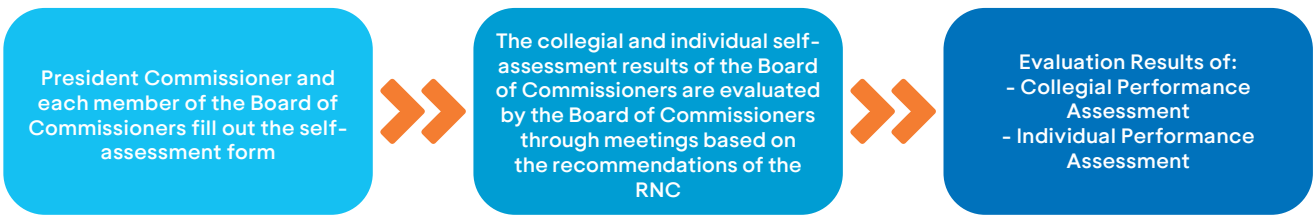
The criteria used to assess the Board of Commissioners individually and collegially include:

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.

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

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 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.

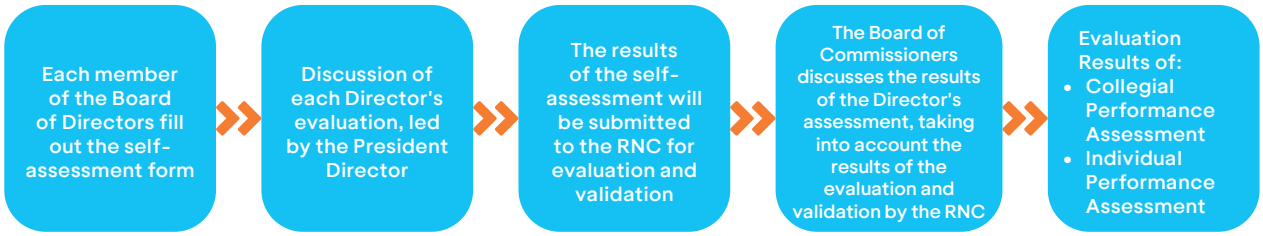
Subsequently, these strategic targets are translated into Key Performance Indicators (KPI) in accordance with each member of the Board of Directors' duties and responsibilities, with due regard to collegial and individual responsibilities, both financially and non-financially. These established KPI are 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.

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:

	Financial	Customer	Internal Business Process	Learning and Growth
BOD Collective	40%	20%	25%	15%
President Director				
Jahja Setiaatmadja	40%	20%	25%	15%
Deputy President Directors				
Gregory Hendra Lembong	40%	20%	25%	15%
Armand W. Hartono	40%	20%	25%	15%
Business Directors				
Santoso	40%	20%	25%	15%
Rudy Susanto	40%	20%	25%	15%
John Kosasih	40%	20%	25%	15%
Haryanto T. Budiman	40%	20%	25%	15%
Non-Business Directors				
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.

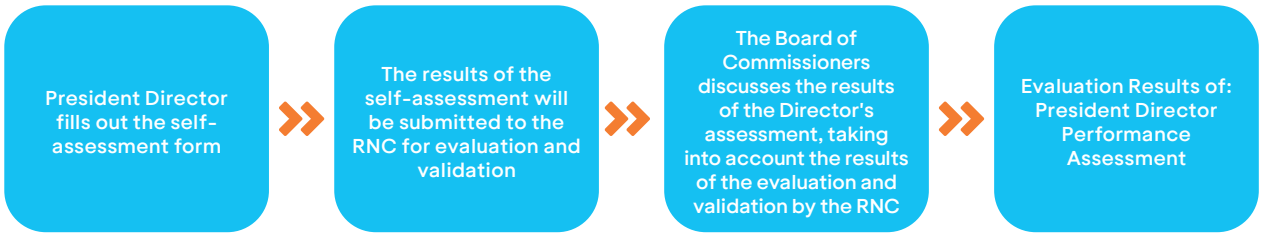
c. Criteria or Benchmark

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
President Director				
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.	**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 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 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%).
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.	

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:

a. OJK Regulation concerning the Implementation of Good Corporate Governance for Commercial Banks.
b. OJK Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance in the provision of Remuneration for Commercial Banks.
c. 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:

a. 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);
b. BCA's majority shareholders to determine the amount of salary and other benefits payable to members of the Board of Commissioners;
c. 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	-	-	-	-
Total	**5**	**217,129**	**5**	**173,842**

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	-	-	-	-
Total	**12**	**836,970**	**12**	**686,380**

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***)	
	People	In million (Rp)	People	In million (Rp)	People	In million (Rp)
2023	5*)	145,000	12*)	620,000	22,878	3,059,470
2022	5**)	122,000	12**)	519,000	22,456	2,883,134

Note:
*) 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.
**) 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.
***) 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:

1. In cash : Rp69,090,000,000.00 (sixty nine billion ninety million rupiah)
2. 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:
1. Fixed and variable remuneration;
2. Deferred and non-deferred remuneration; and
3. Remuneration in the form cash and/or shares or share-based instruments issued by BCA.

As described in the table below:

Expressed in millions of rupiah

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

Expressed in millions of rupiah

B. Variable Remuneration	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 *)	-	60,960	-	51,050

Note:
*) 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 3rd 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
Cyrillus 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

Cyrillus 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
Cyrillus Harinowo	It can be found in the Board of Commissioners chapter in the Training Program to Improve the Competence of Members of the Board of Commissioners section on page 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 Loundering 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)
Cyrillus 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 Divison 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 Conglomeration.

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*)	Position in the Financial Conglomeration	Term of Office
Member from the Main Entity			
Cyrillus Harinowo	Chairman (concurrently member)	Main Entity's Independent Commissioner	May 6, 2021 – 2026 AGMS
Prabowo	Member	Main Entity's Independent Party**)	May 6, 2021 – 2026 AGMS
Member from the Subsidiary*)			
Sulistiyowati	Member	Independent Commissioner PT BCA Finance	May 6, 2021 – 2026 AGMS
Gustiono Kustianto	Member	Independent Commissioner PT Asuransi Umum BCA	May 6, 2021 – 2026 AGMS
Pudjianto	Member	Independent Commissioner PT Asuransi Umum BCA	May 6, 2021 – 2026 AGMS
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*)	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*)	Position in the Financial Conglomeration	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:
*) Membership of Independent Commissioners, Independent Parties, and Members of the Sharia Supervisory Board in the IGC of the Financial Conglomerate is not counted as concurrent positions.
**) Members of the IGC who are independent parties are appointed by the Main Entity's Board of Commissioners.
***) Appointment of IGC members who are Independent Commissioners and/or Members of the Sharia Supervisory Board who represent FSI in the BCA's Financial Conglomerate is based on the appointment of each FSI

Number and Composition of Independent Commissioners

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

4. Profile and Qualifications of IGC Members

Cyrillus Harinowo
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:

1. The term of office Chairman of IGC will end at the end of the term of office of the Main Entity's Board of Commissioners as stipulated in the BCA's Articles of Association. May be reappointed if the person concerned is reappointed as an Independent Commissioner.
2. 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.
3. 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).
4. In the event that the term of office of the members of the IGC ends because the term of office of the members of the Main Entity's Board of Commissioners ends, the Main Entity is obliged to appoint the Chairman and members of the IGC within a period of 3 (three) months from the appointment of members of the Board of Commissioners or since they have passed the fit and proper test by the related regulator.

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

7. IGC Membership Requirements

The IGC membership requirements are as follows:

General requirements

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

Independence Requirements

a. Members of the Board of Directors are prohibited from becoming members of the IGC.
b. Independent parties who are members of the IGC are parties outside the Main Entity who do not have financial, management, ownership, and/or 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	Cyrillus Harinowo	Prabowo	Sulistiyowati	Gustiono Kustianto	Pudjianto	Mathilda Simon*)	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:

a. 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.
b. Provide recommendations to the Main Entity's Board of Commissioners for improvements to the Integrated Governance Guidelines.
c. Provide recommendations to the Main Entity's Board of Commissioners after conducting at least:
   1) Evaluation of integrated governance implementation; and
   2) Monitor the implementation of the Integrated Governance Guidelines.
d. 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)
Cyrillus 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	• Member of the Planning and Risk Monitoring Committee of Perum Perumnas • Member of the Audit Committee of PT Hasnur International Shipping Tbk • President Director of PT Central Sudirman Development
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 Committeee	Served By	Voting Right Status
Chairman (concurrently member)	President Director	Reserve voting right
Member	• Deputy President Director I – IT & Digital Banking • Deputy President Director II – Business Banking & Operation • Risk Management Director • Corporate Banking & Treasury Director • Commercial & SME Banking Director • Branch & Network Director • Credit Risk & Legal Director • Transaction Banking Director • Finance & Corporate Planning Director • Consumer Banking Director • Executive Vice President (EVP) in charge of Treasury and International Banking • Executive Vice President (EVP) in charge of Corporate Banking & Transaction • Executive Vice President (EVP) CFO Office • Head of International Banking (DPI) • Head of Treasury (DTR) • Head of Finance & Accounting (DKP) • Head of Corporate Strategy & Planning (DCSP) • Head of Corporate Banking, Transaction & Finance (GBKF) • Head of Commercial & SME Banking (DCE) • Head of Transaction Banking Product Development (DPD) • Head of Transaction Banking Business Development (DTB) • Head of Transaction Banking Partnership Solution Development (DST) • Head of Consumer Finance (DBK) • Head of Risk Management (MRK)	
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) [1)]	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%
Member Head of Division or official representative:			
Head of International Banking (DPI)	21	21	100%
Head of Treasury (DTR)	21	21	100%
Head of Finance & Accounting (DKP)	21	21	100%
Head of Corporate Strategy & Planning (DCSP)	21	21	100%
Head of Corporate Banking, Transaction & Finance (GBKF)	21	21	100%
Head of 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: a. Follow-up report on previous ALCO Meeting Decisions. 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. c. Liquidity reserves consisting of Primary and Secondary Rupiah and Foreign Currency Reserve, Rupiah and Foreign Currency Fund Structure, Credit Projections, Liquidity Projections. d. Banking Book Interest Rate Risk based on Earnings Perspective (NII Method) and Economic Value Perspective (EVE Method). e. Development of Interest Rate Risk in Trading Book and Forex. f. Yield and Cost of Fund Rupiah and Foreign Currency. g. Assets Liabilities Management Analysis. h. Stress Test for Liquidity Risk and Stress Test for Exchange Rate Risk and Trading Book Interest Rates. i. Development of Bank Funds towards Total Banking. j. Proposed Interest Rates for Funds, Credit and Credit Base Interest Rates (SBDK). k. Profit/loss projection.
2	January 29, 2024	
3	February 12, 2024	
4	February 26, 2024	
5	March 15, 2024	
6	March 27, 2024	
7	April 19, 2024	
8	April 30, 2024	
9	May 27, 2024	
10	June 12, 2024	
11	June 21, 2024	
12	July 15, 2024	
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:

a. Minutes of regular meetings.
b. Minutes of special meetings held to discuss specific issues.
c. Data and information related to the areas covered.
d. 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:

a. 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.
b. Evaluate and establish the changes in funds and loans interest rates, credit base interest rate, and the limit related to Asset Liability Management (ALM).
c. Review the results of the simulation of the profit/loss in accordance with ALM strategy of BCA.
d. 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:

a. 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.
b. Establish and evaluate pricing policies and strategies for fund and loan products, as well as inter-office accounts.
c. Establish and evaluate policies and strategies in structuring investment portfolios.
d. 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[1)]	• All members of the Board of Directors • Executive Vice President of the Credit Risk Analysis Group • Head of Compliance Division • Head of Internal Audit Division[3)]	
Non-Permanent Members[2)]	• Executive Vice President with the exception of Executive Vice President of the Credit Risk Analysis Group • All Heads of Divisions/Work Units/Groups, Except the Permanent Members	
Secretary (concurrently permanent member)	Head of Risk Management Division	

Note:
1) If there is a concurrent position, the person concerned only has 1 (one) vote
2) Attendance according to the topic discussed
3) No voting rights

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

RMC's Primary Functions

The following are the primary functions of RMC:

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

RMC Authority

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

RMC's Duties and Responsibilities

The following are the primary responsibilities of RMC members:

a. Provide 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:

a. RMC meetings are held on an as-needed basis, at least once every 3 (three) months or 4 (four) times a year.
b. The RMC meeting is valid if at least more than ½ (one-half) of the permanent members attend
c. 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:

a. Decisions regarding the use of the RMC's authority can only be made through a valid RMC meeting decision.
b. 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[1)]	2	2	100%
EVP Grup Corporate Banking, Transaction, and Finance[1)]	1	1	100%
EVP CFO Office [1)]	1	1	100%

Position	Number of Meeting	Attendance	Percentage
Head of Enterprise IT Architecture, Data Management & Service Quality Group[1)]	1	1	100%
Head of Corporate Strategy & Planning[1)]	2	2	100%
Head of Legal Group[1)]	1	1	100%
Head of Consumer Credit Business Division [1)]	1	1	100%
Head of Banking Transaction Cooperation Solution Development Division [1)]	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	• Proposed Changes to Limits of Secondary Reserves • OJK Regulation Draft concerning Transparency and Publication of Credit Interest Rates (SBDK) for Conventional Commercial Banks
2	June 4, 2024	BCA Risk Appetite Statement Review
3	June 19, 2024	• OJK Regulation No. 5 of 2024 concerning Determination of Supervisory Status and Handling of Commercial Bank Problems • 2023 BCA Digital Maturity Assessment Reporting
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:

a. Periodic written reports to the Board of Directors at least once a year regarding the results of RMC's routine meetings.
b. Written reports to the Board of Directors on the outcomes of special meetings held to discuss specific issues.
c. 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:

a. Providing information on the changes in Secondary Reserves limits and mandatory credit interest rate transparency.
b. Providing Information on the proposed changes to risk appetite and risk tolerance.
c. 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.
d. 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:

a. Reviewing issues pertaining to the topic of RMC meetings.
b. Providing information and analysis results related to topics discussed at RMC meetings in order to request Board of Directors recommendations.
c. 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[1)]	• All members of the Board of Directors • Head of Compliance Division • Head of Internal Audit Division[3)]	
Non-Permanent member[2)] 1. Executive Officer	• All Executive Vice Presidents (EVP) • All Heads of Divisions/Groups/Work Units related to Subsidiaries, excluding Permanent Members	
2. Director of Subsidiary[*)]	Director who represents and is appointed from the Subsidiary	
Secretary (concurrently as permanent member)	Head of Risk Management Division	

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

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

a. Providing Information on the Semester II – 2024 BCA Financial Conglomerate Integrated Risk Profile Report.
b. Providing Information on the Semester I – 2025 BCA Financial Conglomerate Integrated Risk Profile Report.
c. 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[1)]	• Deputy President Director I – IT & Digital Banking • Credit Risk & Legal Director • Risk Management Director • Compliance & Human Capital Management Director • Corporate Banking & Treasury Director [2)] • Commercial & SME Banking Director [2)] • Consumer Banking Director [2)] • Transaction Banking Director [2)] • Executive Vice President (EVP) in charge of Credit Risk Analysis [2)] • Executive Vice President (EVP) in charge of Corporate Banking & Transaction [2)] • Executive Vice President (EVP) in charge of Treasury & International Banking [2)] • Head of Credit Risk Analysis and/or Head of SME & Commercial Business and/or Head of Corporate Banking, Transaction & Finance and/or Head of Consumer Finance and/or Head of Transaction Banking Services and/or Head of International Banking or Substitute Officer [2)] • Head of Internal Audit or Substitute Officer • Head of Compliance or Substitute Officer	
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 ⅔ (two-thirds) of the total members.

4. Decision Making
The decision-making provisions of the CPC are as follows:
- Decision making regarding to the use of the CPC's authority can be carried out through circulation to CPC members or through legitimate CPC meetings.
- Decisions through meetings or circulations to CPC members will be considered valid and binding if approved by more than ½ (one-half) of the members present.

5. Frequency of CPC Meetings in 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) [1)]	1	1	100%
Commercial & SME Banking Director (John Kosasih) [1)]	1	1	100%
Consumer Banking Director (Haryanto T.Budiman) [1)]	-	-	-
Transaction Banking Director (Santoso) [1)]	-	-	-
Executive Vice President in charge of Credit Risk Analysis [1)]	1	1	100%
Executive Vice President in charge of Corporate Banking & Transaction [1)]	1	1	100%
Executive Vice President in charge of Treasury & International Banking [1)]	-	-	-
Head of Credit Risk Analysis or substitute officer [1)]	1	1	100%
Head of SME & Commercial Business or substitute official [1)]	1	1	100%
Head of Corporate Banking, Transaction & Finance or substitute officer [1)]	1	1	100%

Position	Number of Meetings	Attendance	Percentage
Head of Consumer Finance or substitute officer [1]	-	-	-
Head of Transaction Banking Services or substitute officer [1]	-	-	-
Head of International Banking or substitute officer [1]	-	-	-
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	1. Corporate & Commercial Credit Category Review 2. Corporate Cash Collateral and Currency Equivalent Cash Collateral Loans

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 Committeee	Served By	Voting Right Status[1)]
Chairman (concurrently member)	Credit Risk & Legal Director (DKR)	Reserve voting right
Permanent member	• President Director (PD) • Deputy President Director 1 (DPD1) • Corporate Banking & Treasury Director (DBK) • EVP GARK • EVP GBKF[2)] • EVP DTR-DIB[2)]	
	• Head of GBKF[2)] • Head of DIB[2)]	No voting right
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 Committeee	Served By	Voting Right Status[1)]
Chairman[2)] (concurrently member)	Head of GARK based on suitability for the commercial credit exposures being handled	Reserve voting right
Permanent member	• Commercial & SME Banking Director (DKS) • Credit Risk & Legal Director (DKR) • EVP GARK • Head of Regional Office	
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) [2]	18	17	94%
Deputy President Director 1 (Gregory Hendra Lembong) [2]	18	8	44%
Credit Risk & Legal Director (Subur Tan) [1]	18	14	78%
Corporate Banking & Treasury Director (Rudy Susanto) [2]	18	17	94%
Compliance & Human Capital Mgmt. Director (Lianawaty Suwono) [3]	18	6	33%
Commercial & SME Banking Director (John Kosasih) [3]	18	6	33%
Consumer Banking Director (Haryanto T. Budiman) [3]	18	3	17%
Branch & Network Director (Frengky Chandra Kusuma) [3]	18	1	6%
Risk Management Director (Antonius Widodo Mulyono) [3]	18	-	0%
Executive Vice President GARK [2]	18	17	94%
Executive Vice President GBKF [2]	18	11	61%
Executive Vice President DTR-DIB [2]	18	-	0%
Head of GARK [2]	18	18	100%
Head of GBKF [2]	18	17	94%
Head of DIB [2]	18	-	0%
Head of Compliance Division or Substitute [4]	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) [2]	7	7	100%
Commercial & SME Banking Director (John Kosasih) [2]	7	7	100%
Executive Vice President GARK [2]	7	7	100%
Head of GARK [1]	7	7	100%
Head of Regional Office [2]	7	5	71%
Credit Adviser [2]	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	In these meetings, decisions or recommendations are provided on the draft corporate credit decisions submitted by the recommender/proposer.
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	
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	In these meetings, decisions or recommendations are provided on the draft commercial credit decisions submitted by the recommender/proposer
2	April 18, 2024	
3	June 4, 2024	
4	July 5, 2024	
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 Committeee	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	• Risk Management Director • Branch Network Director • Head of Risk Management Division • Head of Compliance Division • Executive Vice President Strategic Information Technology Group (GSIT) • Executive Vice President Operation Strategy & Development Group (POL) • Head of IT Main User Work Unit [1)]	Reserve voting right
	• Head of Internal Audit	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[1)]	4	4[3)]	100%
Risk Management Director	4	4	100%
Branch Network Director	4	4[3)]	100%
Head of Risk Management Division	4	4[3)]	100%
Head of Compliance Division	4	4[3)]	100%
Executive Vice President Strategic Information Technology Group (GSIT)	4	4[3)]	100%
Executive Vice President Operation Strategy & Development Group (POL)	4	3[3)]	75%
Head of Internal Audit[2)]	4	3[3)]	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	• IT Strategic Project • IT Availability
2	July 16, 2024	• DC DRC Updates • DR Exercise • Modernisasi EAI • BI Fast Update • MPP & Budget Update
3	October 7, 2024	• SAP-EBI Updates • Mainframe Monitoring System • Java Oracle Migration • Q3 Status Update • Subsidiaries Services
4	December 11, 2024	• BCA's DR Process • GSIT Performance Update 2024

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:
  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.
- 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.
- 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.

8. ITSC Work Plan in 2025

ITSC has set a work plan for 2025 as follows:

a. Review the IT strategic plans to align with the strategic BCA's business activities plan.
b. Review the effectiveness of strategic measures to minimize the risk of BCA's investment in the IT sector.
c. Review the investment feasibility in the IT sector that can contribute towards the achievement of BCA's business objectives.

VII. PERSONNEL CASE ADVISORY COMMITTEE

The Personnel Case Advisory Committee (PCAC) is formed by and reports to the Board of Directors 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 provides independent recommendations to the Board of Directors regarding the resolution of cases that adhere to the principles of justice and equality by reviewing cases of violations and/or crimes committed by employees.

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:

Position in the Committeee	Served By	Voting Right Status
Chairman (concurrently permanent member)	Head of Human Capital Management Division	Reserve voting right
Permanent member	• Head of Internal Audit Division • Head of Legal Group • Executive Vice President Operation Strategy & Development Group (POL)	
Non-permanent member	Head of Network Management and Regional Development Division	
Secretary	Head of Audit Sub-Division of Branch Offices and Regional Offices	No voting right

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

Main Functions of the PCAC

The PCAC has several main functions, as follows:

- 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 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 *)	18	18	100%
Head of Internal Audit Division 1)	18	18	100%
Head of Legal Group 1)	18	18	100%
Executive Vice President Operation Strategy & Development Group (POL)1)	18	14	78%
Head of Network Management and Regional Development Division 2)	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	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).
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	
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.

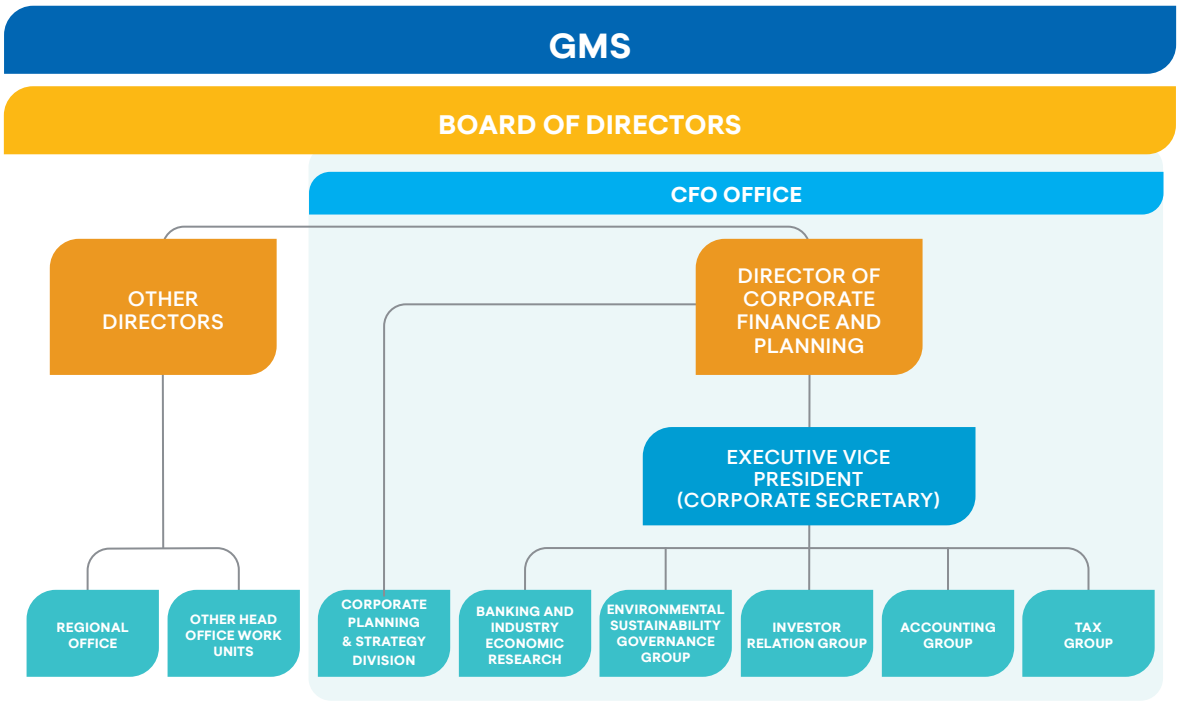
CORPORATE SECRETARY

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 7th 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	20th CITIC CLSA ASEAN Forum	CLSA	June 13, 2024	Jakarta
10	BoFA Financial and REIT Equity Credit Conference	Bank of America - Merryl 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	a. Coordinated the distribution of dividend financial year 2024. b. Organized a blackout period for the Board of Commissioners and the Board of Directors. c. Organized Live Public Expose on August 28, 2024 d. Organized 2024 Analyst Meeting includes: • January 25, 2024 (position as of Quarter IV - 2023). • April 22, 2024 (position as of Quarter I - 2024). • July 24, 2024 (position as of Semester I -2024). • October 23, 2024 (position as of Quarter III -2024). e. Conducted Self-Assessment of the Implementation of Integrated Governance for Semester I and Semester II of 2024. f. Conducted Self-Assessment of Corporate Governance Implementation for Semester I and Semester II of 2024.
2.	Participated in the socialization and developments of the latest provisions, particularly those applicable to the capital markets sector	a. Socialization of OJK Regulation No. 26 of 2023 concerning Users of International Financial Accounting Standards in the Capital Market b. Socialization of OJK Regulation No. 29 of 2023 concerning Buyback of Shares Issued by Public Companies 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 d. Socialization of Implementation of New Version of Statistical Publication to IDX Listed Companies e. Socialization Draft of OJK Regulation concerning Conglomerates and Holding Companies of Financial Conglomerates f. Socialization Draft of OJK Regulation concerning Written Orders g. Socialization Draft of OJK Regulation concerning Bank Secrecy
3.	Providing input/ opinions to comply with laws and regulations in the capital markets sector	a. Providing input or review to BCA affiliated transactions. b. Ensuring the implementation of meetings and training for members of the Board of Commissioners and Directors. c. Providing input and coordinating the Sustainable Financial Action Plan. d. Following up on the fulfillment of the ASEAN Corporate Governance Scorecard (ACGS) criteria. 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.
4.	Enhancing the implementation of the governance based on applicable regulations/legal provisions	a. Organizing integrated governance mapping in the BCA financial conglomerate every semester in 2024. 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. 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.

No.	Subject	Description
5.	Public disclosure of information, including the availability of information on the Issuer's or Public Company's website	a. Periodically reviewing and improving the BCA website for the Governance, Investor Relations, and Sustainability sections; (Taking the Personal Data Protection Act into account). b. Providing information/investor news disclosure reports to both investors and the public. The report can be accessed on the BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor/berita-investor c. Providing BCA reports on the BCA website, including: 1) Annual Reports (https://www.bca.co.id/en/tentang-bca/hubungan investor/laporan-presentasi/laporan-tahunan); 2) Monthly, Quarterly and Annual Financial Statements (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-keuangan); 3) Corporate Governance Reports (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporan-acgs); 4) Integrated Corporate Governance Reports (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporan-acgs); 5) Sustainability and/or Corporate Social Responsibility Reports (https://www.bca.co.id/en/tentang-bca/keberlanjutan/laporan-keberlanjutan). d. Disclosed the Action Plan (Recovery Plan) which can be accessed at the BCA website: (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg) e. Managed the implementation of capital participation in subsidiary companies as stated on the BCA website: (https://www.bca.co.id/en/tentang-bca/hubungan-investor/berita-investor) f. Provided Share Ownership Transaction Reports for the Board of Commissioners and the Board of Directors via the Indonesian Stock Exchange website.
6.	Submitting reports to OJK in a timely manner	a. Submitted the Audited Financial Statement. 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. c. Submitted a Report on the Implementation of Good Corporate Governance per year. 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. e. Submitted other reports related to capital market and stock exchange regulations.
7.	Implementation and documentation of the General Meeting of Shareholders (GMS)	a. Held the Annual GMS for the 2023 Financial Year on March 14, 2024. b. Properly documented BCA Annual GMS data consisting of announcements, summons, and results of Annual GMS resolutions, including through: 1) The BCA website which can be accessed at: https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi. 2) Softcopy and hardcopy documentation of data, which is managed by the Corporate Secretary & the Integrated GCG Bureau - Environment Sustainability Governance (ESG) Group for data collection.
8.	Implementation and documentation of meetings of the Board of Directors and/or Board of Commissioners	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	Filling the BCA internal portal, namely the MyBCA hotspot section, with related GCG Article links: a. Assessment of Digital Maturity Level of Commercial Banks b. Use of International Financial Accounting Standards in the Capital Market c. Buyback of Public Company Shares d. Provisions for Reporting Ownership of Public Company Shares e. Relisting and Delisting f. Implementation of Financial Sector Technology Innovation g. Full Periodic Call Auction Mechanism on the Special Monitoring Board h. Implementation of Anti-Fraud Strategy for Financial Services Institutions i. Transparency and Publication of Basic Credit Interest Rates for Conventional Commercial Banks j. Users of Carbon Exchange Services k. Utilization of Information Technology with Financial Sector Technology Innovation Providers l. Integrity of Bank Financial Reporting

No.	Subject	Description
10.	Manage BCA communication materials	a. Updated information on the Corporate Governance. Investor Relations, and ESG section. b. Managed and update information on BCA's website in accordance with applicable regulations. 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. d. Conducted roadshows, seminars, and meetings with foreign investors.

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.

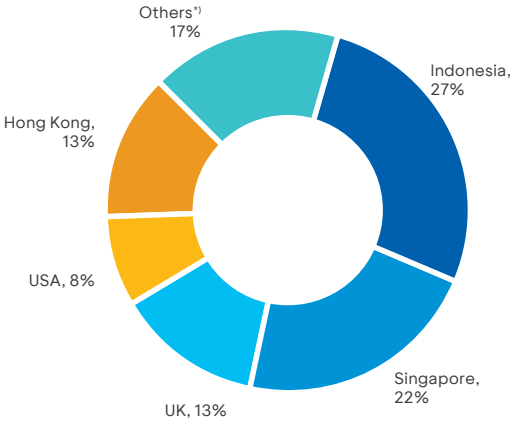
In 2024, meetings with analysts and investors took place in a hybrid format, both online and person. In total, Investor Relations activities increased by 2.48% YoY to reach 413 (four hundred thirteen) activities in 2024. Investor Relations also held an Analyst Expo Day, where analysts were invited to 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[1)]	5	5
Investor & analyst Calls & Virtual Meeting (domestic and overseas)[2)]	267	254
Investor Visits[3)]	141	144
Total	**413**	**403**

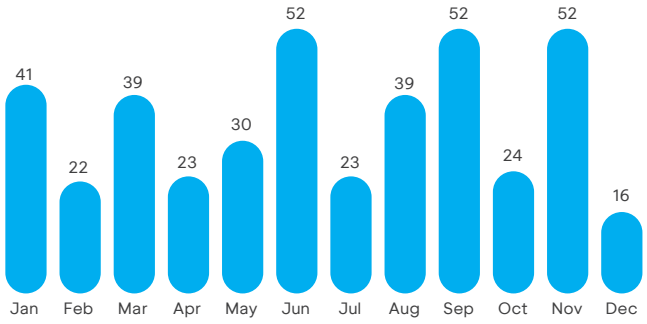
Description:
1) Financial and non-financial performance results are presented to investors, analysts, and media partners.
2) BCA holds meetings with local/foreign investors and analysts, including retail investors, to provide updates on BCA's performance and strategy.
3) BCA provides facilities for local/foreign 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
*) 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:

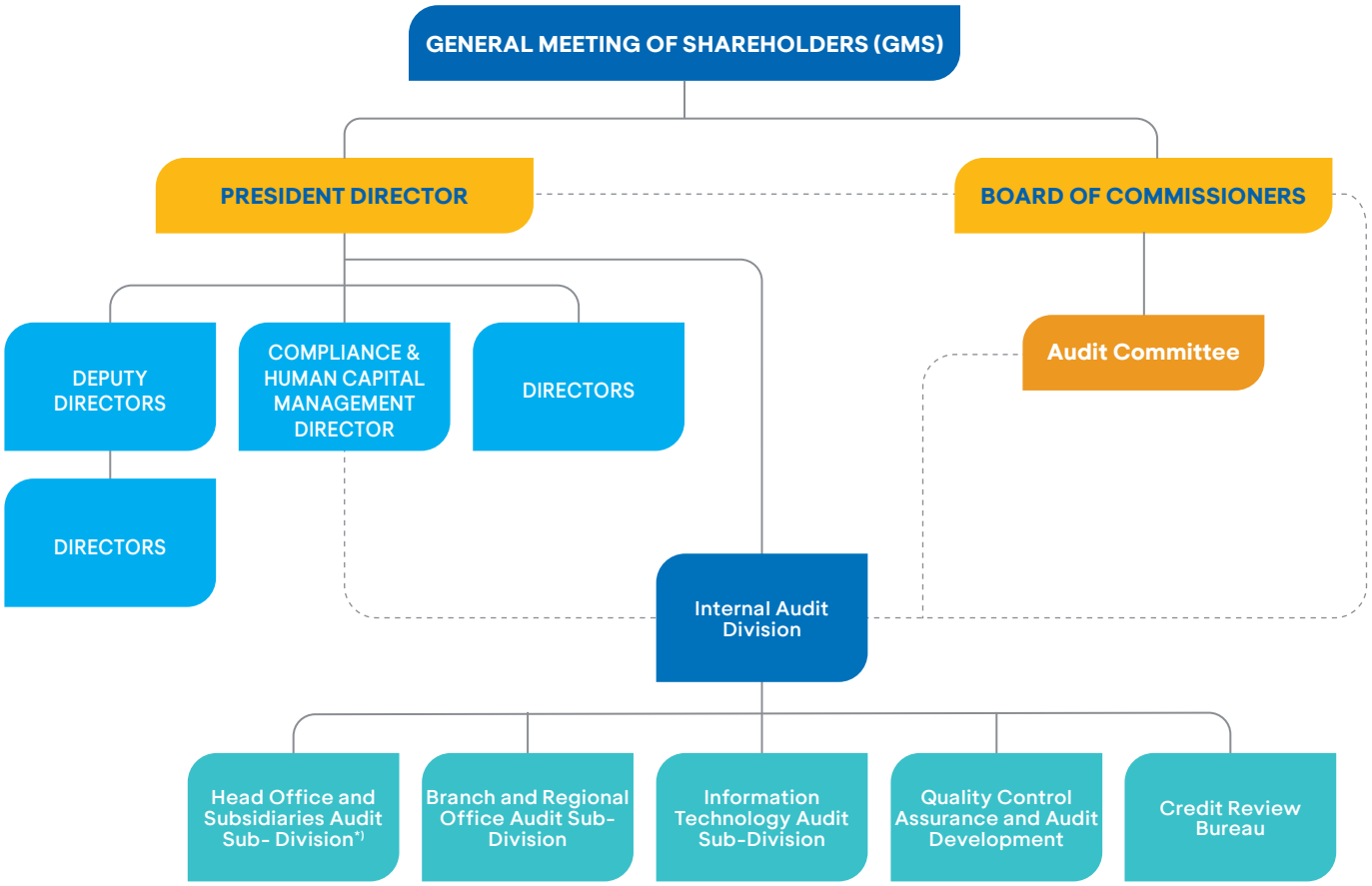
PT Bank Central Asia Tbk
Menara BCA Grand Indonesia 20th Floor
Jl. M.H. Thamrin No. 1, Jakarta
Tel.: +62 21 235 88000
E-mail: investor_relations@bca.co.id

INTERNAL AUDIT DIVISION

Internal Audit Division (DAI) performs its duties and responsibilities independently and objectively, led by the Head of the Division, whose 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.	- Head of Internal Audit Division (February 2024-present) - Senior Vice President of Information Technology Audit Subdivision (2017-2023) - Senior Vice President of Branch & Regional Office Audit Subdivision (2016-2017) - Vice President of Branch & Regional Office Audit Subdivision (2011-2016)	- Bachelor of Civil Engineering from Parahyangan Catholic University in 1996

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*)
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 *(Certificate in General Insurance)*	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 and IDX website www.idx.co.id.

In 2024, the appointment of AP Lucy Luciana Suhenda is the 5th-year assignment, and PwC Indonesia, is for the 8th 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 1st assignment, and PwC Indonesia, is for the 8th 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:

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

The report on the evaluation results of the Audit Committee was submitted by the Board of Directors of BCA using the form contained in the attachment to OJK Circular Letter No.18/SEOJK.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[1)]
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 Reconsiliation of Securities Ledger [2)]	Rp50,000,000.00
		NAAE MKBD [2)]	Rp65,000,000.00
5	PT Bank Digital BCA	Comfort Memo ECL	Rp130,000,000.00

Notes:
1) Does not include VAT.
2) 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[1)]
1	AUP (Agreed Upon Procedures) Custodian [2)]	Rp50,000,000.00
2	AUP VoNB Sharing for AIA (AUP for AIA, BCA as the informed party)	Rp174,915,520.00

Notes:
1) Does not include VAT.
2) 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:

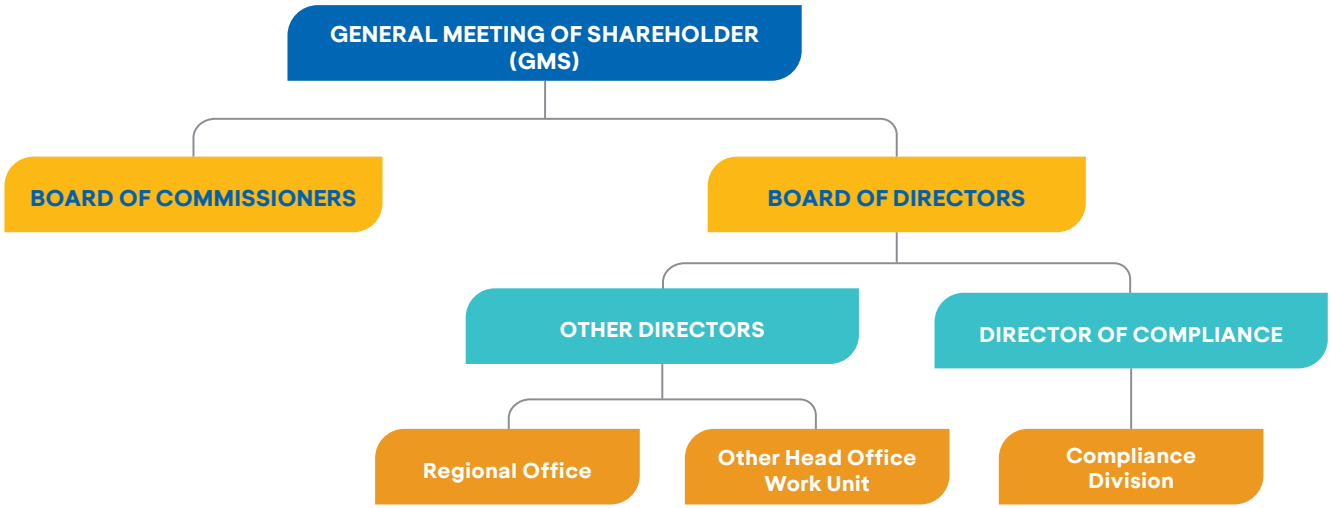
Tahun	PAF	PA
2024	KAP Rintis, Jumadi, Rianto & Rekan (member firm of PwC global network, formerly KAP Tanudiredja, Wibisana, Rintis & Rekan)	M. Jusuf Wibisana
2023		Lucy Luciana Suhenda
2022		Jimmy Pangestu
2021		Jimmy Pangestu
2020		Jimmy Pangestu
2019		Lucy Luciana Suhenda
2018		Lucy Luciana Suhenda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

a. 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 Conglomeration 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%*)	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.

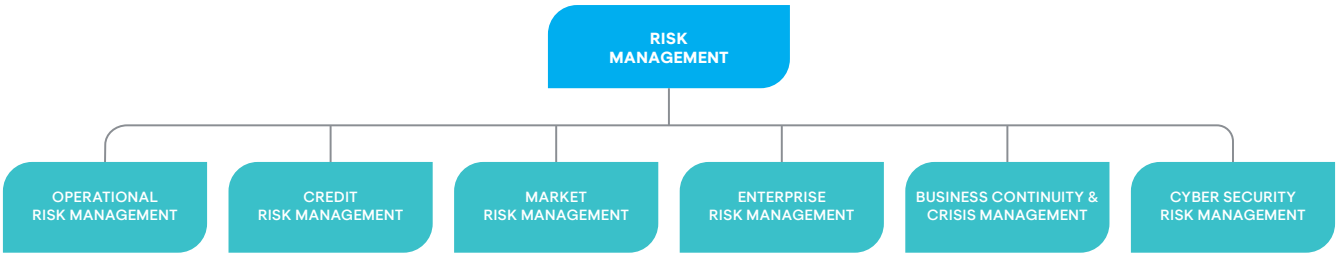
- Monitoring suspicious financial transactions with a web-based application called STIM (Suspicious Transaction Identification Model), as well as developing and improving the application system with the latest technology and updating parameters to detect suspicious transactions.
- Coordinate the implementation 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).
- Ongoingly increase understanding of AML, CTF, and PFPWMD by holding training and socialization through classroom training, online training, e-learning, and virtual/hybrid events, as well as internal forums such as Regional Coordination Meetings and Coordination Meetings of Heads of Branch Operations and Service Operations Forum.
- Developing training materials for 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.

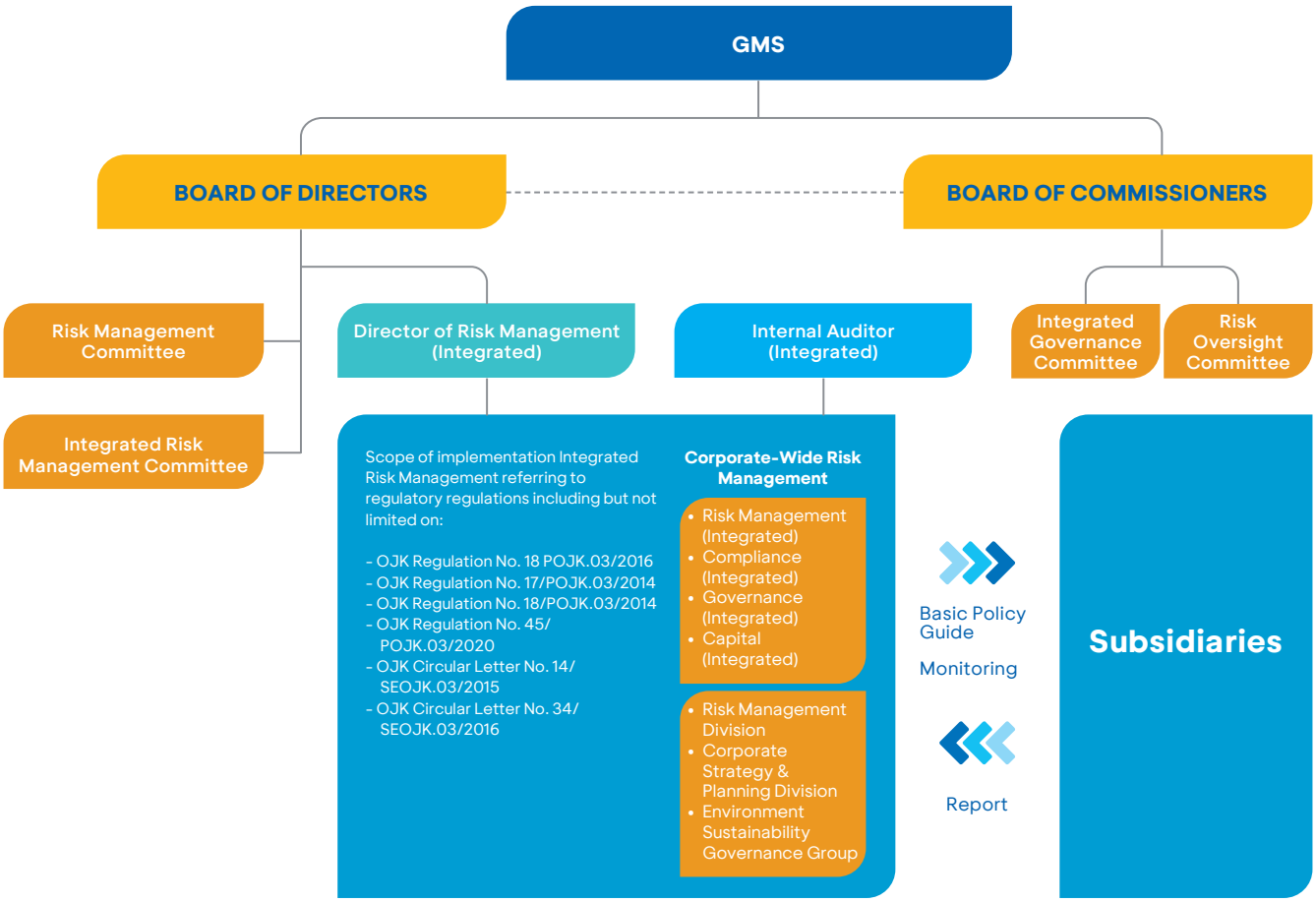
Risk Management Organizational Structure



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 Mangement 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

Refering 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 Conglomeration (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 (Macroprudential 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 (Macroprudential Liquidity Buffer) in the form of SBI, SDBI, SRBI, and SBN.

4. Operational Risk

- The goal of operational risk management is to minimize the potential negative impacts of insufficient and/or non-functioning internal processes, human error, system failure, and/or external events. Operational risk management is constantly being develop in order to adapt to the constantly changing business environment and minimize the risks that the bank faces.
- Refering 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, 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 an d 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.

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

Fraud	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. The types of acts that are classified as fraud are: 1) Corruption including: a. Conflict, of interest that is detrimental to BCA and/or customers b. Bribery c. Gratification d. Extortion 2) Misuse of assets, including: a. Misuse of cash b. Misuse of inventory c. Misuse of other assets. 3) Financial statement fraud, including: a. Overstating net worth and/or net income b. Reducing net worth and/or net income 4) Fraud 5) Information leakage 6) Other actions that can be equated with Fraud in accordance with the provisions of statutory regulation
Business/ Code of Conduct Violations	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.

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.

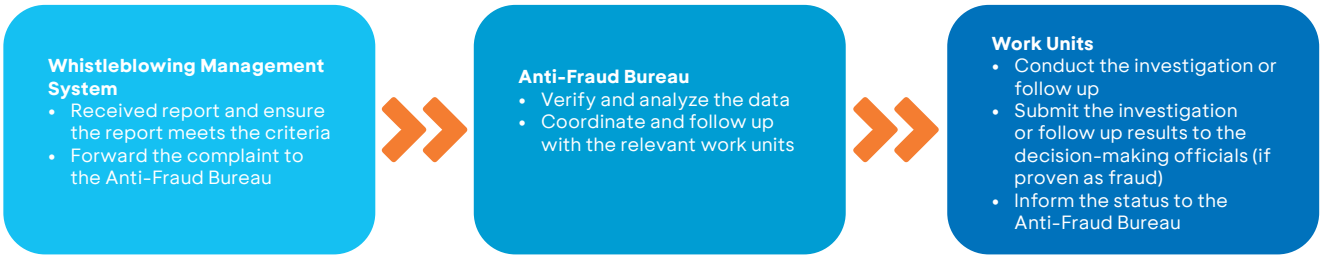
2. Whistleblower Protection

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.

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:

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)

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
1st Warning Letter	2
2nd Warning Letter	-
3rd 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.



Internal socialization of Anti-Corruption and Gratification Control

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 May15, 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.

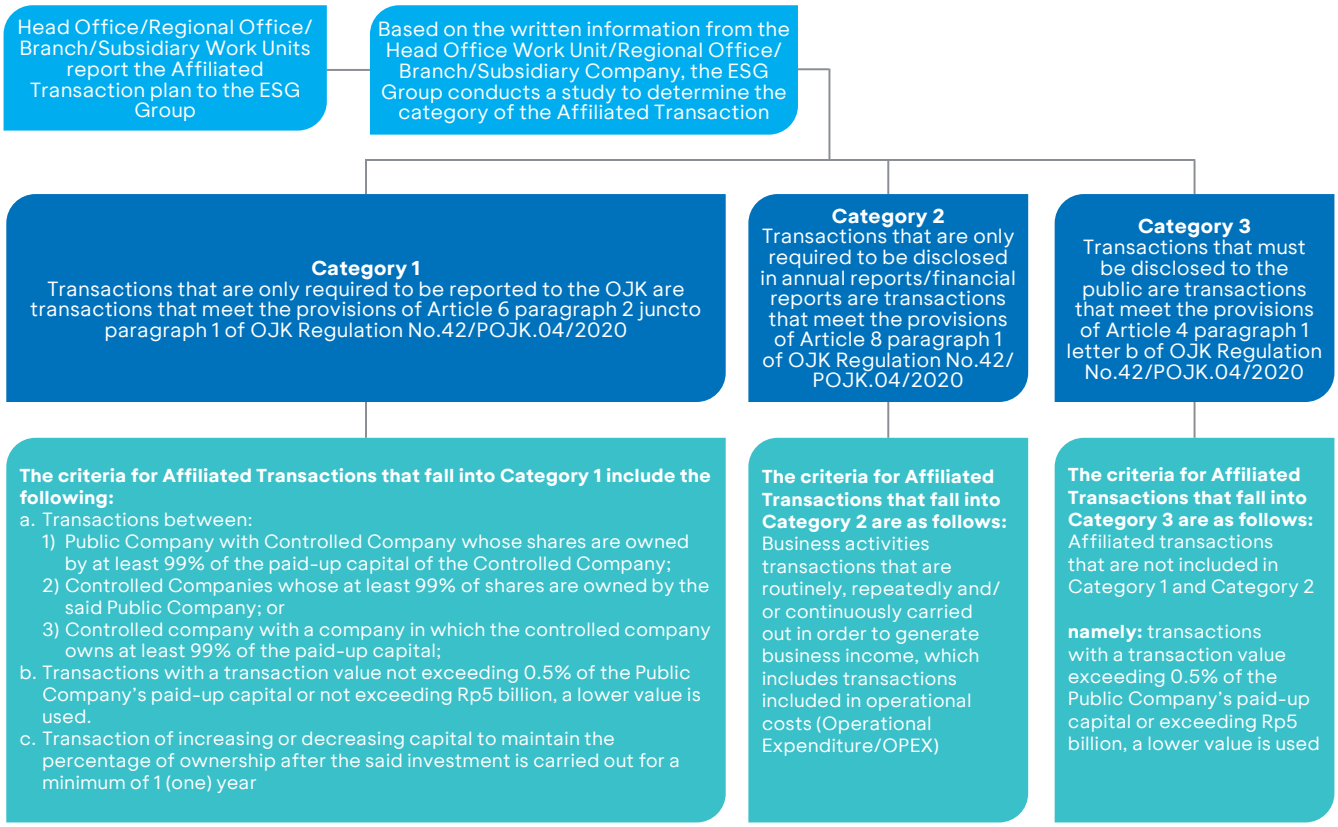
Affiliated Transactions disclosed in this 2024 Annual Report are:

- 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 Darta 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, 2nd until 5th 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 Satement	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.	40th 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	3rd 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	
		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	Transactions between BCA Subsidiaries
		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
Total	**7**	**17**	**13**

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
Total	**419**	**374**	**346**

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 aanmaning 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*)	2*)
	In the process of settlement	13*)	2*)

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.

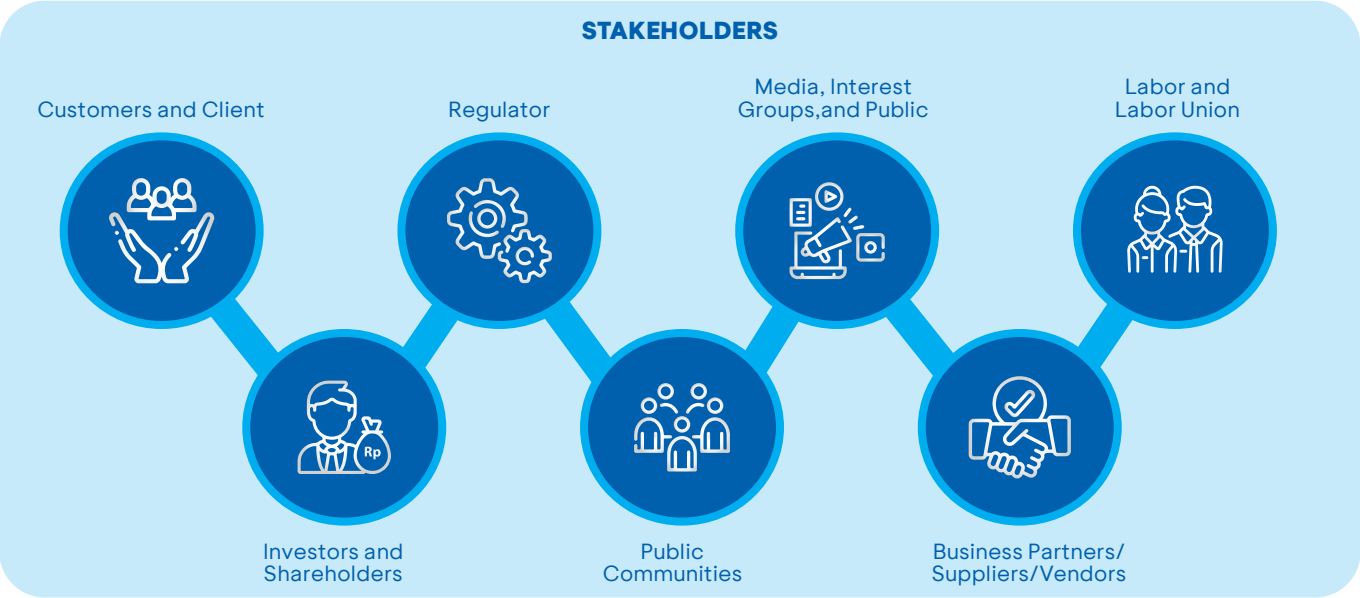
INFORMATION ACCESS AND CORPORATE DATA

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	• Providing information about banking products and services as well as the security of customer privacy. • Providing the best banking solutions for stakeholders. • Solving problems in transactions involving banking products and/or services.	• Halo BCA Contact Center • BCA Website • Social Media	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.	• Annual GMS and/or Extraordinary GMS • Annual Report and Sustainability Report • Analyst Meeting • Public Expose • Investor Relations Contact: Tel: +62 21 235 88000 • E-mail: investor_relations@bca.co.id	• Once a year • Incidental • Quarterly • At all time
OJK Regulators and BI	Compliance and implementation of the prudence principle and Good Corporate Governance	• Monthly report • Quarterly Report • Disclosure of information related to Affiliated Transactions • Explanation of information in the mass media • Submission of evidence of the announcement of the AGMS and/or EGMS, Monthly Securities Reports, Public Expose Reports, a summary of the Consolidated Financial Statements via electronic media and/or hardcopy • Submission of press releases related to financial reports, and copies of the minutes of AGMS and/or EGMS, • Submission of evidence of summons for the GMS and/or EGMS • Report and announcement of dividend distribution schedule • Report on ownership or changes in share ownership	According to regulations (monthly, quarterly and incidental)
Public Community	Empowerment programs and opportunities through community programs and Corporate Social Responsibility (CSR).	• Sustainability Report • Youtube Solusi BCA • Instagram GoodLifeBCA	• Once a year • At all times
Media, Interest Groups and General Public	BCA information and data, including regarding BCA's financial condition, products and corporate actions.	• Press release via printed and electronic media • BCA corporate communication contact: corcom_bca@bca.co.id	• As needed • At all times
Business Partner/ Supplier/Vendor	• General policies related to the procurement of goods and/or services, types of requirements/ specifications, BCA information and data, and the process of becoming a vendor. • Vendor input, suggestions, and information.	• BCA website • Beauty Contest • Code of ethics related to vendors • Logistics Division PIC Contact (Procurement Aspect)	As needed
Employee and Labor Union	Industrial relations and issues related to employees' welfare, rights and obligations.	Internal communication via 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, 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.

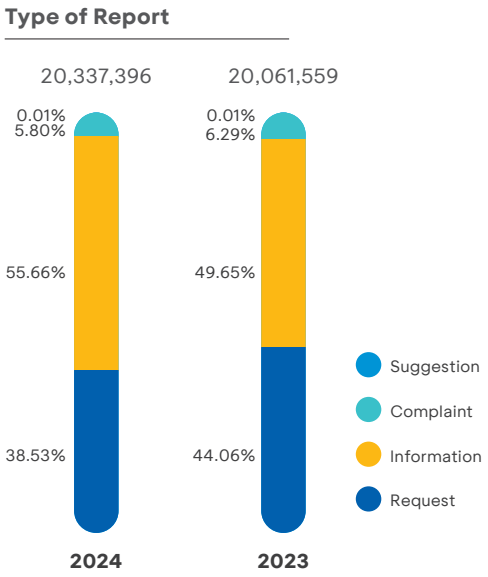
The communication facilities for the AUM outbound and inbound call services are the same as the SOLA service. Additionally, video call services related to investment solutions can also be used.

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 Blibli, 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:



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, 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 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. 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.

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 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 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.

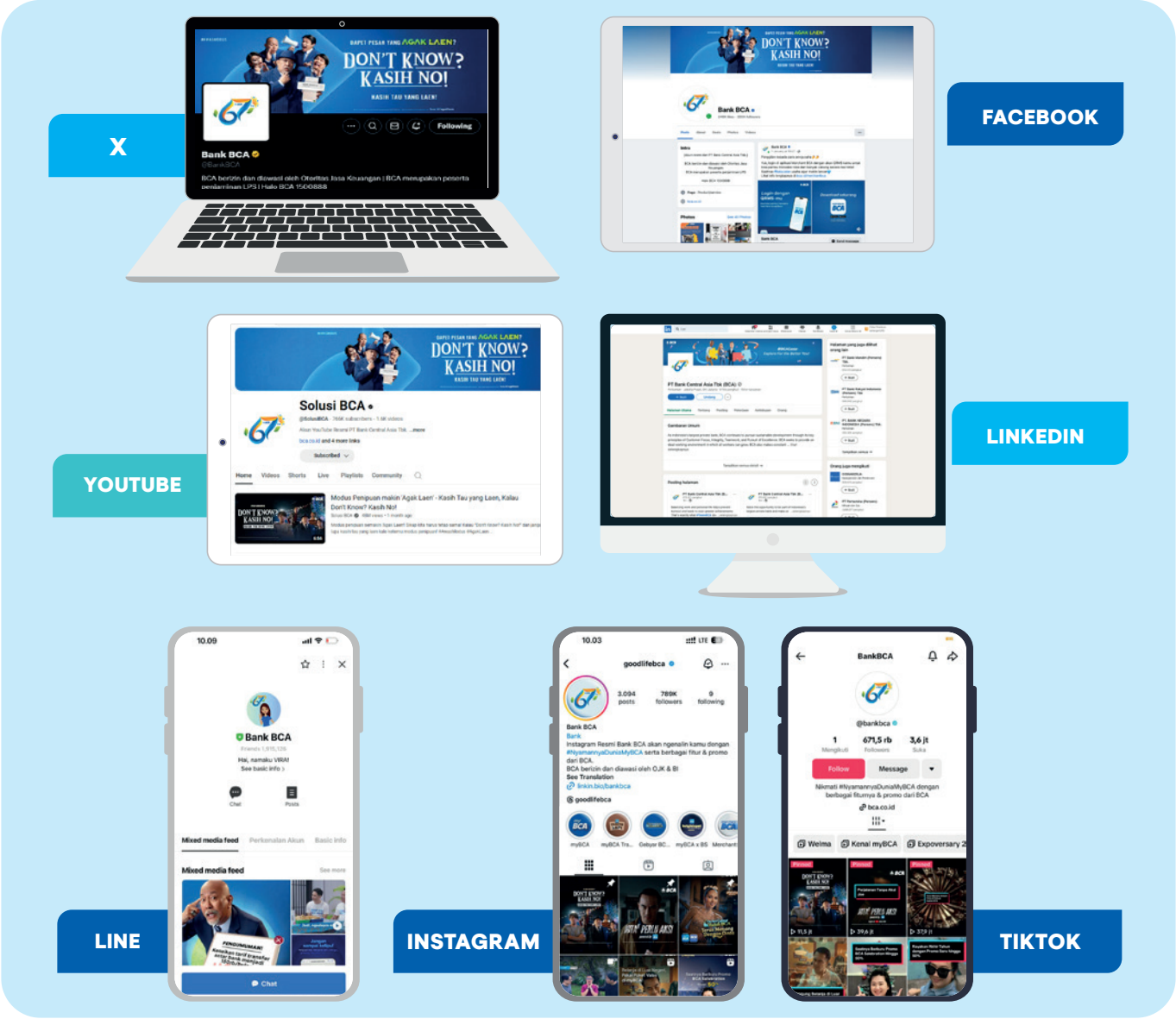
- X Account (@BankBCA, @Halo BCA, @XpresiBCA, @GoodLifeBCA, @ KartuKreditBCA)
- Facebook (BankBCA, XpresiBCA, GoodLifeBCA, KartukreditBCA)
- YouTube (Solusi BCA)
- LinkedIn PT Bank Central Asia Tbk.
- Instagram (@GoodLifeBCA) and (@LifeAtBCA)
- Line (Bank BCA)
- Tiktok (@BankBCA)

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 67th Anniversary, BCA Offers Various Promos, 67% Discounts, and Free Health Services
10		22	Celebrating 67th 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	67th 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 67th 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 Expoversary 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 Expoversary 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 bluprint", 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 1st 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 TransactionReport
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 2nd 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 3rd 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 commiting 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.

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.

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 SP II SP III	187 4 26	All cases have been settled in 2024

Note: SP = Warning Letter

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 accomplished organizational goals.

d. **Continuous Pursuit of Excellence**
Continuous efforts to achieve the best in order to offer value added to customers.

3. Socialization of Vision, Mission, and Values

In 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.
c. The audited Annual Financial Statement has been published on the BCA website, 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, 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, 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. 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.

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")**.

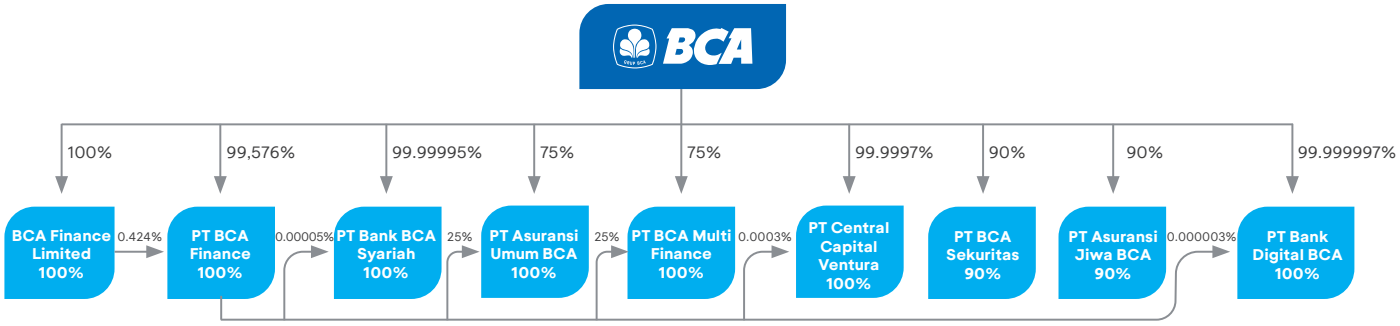
Results of Self-Assessment of Integrated Governance Implementation

	Ranking	Ranking Definition
Semester I	1	The Financial Conglomerate has implemented Integrated Governance that is generally **very good**. This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of flaws in the implementation of Integrated Governance are discovered, they are not significant in general and can be immediately corrected by the Main Entity and/or FSI.
Semester II	1	The Financial Conglomerate has implemented Integrated Governance that is generally **very good**. This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of flaws in the implementation of Integrated Governance are discovered, they are not significant in general and can be immediately corrected by the Main Entity and/or FSI.

BCA Financial Conglomerate Structure

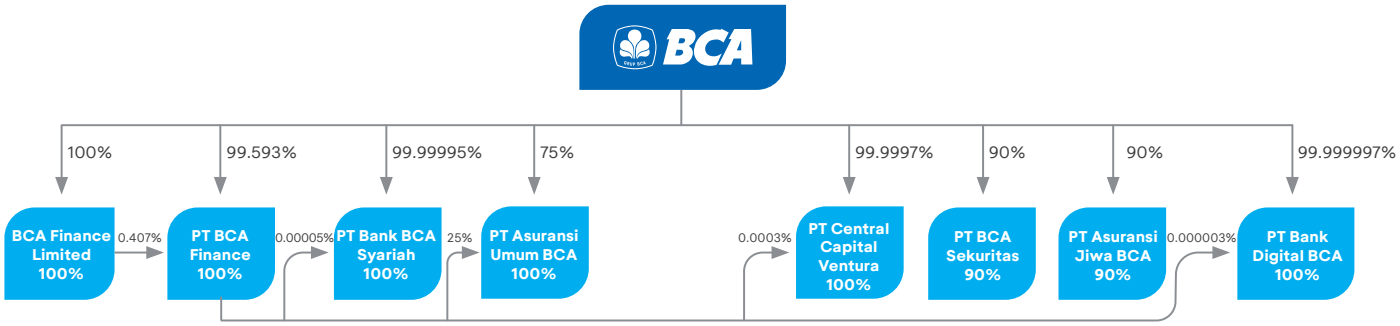
BCA Financial Conglomerate Structure as of January 1 – August 31, 2024

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

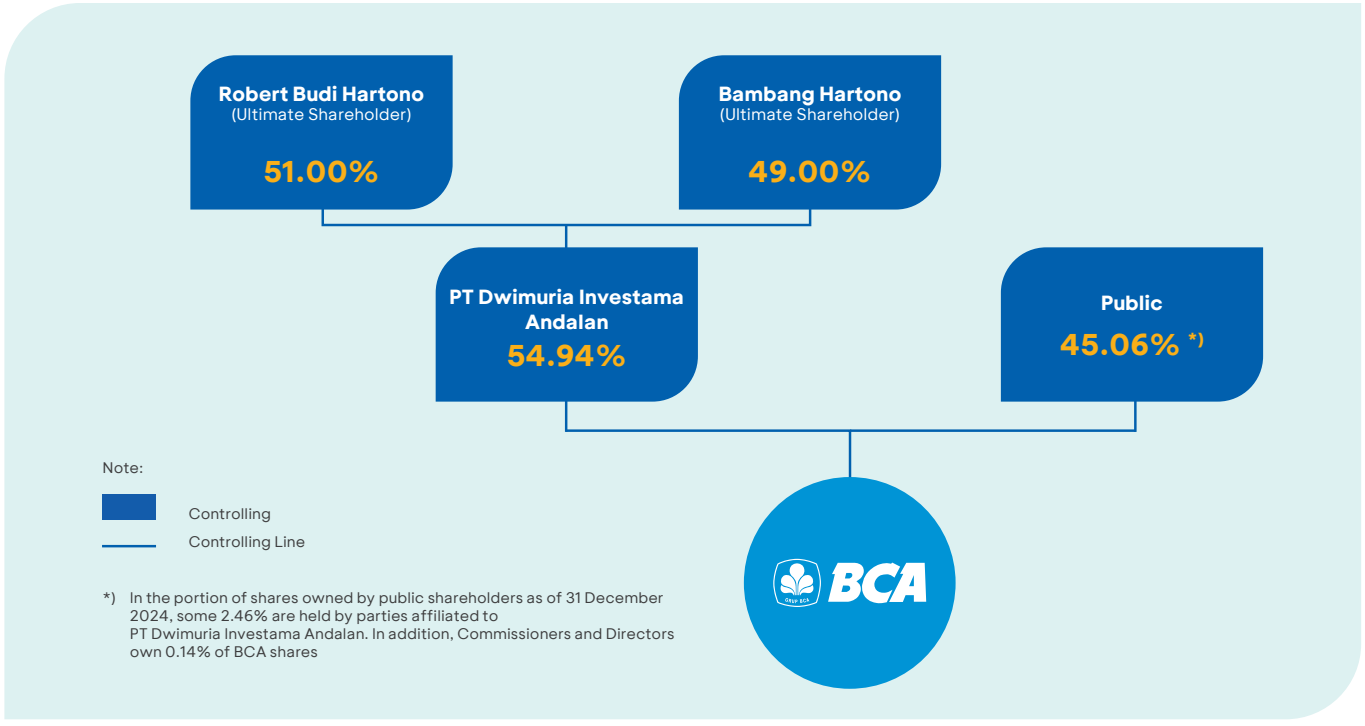
As of September 1, 2024, in connection with the merger of PT BCA Multi Finance into PT BCA Finance, the share ownership structure in the BCA Financial Conglomerate is as follows:



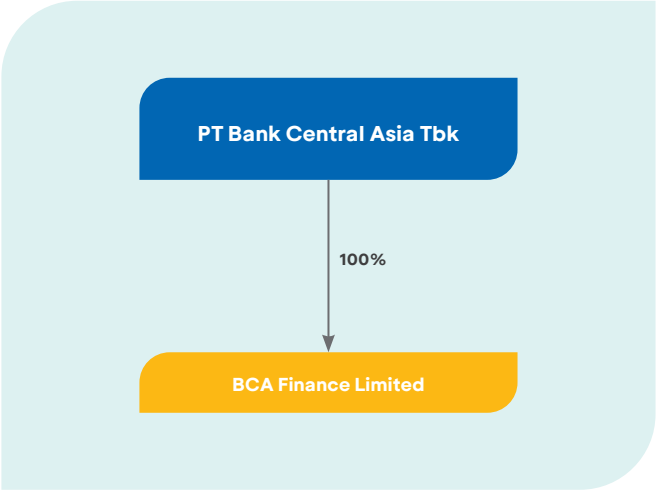
Share Ownership Structure in Financial Conglomerate of BCA

As of December 31, 2024, the share ownership structure in BCA's Financial Conglomerate is as follows:

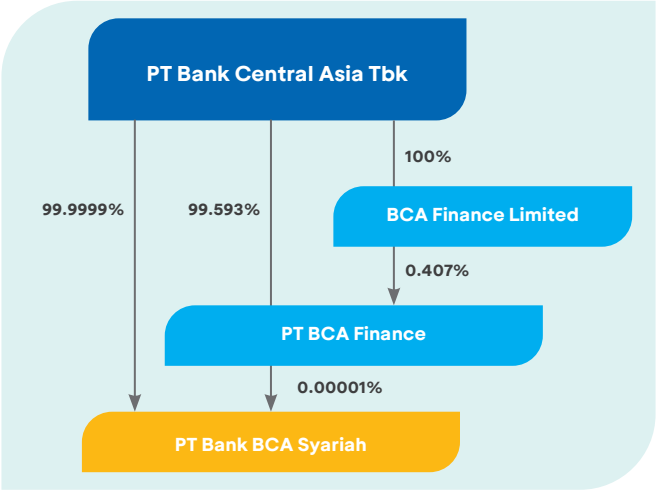
- **SHARE OWNERSHIP STRUCTURE OF PT BANK CENTRAL ASIA TBK**



- **SHARE OWNERSHIP STRUCTURE OF BCA FINANCE LIMITED AS OF DECEMBER 31, 2024**

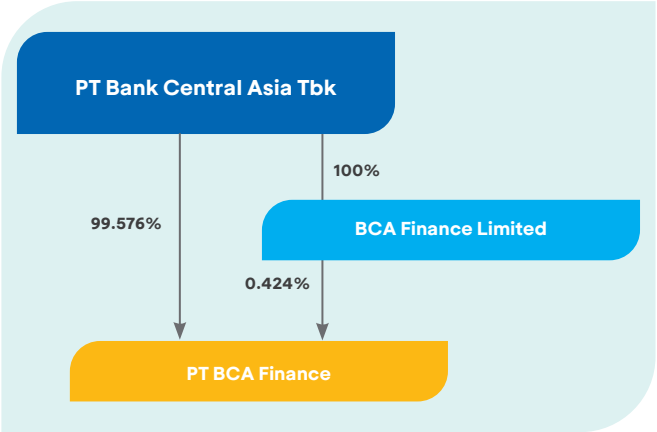


- **SHARE OWNERSHIP STRUCTURE OF PT BANK BCA SYARIAH AS OF DECEMBER 31, 2024**

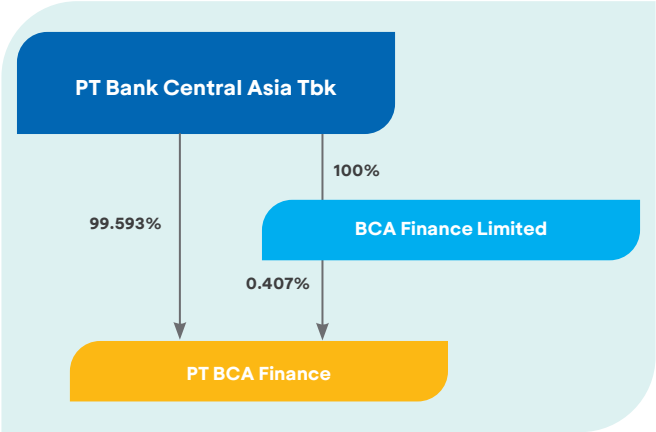


- **SHARE OWNERSHIP STRUCTURE OF PT BCA FINANCE**

January 1 – August 31, 2024

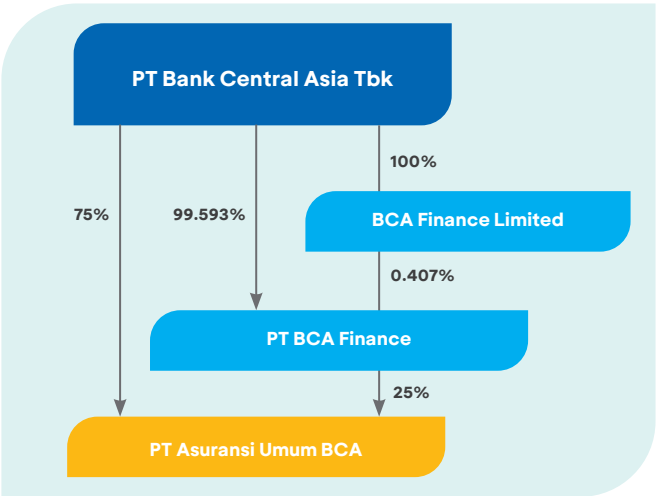


As of September 1, 2024*)

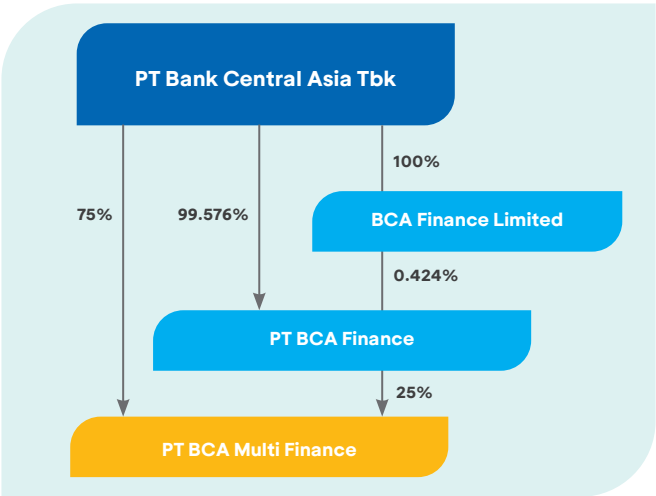


*) Effective date of merger of PT BCA Multi Finance into PT BCA

- **SHARE OWNERSHIP STRUCTURE OF PT ASURANSI UMUM BCA AS OF DECEMBER 31, 2024**

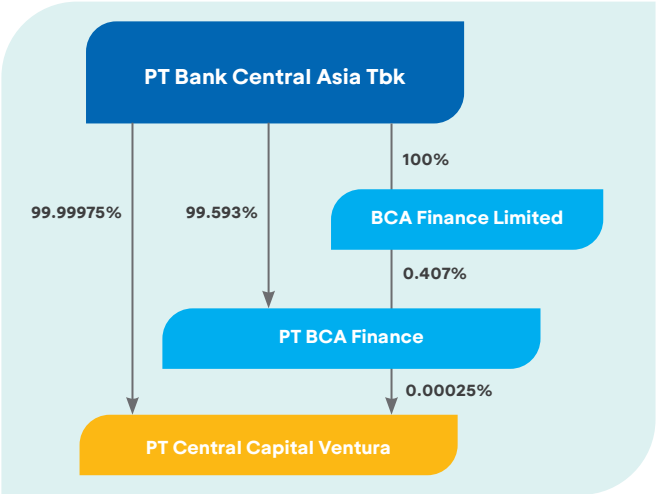


- **SHARE OWNERSHIP STRUCTURE OF PT BCA MULTI FINANCE AS OF JANUARY 1 – AUGUST 31, 2024****)

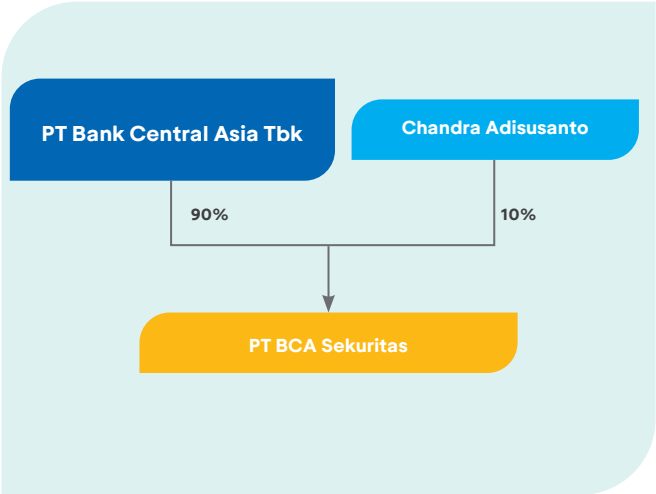


**) As of September 1, 2024, PT BCA Multi Finance effectively merged into PT BCA Finance.

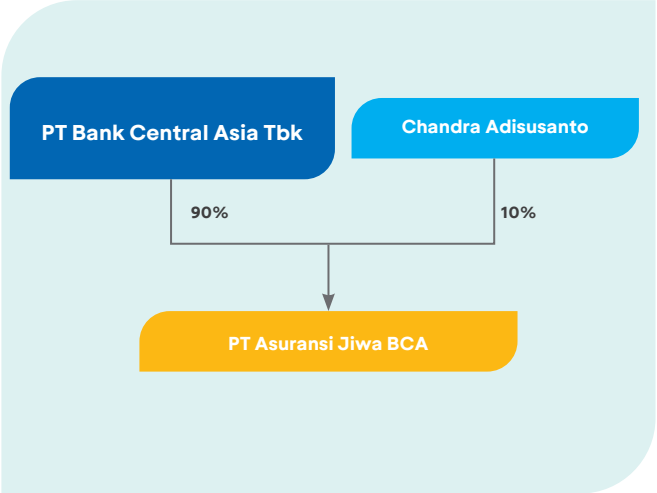
- **SHARE OWNERSHIP STRUCTURE OF PT CENTRAL CAPITAL VENTURA AS OF DECEMBER 31, 2024**



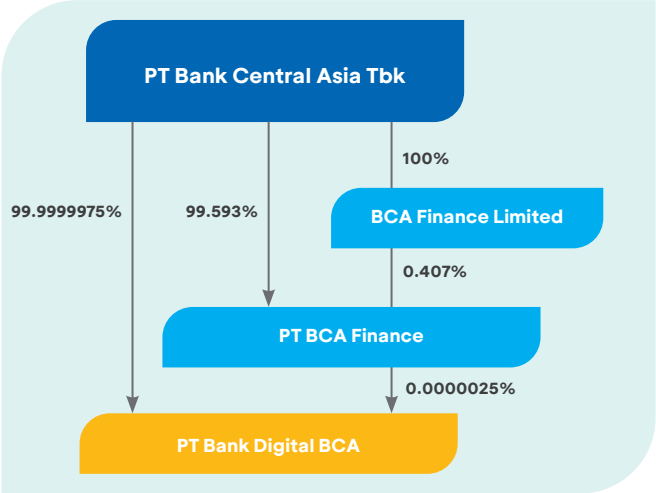
- **SHARE OWNERSHIP STRUCTURE OF PT BCA SEKURITAS AS OF DECEMBER 31, 2024**



- **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	Cyrillus Harinowo
Independent Commissioner	Raden Pardede
Independent Commissioner	Sumantri Slamet

BOARD OF DIRECTORS	
Position	**Name**
President Director	Jahja Setiaatmadja
Deputy President Director 1	Gregory Hendra Lembong
Deputy President Director 2	Armand Wahyudi Hartono
Director	Tan Ho Hien/Subur atau Subur Tan
Director	Rudy Susanto
Director (concurrently 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 Conglomeration.
   b. In order to ensure Integrated Governance implementation as mentioned above, at least:
      1) Formulate Integrated Governance Guidelines;
      2) Direct, monitor, and evaluate the implementation of Integrated Governance Guidelines; and
      3) Follow up on the directions or advice of the Main Entity's Board of Commissioners in order to improve 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*)

*) Effective serving from May 2, 2024

MANAGEMENT STRUCTURE OF PT BCA FINANCE AS OF SEPTEMBER 1, 2024*)

*) 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*)
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***)

***) 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*)

*) 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*)
Commissioner	Mathilda Simon**)
Independent Commissioner	Pudjianto
Independent Commissioner	Hardjono

*) Served until September 3, 2024
**) Effective serving from September 3, 2024

BOARD OF DIRECTORS

Position	Name
President Director	Christina Wahjuni Setyabudhi
Director	Yannes Chandra
Director of Compliance	Ir. Sukawati Lubis
Director	Eva Agrayani Tjong

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*)	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 Conglomeration.

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 Conglomeration, 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 Conglomeration 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 Conglomeration.
      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	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. 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.
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	• 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. • 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. • BCA has compiled a Sustainability Report that can be easily accessed by the public on the BCA website at https://www.bca.co.id/en/tentang-bca/Keberlanjutan/laporan-keberlanjutan. • 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. • 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. 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	• BCA has a dividend policy and communicates the dividend policy to shareholders by uploading it to the BCA website at https://www.bca.co.id/id/tentang-bca/tata-kelola/acgs/kebijakan-gcg • 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. • BCA has an Insider Trading policy • 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. • BCA has an internal policy regarding capital participation.
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	• BCA has implemented sustainable finance in its business activities and prepared sustainable finance action plan. • BCA implements business practices and investment strategies by considering, implementing, and integrating environmental, social, and governance values. • Policies related to climate risk are presented in the BCA Sustainability Report. • 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 https://www.bca.co.id/en/tentang-bca/Keberlanjutan/laporan-keberlanjutan
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
A	**PUBLIC COMPANY RELATIONSHIP WITH SHAREHOLDERS IN GUARANTEING THE RIGHTS OF SHAREHOLDERS**	
	Principle 1 **Increasing the value of holding a General Meeting of Shareholders (GMS).**	
1.1	The Public Company has a method or technical procedure for collecting votes, both openly and privately, that promotes independence and shareholder interests.	Implementation: **Comply** To prioritize shareholder independence and interests, vote collection techniques in the BCA GMS are regulated in the GMS Rules (distributed to shareholders or their proxies who are present and read out before the GMS is convened) as well as the Articles of Association. Shareholders and the general public can also download the BCA GMS Rules of Conduct from the BCA website at https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi, in the GMS Rules of Conduct section as a form of transparency. 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: a. Voting by the shareholders or their proxies that physically attend the Meeting shall be done under the following procedure: 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. 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;

No.	Recommendation	Description
		a. Voting for shareholders or their proxies who are present electronically through the eASY. KSEI application is carried out in the following manner: 1) The voting process takes place through the eASY.KSEI application on the E-Meeting Hall menu, Live Broadcasting submenu; 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; 3) During the electronic voting process, the status "Voting for agenda item no [ ] has started" will appear in the 'General Meeting Flow Text' column; 4) The time allocated for direct e-voting through the eASY.KSEI application is maximum 2 (two) minutes; 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; 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. Furthermore, the votes cast by the shareholders or their proxies, both physically and electronically, will be counted by BCA Securities Administration Bureau and then verified by a Notary as an independent public official. More information can be found on pages 299
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.	Implementation: **Comply** 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% More information can be found on page 299-300
1.3	A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year	Implementation: **Comply** 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 https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi. under the General Meeting of Shareholders section. More information can be found on page 304
	Principle 2 **Improving Public Company Communication Quality with Shareholders or Investors**	
2.1	Public companies have a communication policy with shareholders or investors	Implementation: **Comply** BCA has a communication policy with shareholders as stipulated in the Corporate Governance Guidelines Chapter on Communication and Information Functions. BCA has an Investor Relations work unit that supports the communication process between BCA and the shareholder community and other capital market communities. These forms of communication include holding analyst meetings for performance presentations, public exposes, conference calls, as well as conveying information through the BCA website's Investor Relations section. This information can also be accessed by the wider community through the BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor. More information can be found on page 424 and 470
2.2	The public company discloses the communication policy of the public company with shareholders or investors on the website	Implementation: **Comply** BCA has disclosed its communication policy with shareholders on the BCA website, which can be found at: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg under the policy related to Governance of the Communication Policy section More information can be found on page 424 and 470

No.	Recommendation	Description
B	**FUNCTIONS AND ROLE OF THE BOARD OF COMMISSIONERS**	
	Principle 3 **Strengthening the Membership and Composition of the Board of Commissioners**	
3.1	Determination of the number of members of the Board of Commissioners considering the state of the Public Company	Implementation: **Comply** 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. More information can be found on page 319-320
3.2	The diversity of skills, knowledge, and experience required is considered when determining the composition of the Board of Commissioners.	Implementation: **Comply** The RNC is tasked with, among other things, compiling and providing recommendations to the Board of Commissioners regarding: - Systems and procedures for selecting and/or replacing Board of Commissioners and Board of Directors members; - The composition of positions on the Board of Directors and/or the Board of Commissioners; - Policies and criteria required in the nomination process; and - Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners 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. More information can be found on page 359-360
	Principle 4 **Improving the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners.**	
4.1	The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	Implementation: **Comply** 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. The Board of Commissioners evaluates the self-assessment of the Board of Commissioners based on recommendations from the Remuneration and Nomination Committee. More information can be found on page 361
4.2	The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Public Company Annual Report	Implementation: **Comply** BCA has disclosed the Board of Commissioners' performance self-assessment policy through this Annual Report. More information can be found on page 361
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.	Implementation: **Comply** 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.

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	Implementation: **Comply** 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. More information can be found on page 388
C	**FUNCTIONS AND ROLE OF THE BOARD OF DIRECTORS**	
	Principle 5 **Strengthening the Membership and Composition of the Board of Directors**	
5.1	The condition of the public company and decision-making effectiveness is taken into consideration when determining the number of members of the Board of Directors.	Implementation: **Comply** 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. More information can be found on page 333-334
5.2	The diversity of skills, knowledge, and experience required is taken into consideration when determining the composition of the Board of Directors.	Implementation: **Comply** RNC is assigned to set out and provide recommendations to the Board of Commissioners regarding, among other things: - Systems and procedures for selecting and/or replacing members of the Board of Directors and/or the Board of Commissioners; - Position composition of members of the Board of Directors and/or members of the Board of Commissioners; - Policies and criteria required in the nomination process; and - Policy for evaluating the performance of Board of Directors and/or Board of Commissioners members. 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. More information can be found on page 360
5.3	Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting	Implementation: **Comply** Members of the Board of Directors in charge of accounting and finance have experience in finance and accounting More information can be found on page 69 (Ms. Vera Eve Lim's profile).
	Principle 6 **Improving the Quality of Implementation of Duties and Responsibilities of the Board of Directors**	
6.1	The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	Implementation: **Comply** 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. 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 More information can be found on page 362-364

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: **Comply** 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: **Comply** 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.
D	**STAKEHOLDER PARTICIPATION**	
	Principle 7 **Improving Corporate Governance Aspects through Stakeholder Participation**	
7.1	The Public Company has a policy to prevent insider trading	Implementation: **Comply** BCA's insider trading policy is included in the BCA's Governance Guidelines. The main points of insider trading policy are disclosed through the policies related to governance section on BCA website: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg under Insider Trading Policy sub section. More information can be found on page 291
7.2	The Public Company has anticorruption and anti-fraud policies	Implementation: **Comply** 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: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg
7.3	The Public Company has a policy regarding the selection and capacity building of suppliers or vendors.	Implementation: **Comply** 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: **Comply** BCA guarantees the fulfillment of creditor rights in: • The right to obtain clear information. • The right to submit suggestions/inputs, complaints/complaints and obtain their resolution. • The right to receive creditor rights in accordance with the agreed agreement. • The right to get access to the audited Annual Report and Financial Statements. • The right to obtain information and easy access to announcements, summons, and results of the GMS in accordance with the procedures stipulated in regulations related to the GMS. 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	Implementation: **Comply** 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: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg in the Policies related to Governance in the WBS Policy section (Whistleblowing System). More information can be found on page 453
7.6	The Public Company has a policy of providing long-term incentives to the Board of Directors and employees	Implementation: **Comply** 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.
E	**INFORMATION DISCLOSURE**	
	Principle 8 **Improving the Implementation of Information Disclosure**	
8.1	Aside from the Website as a medium for information disclosure, public companies benefit from the broader use of information technology	Implementation: **Comply** Use of information technology as a medium for BCA Information Disclosure: a. External, including: • Website (www.bca.co.id), • Halo BCA, • X account (@XpresiBCA, @GoodLifeBCA, @Halo BCA, @BankBCA, @ KartuKreditBCA), • Facebook (XpresiBCA, GoodLifeBCA, BankBCA, KartukreditBCA), • Youtube (www.youtube.com/solusibca), • LinkedIn PT Bank Central Asia Tbk, • Instagram (@GoodLifeBCA and @LifeAtBCA), • Line (BankBCA). • Tiktok (@BankBCA) 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 More information can be found on page 474-475 and 485-486
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	Implementation: **Comply** BCA's Annual Report has disclosed: a. List of BCA shareholders who own 5% or more of BCA shares; b. The ultimate beneficial owner in BCA share ownership; as well as c. BCA's major/controlling shareholder. More information can be found on page 313

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.	**Responsibilities of the Board of Commissioners.** The Board of Commissioners has responsibilities which include: approval and oversight of the implementation of business strategy, governance structure and mechanisms as well as corporate culture.	The Board of Commissioners' Work Guidelines and Rules, which are an integral part of the Corporate Governance Guidelines, stipulate the responsibilities of the Board of Commissioners, including: providing direction, monitoring, and evaluating the implementation of BCA's strategic policies; periodically reviewing the Company's vision and mission; as well as ensuring the implementation of Good Corporate Governance in all BCA business activities. The Board of Commissioners' Work Guidelines and Rules can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tatakelola/Struktur Organisasi).
2.	**Qualifications and Composition of the Board of Commissioners.** Members of the Board of Commissioners must have quality in accordance with their duties and responsibilities, both individually and collegially. The Board of Commissioners must understand their role in supervising and implementing corporate governance and be able to carry out sound and objective decision-making.	BCA already has the qualifications and composition of the Board of Commissioners according to their duties and responsibilities in accordance with the 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 (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).
3.	**Structure and Mechanism of the Board of Commissioners.** The Board of Commissioners must establish appropriate governance structures and practices for carrying out their duties and periodically review their effectiveness	BCA already has a structure and mechanism for the Board of Commissioners in accordance with the 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 (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).

No.	Principle	BCA Implementation
4.	**Board of Directors.** Under the direction and supervision of the Board of Commissioners, the Board of Directors is able to manage the Bank's activities in accordance with the business strategy, risk appetite, remuneration policies, and other policies that have been approved by the Board of Commissioners.	The Board of Directors of BCA carries out their duties and responsibilities in accordance with the business strategy, risk appetite, remuneration policies, and other policies that have been approved by the Board of Commissioners in accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 – Aspect C (Functions and Roles of the Board of Directors). The duties and responsibilities of the Board of Directors can be found in the Board of Directors Work Guidelines and Rules, which can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).
5.	**Business Group Governance Structure.** In a business group, the Board of Commissioners of the parent company has overall responsibility for the group's efforts and to ensure the establishment and implementation of clean governance practices related to the structure, business, and risks of business groups and entities. The Board of Commissioners and the Board of Directors must understand the organizational structure of the business group and the risks it faces.	BCA has Integrated Governance Guidelines, the amendments to which have been effective since December 30, 2020. BCA has also formed an Integrated Governance Committee, chaired by an Independent Commissioner of BCA as the Main Entity, whose task is to support the Board of Commissioners of the Main Entity in supervising the implementation of governance in the BCA Financial Conglomerate in an integrated manner. The Integrated Governance Guidelines can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).
6.	**Risk Management Function.** Banks must have a quality risk management function, be independent, have quality resources, and have access to the Board of Commissioners.	The risk management function at BCA is carried out by the Risk Management Unit, which is led by the Director in charge of the Risk Management function. BCA also has a Risk Management Committee and an Integrated Risk Management Committee; whose duties are to provide recommendations to the Board of Directors on the implementation of integrated risk management at BCA and its Subsidiaries. The implementation of risk management at BCA is communicated to the Board of Commissioners through the Risk Oversight Committee. The main points of the Risk Management Policy can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tatakelola/acgs/kebijakan-gcg). More information can be found on page 437
7.	**Identification of Risk Monitoring and Control.** Risks must be identified, monitored, and controlled for all activities of the Bank. The quality of the risk management and internal control infrastructure must be able to keep up with changes in the Bank's risk profile, external risk conditions, and industry practices.	BCA has mitigated risks by identifying, measuring, monitoring, and controlling them in accordance with the applicable risk management framework and compiling risk profiles on a regular basis. The Risk Management Policy's main points can be downloaded from the BCA website's GCG Policy section (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg). More information can be found on page 139
8.	**Risk Communication.** Effective implementation of risk governance requires accurate risk communication within the Bank, both between organizations and through reporting to the Board of Commissioners and the Board of Directors.	Every semester, BCA submits quarterly BCA Risk Profile Reports and Integrated Risk Profile Reports to the Board of Directors, Board of Commissioners, and OJK. The Risk Management Policy's main points can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).
9.	**Compliance.** The Board of Commissioners is in charge of overseeing management of the Bank's compliance risk. The Board of Commissioners must establish a compliance function and approve policies and processes for identifying, assessing, monitoring, and reporting compliance risks, as well as providing 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 (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi). More information can be found on page 433

No.	Principle	BCA Implementation
10.	**Internal Audit.** The internal audit function must report to the Board of Commissioners on independent assurance activities and must assist the Board of Commissioners and the Board of Directors in encouraging the implementation of an effective governance process and the Bank's 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 (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg). More information can be found on page 426
11.	**Compensation.** The Bank's remuneration structure must support the implementation of corporate governance and risk management.	BCA has an appropriate remuneration structure in accordance with OJK Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks and OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks. Periodic evaluations of the implementation of the remuneration policy are carried out by the RNC. Regarding the RNC remuneration function, it can be downloaded from the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi). More information can be found on page 367-368
12.	**Disclosure and Transparency.** The Bank's governance must be implemented in a transparent manner for Shareholders, Depositors, other relevant Stakeholders, and Market Participants.	BCA has implemented disclosure and transparency as a governance implementation for Shareholders, Depositors, other relevant Stakeholders, and Market Participants in accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 - Aspect E (Information Disclosure). Disclosure and transparency policies can be found in the Governance Guidelines, which can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).

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: a. competitive and focus on long-term performance, b. ethical and responsible business practices, c. positive contributions to society and the environment, d. the ability to survive and grow (corporate resilience). 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. 1.1.3 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. 1.1.4 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.	**Applied** 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. 1.1.4 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. 1.1.5 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.

1.1.6 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. 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. 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.	**Applied** 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.

1.3 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. 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.	**Applied** 1.3.1 The Board of Commissioners is responsible for guiding, monitoring and evaluating the implementation of BCA's strategic policies and providing advice to the Board of Directors in accordance with the goals and objectives of BCA's Articles of Association. The Bank's business plan and long-term financial plan are approved by the Board of Commissioners. The Board of Commissioners and Board of Directors have reviewed, monitored and supervised the implementation of the company's strategy through a Joint Meeting of the Board of Directors and Board of Commissioners with an agenda regarding the Strategic Plan involving related work units. 1.3.2 Decisions that require approval from the Board of Commissioners have been explained in the Board of Commissioners Chapter, the Authorities of the Board of Commissioners section of this Annual Report. 1.3.3 Based on the RNC's recommendation, the Board of Commissioners decided to nominate candidates for the Board of Commissioners and/or Board of Directors through a Decree of the Board of Commissioners to the Chairman of the GMS to seek shareholder approval at the GMS. The flow of the nomination mechanism for members of the Board of Directors and/or the Board of Commissioners has been explained in the Board of Commissioners Chapter, the Nomination for Members of the Board of Commissioners section, and the Board of Directors Chapter, the Nomination for Members of the Board of Directors section in this Annual Report. The nomination and election process are carried out transparently by considering the diversity of the composition of the Board of Commissioners and Directors.

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.	1.3.4 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 their implementation and proposes changes if necessary.	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 monitors and directs the corporation to implement appropriate and effective risk management and internal control systems that are in line with corporate goals, objectives, and strategies and comply with applicable laws and regulations, codes of conduct, and standards.	1.3.7 The Board of Commissioners regularly monitors developments in risk profiles, risk parameters, the implementation of integrated risk management, and bank capital levels. The Board of Commissioners monitors developments in the profile, parameters, and limits of strategic risks, including the potential for increased concentration risk caused by changes in the business environment.
1.3.8 The Board of Commissioners supervises and directs the achievement of the integrity of the corporate accounting and financial reporting system, as well as the independence of the internal and external audit functions.	1.3.8 The Board of Commissioners held discussions regarding the review of internal audit performance, including the possibility of needing to make several adjustments to internal control items in order to adapt to developments in the bank's business model.
1.3.9 The Board of Commissioners monitors, reviews, and approves the company's annual and sustainability reports and ensures their integrity, as well as oversees the corporate disclosure and communication process.	1.3.9 The Board of Commissioners monitors, reviews, and approves annual reports and sustainability reports and is fully responsible for the correctness of the contents of BCA's Annual report.
1.3.10 The Board of Commissioners Charter is periodically reviewed.	1.3.10 The Board of Commissioners' Charter is reviewed periodically, as last updated on June 30, 2021. In 2024, an update was made to the Board of Commissioners Charter regarding the provisions for meeting quorum.
1.3.11 The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes and are proven to have made a mistake.	1.3.11 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 are highly expected to be able to contribute to honest, objective, active, and constructive discussions at Board of Commissioners meetings.	1.3.12 Independent Commissioners participate and are active in conveying views and suggestions regarding policies and strategies through Board of Commissioners meetings and memoranda.
1.3.13 The President Commissioner acts as coordinator of the Board of Commissioners and ensures its effectiveness. The President Commissioner encourage a culture of openness and constructive dialogue that allows a variety of views to be expressed, including coordinating the setting of appropriate board meeting agendas and ensuring sufficient time is available to discuss all agenda items. Apart from that, there must also be an opportunity for the Board of Commissioners to meet with the Board of Directors and senior management.	1.3.13 Details of the duties of the President Commissioner are disclosed in this Annual Report and on the website, www.bca.co.id. The duties of the President Commissioner include coordinating the distribution of supervisory roles among members of the Board of Commissioners, chairing meetings of the Board of Commissioners, and representing the Board of Commissioners in matters with parties outside the Board of Commissioners.

1.4 Formation of Committee	
Recommendation	**Implementation**
1.4.1 The Corporation has committees under the Board of Commissioners consisting of at least: the Audit Committee, the Nomination and Remuneration Committee, and the Risk Management Monitoring Committee.	**Applied** 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.	**Applied** The performance assessment of the Board of Commissioners and committees under the Board of Commissioners is carried out once per year. The performance assessment of the Board of Commissioners (including the President Commissioner) and committees under the Board of Commissioners uses several criteria and indicators as described in this Annual Report.

1.6 Conflict of Interest	
Recommendation	**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. 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.	**Applied** 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. > The said assignments have been approved by the Board of Commissioners. 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: - If the President Commissioner or member of the Board of Commissioners appointed to Chair the GMS has a conflict of interest with the agenda to be decided at the GMS, then the GMS is chaired by another member of the Board of Commissioners who does not have a conflict of interest appointed by the Board of Commissioners. The same thing also applies to the Board of Directors. - A transaction containing a Conflict of Interest can only be carried out by BCA if the transaction has received prior approval from the GMS held in accordance with the provisions of the Articles of Association and related regulations.

1.7 Competency Improvement of Members of the Board of Directors and Board of Commissioners	
Recommendation	**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.	**Applied** The newly appointed Board of Directors and Board of Commissioners receive an orientation/introduction program as well as all information relevant to their roles and responsibilities. The orientation program for the Board of Commissioners and the Board of Directors is regulated in the BCA Governance Guidelines and the Board of Directors' Decree No. 189/SK/DIR/2020 dated December 4, 2020 regarding Orientation Guidelines for New Members of the Board of Directors and Board of Commissioners of PT Bank Central Asia Tbk. BCA has a training program policy for the Board of Commissioners and Board of Directors, which is regulated in the Charter of the Board of Commissioners and the Board of Directors. BCA requires members of the Board of Commissioners and the Board of Directors to take part in a training program at least once a year to support the implementation of their duties and obligations. Members of the Board of Commissioners and Board of Directors regularly receive relevant, adequate, and sustainable training and knowledge development programs. Details about the orientation and training program for 2024 can be seen in the Board of Commissioners and the Board of Directors chapters of this annual report.

Principle 2: Composition and Remuneration of the Board of Directors and Board of Commissioners

2.1 Composition of the Board of Directors and the Board of Commissioner

Recommendation	Implementation
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.	**Applied** 2.1.1 The Board of Commissioners asks the RNC to discuss proposals regarding nominations for the Board of Directors from shareholders/Board of Commissioners/ President Director. BCA can also use third-party services to search for candidates for the Board of Directors. The RNC provides recommendations to the Board of Commissioners. The recommendation is stated in the form of an RNC decree to be submitted to the GMS Chairman. The description of the Board of Directors nomination mechanism is as explained in the Board of Directors Chapter, Sub-Chapter Nomination of the Board of Directors Members of this Annual Report.
2.1.2 The Board of Commissioners ensures that the criteria for selecting members of the Board of Directors include at least the knowledge, abilities, and skills required to appropriately fulfill the role of the Board of Directors and pay attention to the fulfillment of the diversity of the Board of Directors.	2.1.2 When discussing prospective Directors, consider, among other things: 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); b. Candidate criteria and qualifications that are in line with the Bank's strategy; c. Internal and external conditions of the company; d. Communication with controlling shareholders (if the proposal is not from the controlling shareholder).
2.1.3 Corporate policies regarding diversity among the Board of Directors and Board of Commissioners are disclosed in the Annual Report.	2.1.3 The diversity policy in the composition of the Board of Directors and Board of Commissioners is outlined in the Charter of the Board of Directors and the Charter of the Board of Commissioners and explained in the Chapter on Diversity in the Composition of the Members of the Board of Commissioners and the Board of Directors of this Annual Report.
2.1.4 The Board of Commissioners ensures that the policies and procedures for the selection and nomination of Commissioners are clear and transparent so as to produce the desired Board composition. The Board of Commissioners uses independent sources to determine qualified candidates.	2.1.4 Policies and procedures for the selection and nomination of Commissioners are carried out clearly and transparently. Information about Commissioner candidates is disclosed in the election/re-election process, is available from the date the GMS summons is issued until the GMS is held, and can be downloaded via the BCA website and/or e-GMS.
2.1.5 The 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.	2.1.5 The RNC carries out the nomination function based on procedures and criteria that are carried out correctly, consistently, and transparently, including by ensuring that the candidate profile meets the expertise requirements of the Board of Commissioners.
2.1.6 The composition of the Board of Commissioners must be formed in such a way that its members as a group reflect the diversity in terms of abilities, skills, knowledge, experience, age, cultural background, and gender required to appropriately fulfill the role of the Board of Commissioners.	2.1.6 The composition of the Board of Commissioners reflects diversity in terms of abilities, skills, knowledge, experience, age, cultural background, etc. as required to fulfill the role of the Board of Commissioners.
2.1.7 To enable the Board of Commissioners to provide independent advice and supervision to the Board of Directors and for roles where there is a potential conflict of interest, the Board of Commissioners consists of a sufficient number of Independent Commissioners, with limited terms of office and disclosure of the term of membership of the Board of Commissioners and their independence. from a corporate perspective.	2.1.7 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.
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.	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.

2.2 Remuneration of Directors and Board of Commissioners	
Recommendation	**Implementation**
2.2.1 The remuneration policy for members of the Board of Directors consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long-term goals. The Board of Directors' remuneration must be proposed by the Board of Commissioners, possibly through the Nomination and Remuneration Committee, and to be decided by the GMS. The amount of remuneration proposed to the GMS is determined by considering the role of each member of the Board of Directors, the economic situation, and corporate performance. 2.2.2 The remuneration policy for members of the Board of Commissioners consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long-term goals. The amount of remuneration proposed by the Board of Commissioners to the GMS is determined by considering the role of each member of the Board of Commissioners, the economic situation, and corporate performance. Apart from that, consideration must also be given to his or her position as President Commissioner and chairman, as well as his or her membership in committees. 2.2.3 To ensure that remuneration packages are determined based on the achievements, qualifications, and competencies of Directors and Commissioners by 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.	**Applied** 2.2.1 Indicators for implementing remuneration can be seen in the Remuneration Policy Chapter of this Annual Report. RNC conveys to the Board of Commissioners the results of the evaluation and recommendations for the remuneration policy of the Board of Commissioners and the Board of Directors to be submitted to the GMS, after which the recommendations for determining remuneration will be proposed by the Board to the GMS for shareholder approval. A description of the scheme for proposing and determining remuneration can be seen in the Remuneration Policy Chapter of this Annual Report. 2.2.2 Considerations for determining remuneration are linked to Risk and Performance (including based on performance measurement indicators) and are reviewed once every year. 2.2.3 RNC is obliged to act independently and ensure - that the remuneration policy is in accordance with provisions based on risk, performance, peer group fairness, targets, BCA's long-term strategy, etc. In order to carry out fair and transparent procedures, RNC: - assists the Board of Commissioners in conducting performance assessments in accordance with the remuneration received by members of the Board of Directors and Board of Commissioners. - Submit evaluation results and recommendations to the Board of Commissioners regarding remuneration policies for the Board of Commissioners and Board of Directors, the structure and amount of remuneration, as well as remuneration policies for executive officers and employees to be submitted to the Board of Directors.

Principle 3: Employment Relationship between the Board of Directors and the Board of Commissioners

3.1 Nature of Employment Relationships	
Recommendation	**Implementation**
3.1.1 There is an open discussion between the Board of Directors and the Board of Commissioners as well as between members of the Board of Directors and members of the Board of Commissioners. However, it is still important to maintain the confidentiality of information to prevent leaks of confidential information. 3.1.2 In accordance with their respective duties and requests, the Board of Directors collaborates with the Board of Commissioners in formulating the corporate mission, vision and strategy and regularly discusses their implementation. 3.1.3 The Corporate Secretary has an important role in supporting the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners, encouraging the implementation of good corporate governance practices, including effective communication with shareholders and other stakeholders.	**Applied** 3.1.1 Discussions between the Board of Directors and the Board of Commissioners are carried out through meetings between the Board of Commissioners and the Board of Directors. The meeting discussed, among other things, financial performance reports and reports of committees under the Board of Commissioners. 3.1.2 The Board of Directors coordinates and collaborates with the Board of Commissioners in formulating the corporate vision, mission and strategy and their implementation. 3.1.3 The duties and responsibilities of the Corporate Secretary are 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.

3.2 Access of information of the Board of Commissioners	
Recommendation	**Implementation**
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	**Applied** Apart from joint meetings between the Board of Commissioners and the Board of Directors, the Board of Directors also submits the Board of Directors' reports to the Board of Commissioners on a quarterly basis. In addition, the Board of Commissioners has access to ask the Board of Directors or relevant senior management at any time to provide additional information related to the corporation.

3.3 Responsibility of the Board of Directors and Board of Commissioners for the Impact of Ownership Structure on the Corporation	
Recommendation	**Implementation**
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	**Applied** The Board of Directors and Board of Commissioners ensure that the shareholder ownership structure and relationships between shareholders do not affect the implementation of the roles and responsibilities of the Board of Directors and Board of Commissioners (including in relation to the Directors' succession plan). The Board of Commissioners also monitors, and the Board of Directors ensures that information is disclosed correctly when conditions arise that impact control over the corporation.

Principle 4: Ethical and responsible behavior

4.1 Code of Ethics and Conduct	
Recommendation	**Implementation**
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: a. Acting in the best interests of the corporation; b. Act honestly and with high standards of integrity; c. Be independent and act on complete information in good faith, with due diligence and care. d. Comply with the laws and regulations that apply to the corporation and its operations; e. Avoid actions that violate laws and regulations or unethical actions based on corporate ethical guidelines; f. 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; g. 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. h. Not taking advantage of his or her position or the opportunities generated by his or her position for personal gain. i. 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. j. Respect differences of opinion and the rights of every member of the Board of Directors, Board of Commissioners and employees. k. Ensure complete, fair, accurate, timely, and understandable disclosure in reports and documents submitted by the corporation to regulators and in other public communications.	**Applied** · BCA has a Code of Ethics, Anti-Corruption and Gratification Control Policies, as well as Guidelines for Implementing Anti-Money Laundering and Counter-Terrorism Financing Programs, which are outlined in the form of the Board of Directors' Decree and must be adhered to by all BCA Personnel, including the Board of Directors and Board of Commissioners. · Work ethics, authority, duties and responsibilities, restrictions, etc. for the Board of Directors and Board of Commissioners have been regulated in the Charter of the Board of Directors and Board of Commissioners. · The Board of Directors and 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.

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	Implementation
4.2.1 The corporation articulates, cultivates and expresses corporate culture and values	**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.

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.	

5. Risk Management, Internal Control and Compliance

5.1 Internal Control and Compliance

Recommendation	Implementation
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.	**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	Implementation
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.	**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**
5.3.1 The Board of Directors builds an integrated governance, risk management, and compliance (GRC) system by handling various uncertainties in an integrated manner and with high integrity to ensure that the corporation can achieve its goals. 5.3.2 The Board of Directors ensures that the department in charge of the compliance function does not concurrently carry out functions that have the potential to cause a conflict of interest.	**Applied** 5.3.1 BCA applies the three-line model framework to support the creation of reliable risk management and governance. The first line is responsible for providing products and services to customers, including managing related risks. The second line's role is to provide support related to risk management, including responsibility for enterprise risk management. The second-line role is carried out by the Compliance Director, Risk Management Director, Risk Management Division, and Compliance Division. The third line's role is to provide risk-based, independent, and objective assurance and advice regarding the adequacy and effectiveness of governance processes, risk management, and internal control. The third-line role is carried out by the Internal Audit Division, which will communicate audit results to the Board of Directors, Board of Commissioners, and Audit Committee. 5.3.2 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.

5.4 Internal Audit	
Recommendation	**Implementation**
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.	**Applied** The Board of Commissioners, through the Audit Committee, monitors and reviews the effectiveness of BCA's internal audit implementation, including ensuring that DAI, as the third line, whose role is to provide risk-based, independent, and objective assurance and advice regarding the adequacy and effectiveness of governance, risk management, and internal control processes, works independently. The roles, responsibilities, and composition of BCA Audit Committee members can be seen in the Board of Commissioners Committees Chapter.

Principle 6: Disclosure and Transparency

6.1 Disclosure Policy	
Recommendation	**Implementation**
6.1.1 The corporation has disclosure and transparency policies and procedures that ensure disclosure of material information and safeguard sensitive information and corporate secrets. 6.1.2 Shareholders' rights to obtain regularly and in a timely manner relevant material information about the corporation must be fulfilled. 6.1.2 The right of shareholders to obtain regularly and timely relevant material information about the corporation must be fulfilled.	**Applied** BCA has a policy on information disclosure as stiputaed 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. The implementation of Information Disclosure in BCA is in accordance with applicable regulations while ensuring the principle of prudence and maintaining corporate confidentiality.

6.2 Financial and Sustainability Report

Recommendation	Implementation
6.2.1 The Corporation discloses systems and procedures to ensure that interim financial reports that have not been audited or reviewed by an external auditor are materially accurate, complete, and provide investors with appropriate information to make informed investment decisions. 6.2.2 The Audit Committee ensures the quality of the financial report audit carried out by the external auditor. These activities include recommending the appointment, reappointment, and, if necessary, dismissal and remuneration of external auditors. 6.2.3 Sustainability reports must be prepared and disclosed accurately and in accordance with national or international sustainability reporting frameworks.	**Applied** 6.2.1 Financial Reports are presented and disclosed in accordance with Regulation Number VIII.G.7 ("Regulation VIII.G.7") concerning Presentation and Disclosure of Issuer Financial Reports and Financial Accounting Standards in Indonesia issued by DSAK-IAI as well as other relevant regulations and have been presented to management and the audit committee for approval.
6.2.4 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.	6.2.2 Regarding financial reports and information, the Audit Committee has the following duties and responsibilities: a. Review financial information that BCA will release to the public and/or authorities and other reports related to BCA's financial information. b. 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. 6.2.3 Sustainability reporting guidelines and standards refer to: • OJK Regulation No. 51/POJK.03/2017 concerning Sustainable Finance, which also refers to the OJK Circular Letter No. 16/SEOJK.04/2021; • Global Reporting Initiatives (GRI) Standards 2021, with conformity: with reference to the GRI Standards; • GRI-G4 Sector Disclosures: Financial Sector Supplement Disclosures (FSSS); • Sustainability Accounting Standards Board (SASB) Commercial Banks category • Sustainable Banking Assessment (SUSBA) Environmental, Social, and Governance (ESG) Integration Pillars from the World-Wide Fund for Nature (WWF); and • Terms of reference for the Task Force on Climate-Related Financial Disclosures (TCFD). BCA uses external parties to check the quality of reports according to the sustainability reporting principles and standards used. 6.2.4 The BCA Annual Report is prepared based on provisions regarding the form and content of an issuer's or public company's annual report, which also includes performance reports, risks, strategic plans, etc., so as to help stakeholders understand the company's strategic direction

6.3 Information Dissemination	
Recommendation	**Implementation**
6.3.1 Information dissemination channels should provide equal, timely, and relatively inexpensive access to relevant information for users. 6.3.2 The Corporation ensures that an annual 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. 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.	**Applied** 6.3.1 BCA has a website (https://www.bca.co.id/) which is easy to access at any time for the wider community. BCA also holds analyst meetings every quarter and a public expose once a year to communicate with financial analysts, shareholders, and the wider community. Apart from that, to ensure ease of information, BCA also provides access to information on various social media, including X, facebook, YouTube, LinkedIn, Instagram, Line and Tiktok. 6.3.2 The annual 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. 6.3.3 In addition to regulations relating to commercial banks, BCA is also comply with Indonesian capital market regulations.

Principle 7: Protection of Shareholder Rights

7.1 Shareholder Rights	
Recommendation	**Implementation**
7.1.1 The corporation has a communications policy that facilitates and encourages shareholder or investor participation. 7.1.2 The corporation, which is the parent entity, ensures that its corporate governance policies apply to subsidiaries and entities under common control in which the corporation's investment is significant. 7.1.3 The corporation has rules and procedures governing acquisitions, takeovers, and extraordinary transactions such as mergers and sales of substantial corporate assets to ensure transactions occur transparently and under fair conditions and protect the rights of all shareholders according to their class.	**Applied** 7.1.1 BCA realizes the importance of communication policies that regulate communication between BCA and its stakeholders. BCA has a Communication and Information Disclosure Policy outlined in the Governance Guidelines to support transparent and effective communication with stakeholders. Communication platforms include GMS, analyst meetings, public exposes, etc. 7.1.2 BCA as the parent entity holds quarterly discussions and/or sharing sessions between the BCA GCG Team and the Subsidiary Company Team. Considering the complexity and diversification of different Subsidiary Companies' businesses, BCA also carries out integrated governance mapping in accordance with applicable regulations in each subsidiary company to ensure the implementation of good corporate governance in the financial conglomerate. 7.1.3 BCA has a policy regarding capital participation including the acquisition and takeover of shares to ensure that transactions proceed transparently and fairly and protect the rights of shareholders.

7.2 Fair Treatment of Shareholders	
Recommendation	**Implementation**
7.2.1 The corporation has rules and procedures that ensure: a) all shareholders of the same series in one class of shares must be treated equally; disclosure of these rules and procedures; b) and disclosure of capital structures and arrangements that allow certain shareholders to obtain influence or control that is disproportionate to their share ownership. 7.2.2 The corporation has rules and procedures that ensure related-party transactions are approved and implemented in a manner that ensures that conflicts of interest are managed appropriately and protects the interests of the corporation and shareholders. 7.2.3 The corporation has and discloses policies to prevent insider trading. Corporations have clear rules regarding any trading in corporate shares carried out by directors, commissioners, and insiders to ensure that anyone cannot profit directly or indirectly from information that is not yet available on the market.	**Applied** 7.2.1 BCA only has one series of shares. All shareholders have the same voting rights and receive the same treatment from BCA. BCA also has a dividend policy as part of the transparency of shareholder rights to obtain a share of profits. 7.2.2 BCA has a policy 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. 7.2.3 BCA has an insider trading policy to prevent anyone from benefiting from information that is not yet available on the market.

7.3 General Meeting of Shareholders	
Recommendation	**Implementation**
7.3.1 The corporation calls for a GMS with the GMS agenda and materials as complete and as early as possible (no later than 28 days before the GMS) to provide sufficient time and materials for shareholders to properly study the meeting agenda. Meeting invitations and all GMS information are disclosed via electronic means, such as through the corporate website. 7.3.2 The corporation has and discloses rules and procedures that facilitate shareholders in participating and voting effectively at the GMS. 7.3.3 Shareholders participate effectively in determining the appointment of members of the Board of Directors and Board of Commissioners. 7.3.4 The corporation ensures the transparency and accountability of external auditors at the GMS. 7.3.5 The submission of voting results and a complete summary of the GMS minutes are announced to the public on the following working day.	**Applied** 7.3.1 BCA calls for GMS 28 (twenty-eight days) before the AGMS is held. BCA also provides explanations for each agenda item that requires shareholder approval via the BCA website so that the wider public can easily access the GMS materials. 7.3.2 The GMS rules and procedures are outlined in the GMS Rules and Vote Counting Mechanism, uploaded on the BCA website, and read out 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. 7.3.3 Shareholders participate in voting on the agenda for appointing members of the Board of Directors and Board of Commissioners. 7.3.4 The appointment of a registered PAF (including registered PAs who are members of a registered PAF) to audit/examine BCA reports is carried out on a separate agenda at the GMS. PAF and PA profiles are also presented at the GMS invitation. 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 www.bca.co.id. 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.

Principle 8: Other Stakeholders

8.1 Key Stakeholder Engagement	
Recommendation	**Implementation**
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.	**Applied** The Corporate Secretary provides a communication channel for all BCA stakeholders. BCA is also always open to receiving opinions, input, suggestions, and complaints from stakeholders. Access or means of information for stakeholders can be seen in the Information Access Chapter of this Annual Report

8.2 Integration of Sustainability in Business Models	
Recommendation	**Implementation**
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.	**Applied** 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.

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. 8.3.2 The Board of Directors encourages employees to work for the long-term interests of the corporation and prioritizes sustainability.	**Applied** 8.3.1 BCA has a policy regarding corporate responsibility to clients/customers, vendors, shareholders, and other stakeholders, including in terms of social and environmental responsibility. A description of the implementation of stakeholder rights can be seen in the Access to Information Chapter of this Annual Report. 8.3.2 In order to prioritize sustainability, BCA has a policy of providing long-term incentives in the form of long-term share-based incentives to employees as a reward for maintaining and improving employee performance, which encourages sustainable value creation. BCA uses the results of performance assessments as recommendations for consideration of promotions and adjustments to remuneration, bonuses and career paths.

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

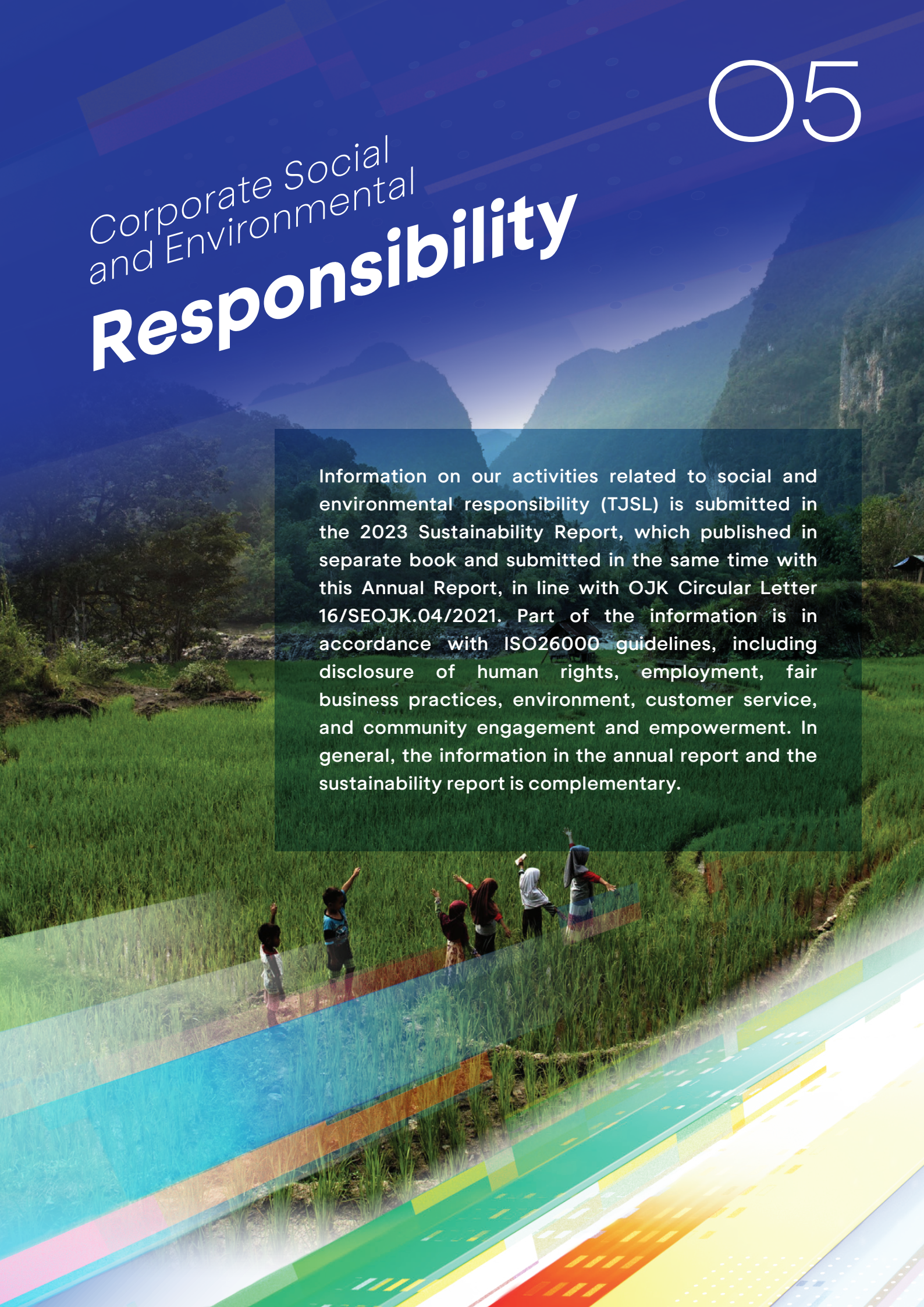
BCA continues to strive to implement regulations or provisions related to corporate governance. Throughout 2024, BCA did not carry out bad corporate governance practices that could disrupt the implementation of Good Corporate Governance as shown in the table below:

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

05

Corporate Social and Environmental Responsibility

Information on our activities related to social and environmental responsibility (TJSL) is submitted in the 2023 Sustainability Report, which published in separate book and submitted in the same time with this Annual Report, in line with OJK Circular Letter 16/SEOJK.04/2021. Part of the information is in accordance with ISO26000 guidelines, including disclosure of human rights, employment, fair business practices, environment, customer service, and community engagement and empowerment. In general, the information in the annual report and the sustainability report is complementary.



Statement of Members of the Board of Commissioners and the Board of Directors regarding Responsibility for the 2024 Annual Report of PT Bank Central Asia Tbk

We, the undersigned, hereby declare that all information in the Annual Report of PT Bank Central Asia Tbk for the year 2024 has been presented in its entirety, and that we assume full responsibility for the accuracy of the contents of this Annual Report.

This statement is duly made in all integrity.

Jakarta, February 2025

Members of the Board of Commissioners

Djohan Emir Setijoso
President Commissioner

Tonny Kusnadi
Commissioner

Cyrillus Harinowo
Independent Commissioner

Raden Pardede
Independent Commissioner

Sumantri Slamet
Independent Commissioner

Members of the Board of Directors

Jahja Setiaatmadja
President Director

Armand Wahyudi Hartono
Deputy President Director

Gregory Hendra Lembong
Deputy President Director

Subur Tan
Director

Rudy Susanto
Director

Lianawaty Suwono
Director

Santoso
Director

Vera Eve Lim
Director

Haryanto Tiara Budiman
Director

Frengky Chandra Kusuma
Director

John Kosasih
Director

Antonius Widodo Mulyono
Director

06

PT Bank Central Asia Tbk
and Subsidiaries

Consolidated Financial Statements
31 December 2024 and 2023

DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS
AS AT AND FOR THE YEAR ENDED
31 DECEMBER 2024

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

We, the undersigned:

1. Name : Jahja Setiaatmadja
   Office Address : Menara BCA Grand Indonesia
   Jl. M.H. Thamrin No. 1, Jakarta 10310
   Home Address : Jl. Metro Kencana V/6 RT 001 RW 015,
   Pondok Pinang, Kebayoran Lama,
   Jakarta Selatan
   Phone Number : (021) 2358-8000
   Title : President Director

2. Name : Vera Eve Lim
   Office Address : Menara BCA Grand Indonesia
   Jl. M.H. Thamrin No. 1, Jakarta 10310
   Home Address : Teluk Gong Raya Blk C.4/20,
   Pejagalan, Penjaringan
   Jakarta Utara
   Phone Number : (021) 2358-8000
   Title : Director

declare that:

1. We are responsible for the preparation and the presentation of the consolidated financial statements of PT Bank Central Asia Tbk (the "Bank") and its subsidiaries;

2. The consolidated financial statements of the Bank and its subsidiaries have been prepared and presented in accordance with Indonesian Financial Accounting Standards;

3. a. All information has been fully and correctly disclosed in the consolidated financial statements of the Bank and its subsidiaries; and

   b. The consolidated financial statements of the Bank and its subsidiaries do not contain false material information or facts, nor do they omit material information or facts;

4. We are responsible for the Bank and its subsidiaries internal control system.

This statement has been made truthfully.

Jakarta, 22 January 2025

For and on behalf of the Board of Directors

Jahja Setiaatmadja
President Director

Vera Eve Lim
Director

2NI-000000001002 0302210923

pwc

INDEPENDENT AUDITORS' REPORT
TO THE SHAREHOLDERS OF

PT BANK CENTRAL ASIA Tbk

Opinion

We have audited the consolidated financial statements of PT Bank Central Asia Tbk and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as at 31 December 2024, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2024, and its consolidated financial performance and its consolidated cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the "Auditors' responsibilities for the audit of the consolidated financial statements" paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The key audit matters identified in our audit are outlined as follows.

1. **Expected Credit Losses ("ECL") – calculation of allowance for impairment losses on loans receivable**

   Refering to Note 2g (Material accounting policy information - Financial assets and liabilities), Note 3 (Use of estimates and judgment), and Note 12 (Loans receivable) to the consolidated financial statements, the allowance for impairment losses for loans receivable represents the Group's best estimate of the ECL model under SFAS 109, "Financial Instruments". As at 31 December 2024, the allowance for impairment losses on loans receivable was Rp 32,624,643 million.

We focused on this area due to the significance of the carrying value of loans receivable, which represented 62% of the total consolidated assets as at 31 December 2024, and the significance of the respective allowance for impairment losses provided against those loans receivables. In determining the ECL, the Group adopted complex models, employed numerous parameters, relied on internal and external data inputs, applied significant judgements and assumptions and involved the use of estimates.

For loans receivable, which are not considered individually significant, the Group calculates ECL collectively using a risk parameter model which incorporates several key parameters, including Probability of Default ("PD"), Loss Given Default ("LGD"), Exposure at Default ("EAD"), discount rate, multiple probability weighted scenarios and ECL overlay adjustments, after considering forward-looking factors and other external information.

For impaired loans receivable, which are considered individually significant, the Group calculates ECL individually by estimating the expected cash flows to be obtained from the loans, including proceeds from the sale of collateral.

How our audit addressed the Key Audit Matter

We have performed the following procedures to address this key audit matter:

- We understood and assessed the design and effectiveness of key controls related to the ECL calculation process and tested the control over the internal credit rating process on a sample basis;
- We tested the loans staging classification, on a sample basis, and tested several key parameters used in the ECL model including PD, LGD, and EAD used in the ECL calculation. For loans receivables where ECL were calculated individually, we performed credit review, on a sample basis, by testing the estimated future cash flow to assess the adequacy of the ECL;
- We involved our credit modelling expert to assess the statistical methodology applied by management in developing PD and LGD forward-looking models used in the ECL calculation;
- We tested the historical data and macroeconomic forecasts used in the ECL model by comparing the data with publicly available information on macroeconomic prospects; and
- We involved our IT specialists to test the completeness of the data transfer from the origin system to the ECL system and test the accuracy of the ECL for loans receivables by performing independent mathematical re-calculation.

2. Operation and controls of financial reporting Information Technology ("IT") systems

The Group is heavily reliant on its IT infrastructure, systems and controls for its daily operations and the financial reporting processes of its business. The IT environment of the Group is considered complex due to the number of key financial reporting systems and the interfaces between systems. Given these factors, we consider the operation and controls of financial reporting IT systems of the Group to be a key audit matter.

How our audit addressed the Key Audit Matter

We understood the IT environment and IT controls supporting the financial reporting process. We assessed the effectiveness of the design, implementation and operation of the key IT controls of the relevant systems.

We tested the following:

- Change management controls: The processes and controls used to develop, test and authorise changes to the functionality and configurations within systems;
- User access security controls: The access controls designed to enforce segregation of duties, govern the use of generic and privileged accounts and that data is only changed through authorised means; and
- IT operation related controls: The controls over operations that identify and manage IT operation issues that arise.

We tested relevant IT dependent controls that supported the financial reporting process, including automated calculations, transaction processing, generation of reports by systems and the interfaces between relevant systems. We inspected the relevant system configurations and tested system outputs on a sampling basis.

Other information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditors' responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

JAKARTA,
22 January 2025

Drs. M. Jusuf Wibisana, M.Ec., CPA
Public Accountant License No. AP.0222

Bank Central Asia Tbk
00015/2.1457/AU.1/07/0222-1/1/I/2025

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	31 December 2024	2023
ASSETS			
Cash	2b,2g,4,37, 40,43	29,315,878	21,701,514
Current accounts with Bank Indonesia	2b,2g,2i,5,37, 40,43	36,408,142	92,617,705
Current accounts with other banks - net of allowance for impairment losses of Rp 638 as of 31 December 2024 (31 December 2023: Rp 899)	2b,2g,2i,6,37, 40,43	4,097,199	5,614,353
Placements with Bank Indonesia and other banks - net of allowance for impairment losses of Rp 1,712 as of 31 December 2024 (31 December 2023: Rp 684)	2b,2g,2j,7,37, 40,43	15,714,884	5,201,661
Financial assets at fair value through profit or loss	2g,2k,8,37,40, 43	21,524,617	15,058,660
Acceptance receivables - net of allowance for impairment losses of Rp 440,695 as of 31 December 2024 (31 December 2023: Rp 283,115)	2g,2l,9,37,40, 43	9,621,047	14,659,624
Bills receivable - net of allowance for impairment losses of Rp 3,116 as of 31 December 2024 (31 December 2023: Rp 4,516)	2g,10,37,40,43	8,891,769	10,383,524
Securities purchased under agreements to resell - net of allowance for impairment losses of Rp 1,041 as of 31 December 2024 (31 December 2023: Rp 998)	2g,2n,11,37,43	1,449,562	93,096,153
Loans receivable - net of allowance for impairment losses of Rp 32,624,643 as of 31 December 2024 (31 December 2023: Rp 33,308,875)	2g,2m,12,37,40, 41,43		
Related parties	2ak,46	7,174,457	8,406,659
Third parties		861,511,753	750,481,180
Consumer financing receivables - net of allowance for impairment losses of Rp 363,284 as of 31 December 2024 (31 December 2023: Rp 327,946)	2g,2o,13,37,43	9,435,564	8,713,450
Finance lease receivables - net of allowance for impairment losses of Rp 513 as of 31 December 2024 (31 December 2023: Rp 1,399)	2g,2p,37,43	51,042	139,007
Assets related to sharia transactions - net of allowance for impairment losses of Rp 510,590 as of 31 December 2024 (31 December 2023: Rp 422,934)	2g,2q	10,206,637	8,590,618
Investment securities - net of allowance for impairment losses of Rp 552,566 as of 31 December 2024 (31 December 2023: Rp 544,480)	2g,2r,14,37,40, 43	371,151,957	312,053,624
Prepaid expenses	15	969,926	1,039,030
Prepaid tax	20a	1,562,175	24,868
Fixed assets - net of accumulated depreciation of Rp 9,899,706 as of 31 December 2024 (31 December 2023: Rp 10,100,123)	2h,2s,16	28,250,624	26,824,744
Intangible assets - net of accumulated amortisation of Rp 917,036 as of 31 December 2024 (31 December 2023: Rp 1,057,495)	2e,2u,17	1,805,639	1,564,773
Deferred tax assets - net	2ah,20h	5,495,208	7,451,236
Other assets - net of allowance for impairment losses of Rp 23,194 as of 31 December 2024 (31 December 2023: Rp 3,021)	2g,2h,2t 18,40,43		
Related parties	2ak,46	9,511	9,121
Third parties		24,653,737	24,475,506
TOTAL ASSETS		**1,449,301,328**	**1,408,107,010**

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	31 December 2024	2023
LIABILITIES, TEMPORARY *SYIRKAH* DEPOSITS, AND EQUITY			
LIABILITIES			
Deposits from customers	2g,2v,19,37,40,43		
Related parties	2ak,46	3,235,633	2,639,237
Third parties		1,117,378,034	1,088,127,570
Sharia deposits	2g,2w	3,935,363	3,201,970
Deposits from other banks	2g,2v,19,37,40,43	3,656,298	10,070,820
Financial liabilities at fair value through profit or loss	2g,2k,8,37,40,43	257,613	122,765
Acceptance payables	2g,2l,9,37,40,43	4,651,955	6,701,256
Securities sold under agreements to repurchase	2g,2n,14,37,40,43 47	1,330,996	1,054,780
Tax payable	2ah,20b	626,355	1,727,910
Borrowings	2g,21,37,40,43,47	2,242,516	1,629,626
Estimated losses from commitments and contingencies	2g,2ab,22,40,43	2,975,187	3,371,674
Accruals and other liabilities	2g,2ab,23,40,43	27,515,449	29,495,865
Post-employment benefits obligation	2ag,38	9,097,709	9,032,072
Subordinated bonds	2g,2z,24,37,43,47	500,000	500,000
TOTAL LIABILITIES		**1,177,403,108**	**1,157,675,545**
TEMPORARY *SYIRKAH* DEPOSITS	2x	**9,063,133**	**7,893,872**
EQUITY			
Equity attributable to equity holders of parent entity			
Share capital - par value per share of Rp 12.50 (full amount) Authorised capital: 440,000,000,000 shares Issued and fully paid-up capital: 123,275,050,000 shares	1c,25	1,540,938	1,540,938
Additional paid-in capital	1c,2e,2ad,26	5,548,977	5,548,977
Revaluation surplus of fixed assets	2s,16	11,138,896	10,936,462
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	457,789	422,502
Unrealised gains (losses) on financial assets at fair value through other comprehensive income - net	2g,2r,7,14	273,214	948,627
Retained earnings			
Appropriated	36	3,720,540	3,234,149
Unappropriated	2ag	239,958,882	219,723,216
Other equity components	2e	1,385	1,385
Total equity attributable to equity holders of parent entity		**262,640,621**	**242,356,256**
Non-controlling interest	1d,2e,45	194,466	181,337
TOTAL EQUITY		**262,835,087**	**242,537,593**
TOTAL LIABILITIES, TEMPORARY *SYIRKAH* DEPOSITS, AND EQUITY		**1,449,301,328**	**1,408,107,010**

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED 31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2024	2023
OPERATING INCOME AND EXPENSES			
Interest and sharia income	2ad,2aj,28,46		
Interest income		93,991,349	86,542,585
Sharia income		805,105	663,932
Total interest and sharia income		94,796,454	87,206,517
Interest and sharia expense	2ad,2aj,29,46		
Interest expense		(12,137,180)	(11,954,918)
Sharia expense		(395,110)	(314,034)
Total interest and sharia expense		(12,532,290)	(12,268,952)
NET INTEREST AND SHARIA INCOME		82,264,164	74,937,565
OTHER OPERATING INCOME			
Fees and commission income - net	2ae,30	17,979,919	16,622,141
Net income from transaction at fair value through profit or loss	2af,31	2,854,529	1,887,500
Others		5,207,929	5,069,478
Total other operating income		26,042,377	23,579,119
Impairment losses on assets	2g,32	(2,034,453)	(1,056,192)
OTHER OPERATING EXPENSES			
Personnel expenses	2ag,2aj,33,38,46	(17,444,242)	(16,197,811)
General and administrative expenses	2aj,16,34,46	(16,874,142)	(17,305,639)
Others		(3,735,854)	(3,777,285)
Total other operating expenses		(38,054,238)	(37,280,735)
INCOME BEFORE TAX		68,217,850	60,179,757
INCOME TAX EXPENSE	2ah,20c	(13,366,576)	(11,521,662)
NET INCOME		**54,851,274**	**48,658,095**
OTHER COMPREHENSIVE INCOME:			
Items that will not be reclassified to profit or loss:			
Remeasurements of defined benefit obligation	2ag,38	71,872	(559,449)
Income tax on remeasurements of defined benefit obligation	2ah	(13,514)	106,457
		58,358	(452,992)
Revaluation surplus of fixed assets	2s,16	238,886	231,837
		297,244	(221,155)
Items that will be reclassified to profit or loss:			
Unrealised gains (losses) on financial assets at fair value through other comprehensive income	2j,2r,7,14	(824,292)	(1,083,532)
Income tax	2ah	146,807	206,344
		(677,485)	(877,188)
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	35,287	(7,866)
		(642,198)	(885,054)
OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX		(344,954)	(1,106,209)
TOTAL COMPREHENSIVE INCOME (Carried forward)		**54,506,320**	**47,551,886**

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED 31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2024	2023
TOTAL COMPREHENSIVE INCOME (Brought forward)		**54,506,320**	**47,551,886**
NET INCOME ATTRIBUTABLE TO:			
Equity holders of parent entity		54,836,305	48,639,122
Non-controlling interest	2e,45	14,969	18,973
		54,851,274	**48,658,095**
COMPREHENSIVE INCOME ATTRIBUTABLE TO:			
Equity holders of parent entity		54,493,191	47,533,598
Non-controlling interest	2e,45	13,129	18,288
		54,506,320	**47,551,886**
BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF PARENT ENTITY (full amount)	2ac,35	445	395

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 3/1

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED 31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

		2024										
		Attributable to equity holders of parent entity										
	Notes	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Foreign exchange differences arising from translation of financial statements in foreign currency	Unrealised gains (losses) on financial assets at fair value through other comprehensive income - net	Retained earnings		Other equity components	Total equity attributable to equity holders of parent entity	Non-controlling interest	Total equity
							Appropriated	Unappropriated				
Balance, 31 December 2023		**1,540,938**	**5,548,977**	**10,936,462**	**422,502**	**948,627**	**3,234,149**	**219,723,216**	**1,385**	**242,356,256**	**181,337**	**242,537,593**
-												
Net income for the year		-	-	-	-	-	-	54,836,305	-	54,836,305	14,969	54,851,274
Revaluation surplus of fixed assets	2s,16	-	-	202,434	-	-	-	36,452	-	238,886	-	238,886
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	-	-	-	35,287	-	-	-	-	35,287	-	35,287
Unrealised gain (losses) on financial assets at fair value through other comprehensive income - net	2j,2r,7,14	-	-	-	-	(675,413)	-	-	-	(675,413)	(2,072)	(677,485)
Remeasurements of defined benefit liability - net	2ag,2ah,38	-	-	-	-	-	-	58,126	-	58,126	232	58.358
Total comprehensive income for the year		-	-	202,434	35,287	(675,413)	-	54,930,883	-	54.493.191	13,129	54.506.320
General reserve	36	-	-	-	-	-	486,391	(486,391)	-	-	-	-
Cash dividends	36	-	-	-	-	-	-	(34,208,826)	-	(34,208,826)	-	(34,208,826)
Balance, 31 December 2024		**1,540,938**	**5,548,977**	**11,138,896**	**457,789**	**273,214**	**3,720,540**	**239,958,882**	**1,385**	**262,640,621**	**194,466**	**262,835,087**

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 3/2

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED 31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

		2023										
		Attributable to equity holders of parent entity										
	Notes	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Foreign exchange differences arising from translation of financial statements in foreign currency	Unrealised gains (losses) on financial assets at fair value through other comprehensive income - net	Retained earnings		Other equity components	Total equity attributable to equity holders of parent entity	Non-controlling interest	Total equity
							Appropriated	Unappropriated				
Balance, 31 December 2022		**1,540,938**	**5,548,977**	**10,713,088**	**430,368**	**1,824,992**	**2,826,792**	**198,132,066**	**1,385**	**221,018,606**	**163,049**	**221,181,655**
Net income for the year		-	-	-	-	-	-	48,639,122	-	48,639,122	18,973	48,658,095
Revaluation surplus of fixed assets	2s,16	-	-	223,374	-	-	-	8,463	-	231,837	-	231,837
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	-	-	-	(7,866)	-	-	-	-	(7,866)	-	(7,866)
Unrealised gain (losses) on financial assets at fair value through other comprehensive income - net	2j,2r,7,14	-	-	-	-	(876,365)	-	-	-	(876,365)	(823)	(877,188)
Remeasurements of defined benefit liability - net	2ag,2ah,38	-	-	-	-	-	-	(453,130)	-	(453,130)	138	(452,992)
Total comprehensive income for the year		-	-	223,374	(7,866)	(876,365)	-	48,194,455	-	47,533,598	18,288	47,551,886
General reserve	36	-	-	-	-	-	407,357	(407,357)	-	-	-	-
Cash dividends	36	-	-	-	-	-	-	(26,195,948)	-	(26,195,948)	-	(26,195,948)
Balance, 31 December 2023		**1,540,938**	**5,548,977**	**10,936,462**	**422,502**	**948,627**	**3,234,149**	**219,723,216**	**1,385**	**242,356,256**	**181,337**	**242,537,593**

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED 31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts of interest and sharia income, fees and commissions		110,947,606	106,414,649
Other operating income		6,141,705	6,355,896
Payments of interest and sharia expenses, fees and commissions		(12,578,014)	(12,184,461)
Payments of post-employment benefits	38	(1,165,422)	(369,720)
Gains (losses) from foreign exchange transactions - net		3,024,747	(516,985)
Other operating expenses		(36,985,821)	(35,130,988)
Payment of tantiem to Board of Commissioners and Board of Directors	36	(765,000)	(660,000)
Other increases (decreases) affecting cash:			
Placements with Bank Indonesia and other banks - mature more than 3 (three) months from the date of acquisition		696,624	417,504
Financial assets at fair value through profit or loss		(5,384,422)	(12,118,168)
Acceptance receivables		4,880,997	572,359
Bills receivable		1,718,437	(4,489,425)
Securities purchased under agreements to resell		91,646,548	60,869,260
Loans receivable		(111,218,318)	(100,405,857)
Consumer financing receivables		(1,075,617)	(670,970)
Finance leases receivables - net		88,851	(17,464)
Assets related to sharia transactions		(1,696,820)	(1,712,883)
Other assets		(138,657)	(7,521,645)
Deposits from customers		26,690,842	61,073,381
Sharia deposits		733,393	376,110
Deposits from other banks		(6,480,950)	2,154,145
Acceptance payables		(2,049,301)	(2,965,392)
Accruals and other liabilities		(2,098,166)	9,010,494
Temporary *syirkah* deposits		1,169,261	1,453,497
Net cash provided by (used in) operating activities before income tax		66,102,503	69,933,337
Payment of income tax		(12,282,274)	(11,869,562)
Net cash provided by (used in) operating activities		**53,820,229**	**58,063,775**
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of investment securities		(216,097,218)	(162,625,112)
Proceeds from sales of investment securities		770,959	50,000
Proceeds from investment securities that matured during the year		160,506,459	97,872,788
Cash dividends received from investment in shares		38,095	34,528
Acquisition of fixed assets		(3,565,731)	(4,697,731)
Acquisition of right-of-use assets		(607,448)	(401,617)
Proceeds from sale of fixed assets	16	6,378	22,086
Net cash provided by (used in) investing activities		**(58,948,506)**	**(69,745,058)**

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED 31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2024	2023
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings	47	73,287,728	49,928,825
Payment of borrowings	47	(72,680,017)	(49,607,671)
Payment of cash dividends	36	(34,208,826)	(26,195,948)
Proceeds from securities sold under agreements to repurchase	47	559,231	2,332,995
Payment of securities sold under agreements to repurchase	47	(286,805)	(1,528,882)
Net cash provided by (used in) financing activities		**(33,328,689)**	**(25,070,681)**
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		(38,456,966)	(36,751,964)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR		124,395,987	160,422,371
EFFECT OF FOREIGN EXCHANGE RATE FLUCTUATIONS ON CASH AND CASH EQUIVALENTS		(456,491)	725,580
CASH AND CASH EQUIVALENTS, END OF YEAR		**85,482,530**	**124,395,987**
Cash and cash equivalents consist of:			
Cash	4	29,315,878	21,701,514
Current accounts with Bank Indonesia	5	36,408,142	92,617,705
Current accounts with other banks	6	4,097,837	5,615,252
Placements with Bank Indonesia and other banks - mature within 3 (three) months or less from the date of acquisition	7	15,660,673	4,461,516
Total cash and cash equivalents		**85,482,530**	**124,395,987**

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL

a. Establishment and general information of the Bank

PT Bank Central Asia Tbk ("Bank") was established in the Republic of Indonesia based on the Deed of Establishment No. 38 dated 10 August 1955, drawn up before Raden Mas Soeprapto, Deputy Notary in Semarang under the name "N.V. Perusahaan Dagang Dan Industrie Semarang Knitting Factory". This deed has been approved by the Minister of Justice based on stipulation No. J.A.5/89/19 dated 10 October 1955 and announced in State Gazette No. 62 dated 3 August 1956, Supplement No. 595. Since its establishment, the name of the Bank has been changed several times, and the name change to PT Bank Central Asia based on the Deed of Amendment to the Articles of Association No. 144 dated 21 May 1974, made before Wargio Suhardjo, S.H., substitute for Notary Ridwan Suselo, Notary in Jakarta.

The Bank's Articles of Association have been amended several times in accordance with:

a. The Bank's changed its status from a private company to publicly-listed company based on the Deed of Amendment to the Articles of Association No. 62 dated 29 December 1999, made by Notary Hendra Karyadi, S.H., which has been approved by the Minister of Justice in its decision letter No. C-21020 HT.01.04.TH.99 dated 31 December 1999 and published in Official Gazette (*Berita Negara*) of the Republic of Indonesia No. 30, dated 14 April 2000, Supplement No. 1871;
b. Law No. 40 of 2007 on Limited Liability Companies, and Capital Market and Financial Institution Supervisory Agency ("Bapepam-LK") Regulation No. IX.J.1 on The Principle of the Company's Articles of Association that performs Public Offering of Securities Issued and Public Company, Appendix of decree of the Head of Bapepam-LK No. Kep-179/BL/2008 dated 14 May 2008 as stated in the Deed of Statement of Meeting Resolution No. 19, dated 15 January 2009, made by Doktor Irawan Soerodjo, S.H., M.Si., Notary in Jakarta, which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in decision letter No. AHU-12512.AH.01.02. Year 2009, dated 14 April 2009;
c. Regulation of Financial Services Authority ("POJK") No.32/POJK.04/2014 on the Planning and Organisation of General Meeting of Shareholders of Public Limited Companies and POJK No.33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies, as stated in the Deed of Statement of Meeting Resolution No. 171, dated 23 April 2015, made by Dr. Irawan Soerodjo, S.H., M.Si., Notary in Jakarta, the notification of the amendment of such Articles of Association has been received and recorded in the Legal Entities Administrative System, Minister of Law and Human Rights of the Republic of Indonesia as stated in letter No. AHU-AH.01.03-0926937, dated 23 April 2015.

Bank's Articles of Association has been amended and restated as stated in the Deed of Statement of Meeting Resolution No. 145, dated 24 August 2020, made by Christina Dwi Utami S.H., M.Hum., M.Kn., a Notary of the Municipality of West Jakarta, the notification of the amendment of such Articles of Association has been received and recorded in the Legal Entities Administrative System, Minister of Law and Human Rights of the Republic of Indonesia as stated in its letter No. AHU-AH.01.03-0383825 dated 8 September 2020, furthermore amended by the Deed of Statement of Meeting Resolution No. 218, dated 27 September 2021, made by Christina Dwi Utami S.H., M.Hum., M.Kn., a Notary of the Municipality of West Jakarta, the notification of the amendment of the Bank's Articles of Association has been received and recorded in the Legal Entities Administrative System, Minister of Law and Human Rights of the Republic of Indonesia as stated in its decision letter No. AHU-AH.01.03-0453543 dated 27 September 2021.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

a. Establishment and general information of the Bank (continued)

According to with Article 3 of the Bank's Articles of Association, the purpose and objective of the Bank is to operate as a commercial bank. The Bank is engaged in banking activities and other financial services in accordance with the prevailing regulations in Indonesia. The Bank obtained a license to conduct business as a commercial bank under the Minister of Finance Decision Letter No. 42855/U.M.II dated 14 March 1957. The Bank obtained its license to engage in foreign exchange activities based on the Directors of Bank Indonesia Decision Letter No. 9/110/Kep/Dir/UD dated 28 March 1977.

The Bank is domiciled in Central Jakarta with its head office located at Jalan M.H. Thamrin No. 1. As of 31 December 2024 and 2023, the number of branches and representative offices owned by the Bank was as follows:

	2024	2023
Domestic branches*)	1,264	1,258
Overseas representative offices	2	2
	1,266	1,260

*) including Cash Sub-Branches

The domestic branches are located in major business centres all over Indonesia. The overseas representative offices are located in Hong Kong and Singapore.

b. Recapitalisation

Based on the Indonesian Bank Restructuring Agency (“IBRA”) Decision Letter No. 19/BPPN/1998 dated 28 May 1998, IBRA took over the operations and management of the Bank. Accordingly, the Bank’s status was changed into a Bank Taken Over (“BTO”). The Bank was determined as a participant of the bank recapitalisation program under the Minister of Finance and the Governor of Bank Indonesia joint decision No. 117/KMK.017/1999 and No. 31/15/KEP/GBI dated 26 March 1999 regarding the implementation of the bank recapitalisation program for Bank Taken Over.

In conjunction with the recapitalisation program, on 28 May 1999 the Bank received a payment of Rp 60,877,000 from the Government of the Republic of Indonesia. This amount consisted of (i) the principal amount of loans granted to affiliated companies that were transferred to IBRA (consisting of Rp 47,751,000 transferred effectively on 21 September 1998 and Rp 4,975,000 transferred effectively on 26 April 1999), and (ii) accrued interest on the loans granted to affiliated companies calculated from their respective effective transfer dates up to 30 April 1999, amounted to Rp 8,771,000, reduced by (iii) the excess of outstanding Liquidity Assistance (including interest) amounted to Rp 29,100,000 over the recapitalisation payment from the government through IBRA of Rp 28,480,000. On the same date, the Bank used such proceeds to purchase newly issued government bonds of Rp 60,877,000 (consisted of fixed-rate government bonds amounted to Rp 2,752,000 and variable-rate government bonds amounted to Rp 58,125,000 through Bank Indonesia).

1. GENERAL (continued)

b. Recapitalisation (continued)

Pursuant to the Chairman of IBRA Decision Letter No. SK-501/BPPN/0400 dated 25 April 2000, IBRA returned the Bank to Bank Indonesia effective on that date. To fulfil the requirement of Bank Indonesia Regulation ("PBI") No. 2/11/PBI/2000 dated 31 March 2000, Bank Indonesia announced in its press release Peng. No. 2/4/Bgub dated 28 April 2000, that the recovery program including the restructuring of the Bank had been completed and the Bank had been returned to be under the supervision of Bank Indonesia.

c. Bank's shares and subordinated bonds

Bank's Shares

Based on the Letter of the Chairman of the Capital Market Supervisory Agency No. S-1037/PM/2000 dated 11 May 2000, the Bank through an Initial Public Offering, offered its 662,400,000 shares with total par value of Rp 331,200 (offering price of Rp 1,400 (full amount) per share), which represents 22% (twenty two percent) of the issued and paid-up share capital, as part of the divestment of shares owned by the Republic of Indonesia as represented by IBRA. This public offering was registered at the Jakarta Stock Exchange and the Surabaya Stock Exchange on 31 May 2000 (both exchanges have been merged and now named the Indonesia Stock Exchange).

Extraordinary General Meeting of Shareholders ("EGMS") dated 12 April 2001 (deed of minutes of EGMS No. 25 dated 12 April 2001 made by Hendra Karyadi, S.H., Notary in Jakarta) approved the stock split of the Bank's shares, from Rp 500 (full amount) per share split into 2 (two) shares with a nominal value of Rp 250 (full amount) per share, and agreed to increase/addition of issued and paid up capital of Rp 73,599,650,000 through the Share Based Management Compensation Program ("MSOP"). Amendments to the Bank's articles of association related to the stock split as stated in the Deed of Statement of Meeting Resolutions No. 30 dated 12 April 2001, made by Hendra Karyadi, S.H., Notary in Jakarta, whereby the report on the Amendment to the Articles of Association has been received and recorded by the Department of Justice and Human Rights, as stated in its letter No. C-4805 HT.01.04-TH.2001, dated 18 April 2001.

Based on the Letter of the Chairman of the Capital Market Supervisory Agency No. S-1611/PM/2001 dated 29 June 2001, the Bank re-offer additional 588,800,000 shares with total par value of Rp 147,200 (at an offering price of Rp 900 (full amount) per share), which represents 10% (ten percent) of the issued and paid-up share capital, as part of the divestment of shares owned by the Republic of Indonesia as represented by IBRA. This public offering was registered at the Jakarta Stock Exchange and the Surabaya Stock Exchange on 10 July 2001.

Annual General Meeting of Shareholders ("GMS") dated 6 May 2004 (Deed of minutes of Annual GMS No. 16 dated 6 May 2004 made by Notary Hendra Karyadi, S.H., Notary in Jakarta) has approved the split of the nominal value of the Bank's shares of Rp 250 (full amount) per share split into 2 (two) Bank shares with a nominal value of Rp 125 (full amount) per share. Amendments to the Bank's Articles of Association related to the stock split as stated in the Notarial Deed of Hendra Karyadi, S.H., Notary in Jakarta, No. 40 dated 18 May 2004, the report of which has been received and recorded in the *Sistem Administrasi Badan Hukum* ("Sisminbakum") Database, Directorate General of General Legal Administration, Ministry of Justice and Human Rights of the Republic of Indonesia No. C-13176HT.01.04.TH.2004 dated 26 May 2004.

1. GENERAL (continued)

c. Bank's shares and subordinated bonds (continued)

Bank's Shares (continued)

EGMS dated 26 May 2005 (Deed of minutes of EGMS No. 42 dated 26 May 2005 made by Notary Hendra Karyadi, S.H., Notary in Jakarta) has approved the buy back shares by the Bank, provided that the buy back shares are approved by Bank Indonesia, the number of shares to be bought back does not exceed 5% (five percent) of the total number of shares the Bank has issued until 31 December 2004, in total 615,160,675 shares and the total fund for share buyback does not exceed Rp 2,153,060. With the Letter No. 7/7/DPwB2/PwB24/Rahasia dated 16 November 2005, Bank Indonesia has no objection on the Bank's plan to buy back its shares.

EGMS dated 15 May 2007 (Deed of minutes of EGMS No. 6 dated 15 May 2007 drawn up by Notary Hendra Karyadi, S.H., Notary in Jakarta) has approved the buy back of the Bank's shares phase II, provided that the buy back shares has been approved by Bank Indonesia and carried out from time to time for 18 (eighteen) months from the date of the meeting, the number of shares to be repurchased does not exceed 1% (one percent) of the total shares issued by the Bank until 27 April 2007 or a total of 123,275,050 shares, and the amount of funds to buy back shares does not exceed Rp 678,013. With the Letter No. 9/160/DPB 3/TPB 3-2 dated 11 October 2007, the Bank has obtained approval from Bank Indonesia regarding to the phase II of share buy back.

EGMS on 28 November 2007 (Deed of minutes of EGMS No. 33 dated 28 November 2007 made by Notary Hendra Karyadi, S.H., Notary in Jakarta), has approved the split of the Bank's shares of Rp 125 (full amount) per share split into 2 (two) Bank shares with a nominal value of Rp 62.50 (full amount) per share. Amendments to the Bank's Articles of Association regarding the stock split as stated in the Deed of Statement of Meeting Resolutions No. 6 dated 11 December 2007 drawn up before Notary Hendra Karyadi, S.H., Notary in Jakarta whose receipt of notification has been received and recorded by the Ministry of Justice and Human Rights of the Republic of Indonesia, as stated in its letter No. AHU-AH.01.10-0247 dated 3 January 2008.

Based on Letter No. 038/IQ-ECM/LTR/HFJ/XI/2008.TRIM dated 26 November 2008, the buy back of shares stage II for the period of 11 February 2008 to 13 November 2008 had been performed with the number of shares bought back in total of 397,562 lot or 198,781,000 shares at the average acquisition cost of Rp 3,106.88 (full amount) per share. Therefore, the total shares bought back as of 13 November 2008 were 289,767,000 shares with a total amount of Rp 808,585.

On 7 August 2012, the Bank sold 90,986,000 shares of its treasury stocks at Rp 7,700 (full amount) per share, with total net sales amounted to Rp 691,492. The difference between the acquisition costs and the selling price of treasury stocks amounted to Rp 500,496 was recorded as "additional paid-in capital from treasury stock transactions", which is part of additional paid-in capital (Note 26). As of 31 December 2012, total treasury stocks of the Bank were 198,781,000 shares with a total amount of Rp 617,589.

1. GENERAL (continued)

c. Bank's shares and subordinated bonds (continued)

Bank's Shares (continued)

On 7 February 2013, the Bank sold 198,781,000 shares of its treasury stocks at Rp 9,900 (full amount) per share, with total net sales amounted to Rp 1,932,528. The difference between the acquisition costs and the selling price of treasury stocks amounted to Rp 1,314,939 was recorded as "additional paid-in capital from treasury stock transactions", which is part of additional paid-in capital (Note 26). As of 31 December 2013, the Bank did not have any treasury stocks.

EGMS on 23 September 2021 (minutes of EGMS No. 178 dated 23 September 2021 made by Notary Christina Dwi Utami S.H., M.Hum., M.Kn., a Notary of the Municipality of West Jakarta), approved to conduct a stock split of the Bank's shares from Rp 62.50 (full amount) split into 5 Bank's shares with nominal value Rp 12.50 (full amount) per share. The Amendment of the Bank's Articles of Association regarding such stock split stated in the Deed of Statement of Meeting Resolution No. 218 dated 27 September 2021 made by Notary Christina Dwi Utami S.H., M.Hum., M.Kn., a Notary of the Municipality of West Jakarta, whose notification has been received and recorded by the Minister of Law and Human Rights of the Republic of Indonesia, as stated in the Letter No. AHU-AH.01.03-0453543 dated 27 September 2021. Starting 13 October 2021, the Bank's shares recorded in Indonesia Stock Exchange after stock split is 122,042,299,500 shares with nominal value Rp 12.50 (full amount) per share.

The Bank's immediate parent company is PT Dwimuria Investama Andalan, which was incorporated in Indonesia, the owner of 54.94% of Bank's shares as of 31 December 2024 and 2023. The ultimate shareholders of the Bank are Mr. Robert Budi Hartono and Mr. Bambang Hartono.

Subordinated Bonds

Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 were offered at par value. Interest will be paid on a quarterly basis based on interest payment due date. The first payment is on 5 October 2018, while the last payment of interest will be paid on the maturity date of the bond's principal.

The Bank entered into a Trusteeship Agreement of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 with PT Bank Rakyat Indonesia (Persero) Tbk (act as the Bond's Trustee) as stated in Deed of Trusteeship Agreement of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 No. 27 dated 22 March 2018, made by Aulia Taufani, S.H., Notary in Jakarta. This agreement underwent several amendments, as stated in Deed of Amendment I No. 5 dated 5 June 2018 and Amendment II No. 2 dated 3 July 2018.

As of 31 December 2024 and 2023, the rating of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 based on Pefindo was idAA. On 26 June 2018, the bonds were listed on the Indonesia Stock Exchange (Note 24).

1. GENERAL (continued)

d. The Subsidiaries

The Subsidiaries, directly and non-directly owned by the Bank as of 31 December 2024 and 2023, were as follows:

Name of the Company	Year of starting the commercial operation	Type of business	Domicile	Percentage of ownership		Total assets	
				2024	2023	2024	2023
PT BCA Finance	1981	Investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency	Jakarta	100%	100%	10,994,614	8,939,789
BCA Finance Limited	1975	Money lending and remittance	Hong Kong	100%	100%	413,805	938,992
PT Bank BCA Syariah	1991	Sharia banking	Jakarta	100%	100%	16,641,459	14,471,734
PT BCA Sekuritas	1990	Securities brokerage dealer and underwriter for issuance of securities	Jakarta	90%	90%	1,431,658	1,907,290
PT Asuransi Umum BCA	1988	General or loss insurance	Jakarta	100%	100%	3,355,033	3,005,651
PT BCA Multi Finance	2010	Investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency	Jakarta	-	100%	-	1,826,864
PT Asuransi Jiwa BCA	2014	Life insurance	Jakarta	90%	90%	3,339,665	2,878,724
PT Central Capital Ventura	2017	Venture capital	Jakarta	100%	100%	496,706	435,178
PT Bank Digital BCA	1965	Banking	Jakarta	100%	100%	16,054,445	13,506,728

PT BCA Finance

PT BCA Finance, a company domiciled in Indonesia and located at Wisma BCA Pondok Indah, 2nd Floor, Jalan Metro Pondok Indah No. 10, South Jakarta, is engaged in investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency.

PT BCA Finance was established in 1981 under the name of PT Central Sari Metropolitan Leasing Corporation (“CSML”). At its inception, the shareholders of CSML were PT Bank Central Asia and Japan Leasing Corporation.

1. GENERAL (continued)

d. The Subsidiaries (continued)

PT BCA Finance (continued)

In 2001, PT Central Sari Metropolitan Leasing Corporation changed its name to PT Central Sari Finance ("CSF"), followed by the change in the composition of its shareholders, where PT Bank Central Asia Tbk became the majority shareholder, and the change in its business focus to motor vehicles financing activities, particularly in vehicles with four or more wheels. Further, based on the Decision Letter of Minister of Law and Human Rights of the Republic of Indonesia No. C-08091 HT.01.04.TH.2005 dated 28 March 2005, PT Central Sari Finance's name was changed to PT BCA Finance.

On 1 September 2024, PT BCA Finance entered into a merger with PT BCA Multi Finance, a company domiciled in Jakarta. The decision on the merger is stated in Deed No. 135 made by Notary Christina Dwi Utami S.H., M.Hum., M.Kn., a Notary of the Municipality of West Jakarta, dated 15 August 2024.

1. Merger plan of PT BCA Finance and PT BCA Multi Finance, in which PT BCA Finance will act as the beneficiary company.
2. Compile the merger plan.
3. Approving on the capital composition of the merged company, the share capital is at 300,000,000 shares with par value of Rp 3,000,000,000,000 (full amount). The total issued and paid-up capital are 104,296,119 shares, PT Bank Central Asia will hold 103,872,044 shares and BCA Finance Limited will hold 424,075 shares.

The deed of amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.09-0246700, dated 1 September 2024.

BCA Finance Limited

BCA Finance Limited, a company domiciled in Hong Kong and located at The Center, 47th Floor, Unit 4707, 99 Queen's Road Central, Hong Kong, is engaged in money lending and remittance and has been operated commercially since 1975.

PT Bank BCA Syariah

PT Bank BCA Syariah, a company domiciled in Indonesia and located at Jalan Raya Jatinegara Timur No. 72, East Jakarta, is engaged in sharia banking activities and has been operated commercially since 1991.

Based on the Deed of Resolutions in lieu of General Meeting of Shareholders of PT Bank UIB No. 49, of Notary Ny. Pudji Redjeki Irawati, S.H., dated 16 December 2009, PT Bank UIB changed its business activities to become sharia bank and changed its name to PT Bank BCA Syariah. The deed of amendment was approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. AHU-01929.AH.01.02 dated 14 January 2010.

The change in business activities of this subsidiary from conventional bank into sharia bank was approved by the Governor of Bank Indonesia through its Decision Letter No. 12/13/KEP.GBI/DpG/2010 dated 2 March 2010. Through this approval, on 5 April 2010, PT Bank BCA Syariah officially operated as a sharia bank.

1. GENERAL (continued)

d. The Subsidiaries (continued)

PT Bank BCA Syariah (continued)

On 10 December 2020, PT Bank BCA Syariah entered into a merger with PT Bank Interim Indonesia, a company domiciled in Jakarta. The decision on the merger is stated in Deed No. 65 made by Notary Christina Dwi Utami S.H., M.Hum., M.Kn., a Notary of the Municipality of West Jakarta, dated 16 November 2020.

1. Merger plan of PT Bank BCA Syariah and PT Bank Interim Indonesia, in which PT Bank BCA Syariah will act as the beneficiary bank.
2. Compile the merger plan.
3. Approve the stock split of the Bank in accordance with the merger plan, where 1 share will be split into 1,000 shares so that the nominal value of the Bank's shares, which was originally Rp 1,000,000 (full amount) for each share, becomes Rp 1,000 (full amount) for each share.
4. Approved the increase in issued and paid-up capital in relation to the merger by issuing 258,883,207 new shares so that the total number of outstanding shares was 2,255,183,207 shares. The new shares will be allocated to shareholders of PT Bank Interim Indonesia consist of PT Bank Central Asia Tbk will get 258,883,137 shares and PT BCA Finance will get 70 shares.

The deed of amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.10-0012509, dated 10 December 2020.

PT BCA Sekuritas

PT BCA Sekuritas, a company domiciled in Indonesia and located at Menara BCA, Grand Indonesia, 41st Floor, Suite 4101, Jalan M.H. Thamrin No. 1, Jakarta, is engaged as securities brokerage dealer and underwriter for issuance of securities since 1990.

On 2 October 2012, based on the Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Dinamika Usaha Jaya No. 5, made by Notary Dr. Irawan Soerodjo, S.H., M.Si., PT Dinamika Usaha Jaya changed its name to PT BCA Sekuritas. This Amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-54329.AH.01.02 dated 22 October 2012.

PT Asuransi Umum BCA

PT Asuransi Umum BCA, a company domiciled in Indonesia and located at Sahid Sudirman Center Building, 10th Floor, Unit E, F, G, H Jalan Jenderal Sudirman Kav. 86, Jakarta, is engaged in insurance activities, particularly in general or loss insurance activities.

PT Asuransi Umum BCA was established in 1988 under the name of PT Asuransi Ganesha Danamas. In 2006, PT Asuransi Ganesha Danamas changed its name to PT Transpacific General Insurance and later in 2011, this subsidiary's name was changed to PT Central Sejahtera Insurance.

1. GENERAL (continued)

d. The Subsidiaries (continued)

PT Asuransi Umum BCA (continued)

On 5 December 2013, based on the Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Central Sejahtera Insurance No. 7, made by Notary Veronica Sandra Irawaty Purnadi, S.H., PT Central Sejahtera Insurance changed its name to PT Asuransi Umum BCA. This change was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-64973.AH.01.02 dated 11 December 2013.

PT BCA Multi Finance

PT BCA Multi Finance, a company domiciled in Indonesia and located at WTC Mangga Dua, 6th Floor, Block CL No. 001, Jalan Mangga Dua Raya No. 8, Kelurahan Ancol, Kecamatan Pademangan, Jakarta, is engaged in investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency.

PT Central Santosa Finance was incorporated in the Republic of Indonesia with Deed of Notary Fransiscus Xaverius Budi Santosa Isbandi, S.H., dated 29 April 2010 No. 95. The deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-23631.AH.01.01 dated 10 May 2010.

On 27 May 2019, based on the Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Central Santosa Finance No. 54 made by Notary Veronica Sandra Irawaty Purnadi, S.H., PT Central Santosa Finance changed its name to PT BCA Multi Finance. This change was approved by Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0029530.AH.01.02 dated 29 May 2019.

On 1 September 2024, the process of merging PT BCA Finance with PT BCA Multi Finance has been performed and stated in Deed No. 135 made by Notary Christina Dwi Utami S.H., M.Hum., M.Kn., a Notary of the Municipality of West Jakarta, dated 15 August 2024. PT BCA Finance will act as the beneficiary company.

PT Asuransi Jiwa BCA

PT Asuransi Jiwa BCA, a company domiciled in Indonesia and located at Chase Plaza Building, 22nd floor, Jalan Jenderal Sudirman Kav 21, Jakarta 12920, is engaged in life insurance activities, including life insurance with sharia principle.

PT Asuransi Jiwa BCA was incorporated in the Republic of Indonesia with Deed of Notary Dr. Irawan Soerodjo, S.H., M.Si., dated 16 October 2013 No. 90. This deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-56809.AH.01.01 dated 7 November 2013.

The Subsidiary obtained business permit in life insurance activities from the Chairman of the Board of Commissioner of Financial Services Authority (“OJK”) through Decision Letter No. KEP-91/D.05/2014 dated 14 July 2014.

1. GENERAL (continued)

d. The Subsidiaries (continued)

PT Central Capital Ventura

PT Central Capital Ventura, a company domiciled in Indonesia and located at The Manhattan Square Lt. Mezzanine, Jl. TB Simatupang, RT.3/RW.3, Cilandak Timur, Pasar Minggu, South Jakarta, is engaged in venture capital activities.

PT Central Capital Ventura was incorporated in the Republic of Indonesia with Deed of Notary Veronica Sandra Irawaty Purnadi, S.H., dated 25 January 2017 No. 15. This deed approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0004845.AH.01.01 dated 2 February 2017. The Subsidiary obtained venture capital business permit based on Copy of Decision of Board of Commissioner of Financial Services Authority No. KEP-39/D.05/2017 dated 19 June 2017.

PT Bank Digital BCA

PT Bank Digital BCA, a company domiciled in Indonesia and located at The City Tower 11th Floor, Jl. M.H. Thamrin No.81, Central Jakarta, Indonesia, is engaged in banking and has been operated since 1965.

PT Bank Digital BCA was established under the name of PT Bank Rakjat Parahyangan based on Notarial Deed No. 35 of Notary R. Soerojo Wongsowidjojo, S.H., dated 25 October 1965. Based on Amendments to the Articles of Association No. 19 dated 21 August 1982, of Notary R. Soerojo Wongsowidjojo, S.H., PT Bank Rakjat Parahyangan changed its name to PT Bank Pasar Rakyat Parahyangan. The deed of establishment was approved by Ministry of Justice of the Republic of Indonesia in its Decision Letter No. C2-1092-HT.01.01.TH.82 dated 3 September 1982.

In 1990, based on the Deed of Resolution of PT Bank Pasar Rakyat Parahyangan No. 68 dated 8 January 1990, made by Notary Misahardi Wilamarta, S.H., PT Bank Pasar Rakyat Parahyangan changed its name to PT Bank Royal Indonesia, with status and activity of conventional Bank, and the location changed to Jakarta.

PT Bank Royal Indonesia obtained its conventional banking license from the Minister of Finance of the Republic of Indonesia through its letter No. 1090/KMK.013/090 dated 12 September 1990 and as foreign currency trader from Bank Indonesia through its letter No. 30/182/UOPM dated 13 November 1997 which was extended through Decree of Banking Licensing and Information of Bank Indonesia No. 5/7/KEP.Dir.PIP.2003 dated 24 December 2003, as set out in Letter of Bank Indonesia No. 10/449/DPIP/Prz dated 2 May 2008.

Based on the deed of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia No. 62 dated 20 June 2019, made by Notary Christina Dwi Utami, S.H., M.Hum., M.Kn., the Bank has decided to acquire PT Bank Royal Indonesia.

Acquisition of PT Bank Royal Indonesia was approved by Financial Services Authority ("OJK") through its Letter No. SR-60/PB.33/2019 dated 22 October 2019.

1. GENERAL (continued)

d. The Subsidiaries (continued)

PT Bank Digital BCA (continued)

Based on the Deed of Minutes of Extraordinary General Meeting of PT Bank Royal Indonesia No. 308 dated 31 October 2019, of Notary Christina Dwi Utami, S.H., M.Hum., M.Kn., the shareholders approved the transfer of all issued shares in PT Bank Royal Indonesia owned by PT Royalindo Investa Wijaya, Mr. Leslie Soemedi, Mr. Ibrahim Soemedi, Mr. Herman Soemedi, Mr. Ko Sugiarto, and Mr. Nevin Soemedi to the Bank and PT BCA Finance (Subsidiary) amounted to 99.99% and 0.01%, respectively. This deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.03-0356474 dated 7 November 2019.

Based on the Deed of Resolutions of Shareholders of PT Bank Royal Indonesia No. 37 dated 2 April 2020, made by Notary Sakti Lo, S.H., Notary in Jakarta, PT Bank Royal Indonesia changed its name to PT Bank Digital BCA. The deed of Amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0027414.AH.01.02 dated 2 April 2020.

e. Board of Commissioners and Board of Directors

The compositions of the Bank's management as of 31 December 2024 and 2023 are as follows:

	2024
Board of Commissioners	
President Commissioner	: Djohan Emir Setijoso
Commissioner	: Tonny Kusnadi
Independent Commissioner	: Cyrillus Harinowo
Independent Commissioner	: Raden Pardede
Independent Commissioner	: Sumantri Slamet
Board of Directors	
President Director	: Jahja Setiaatmadja
Deputy President Director	: Armand Wahyudi Hartono
Deputy President Director	: Gregory Hendra Lembong
Director	: Tan Ho Hien/Subur Tan
Director	: Rudy Susanto
Director (concurrently serving as Director in charge of the Compliance Function)	: Lianawaty Suwono
Director	: Santoso
Director	: Vera Eve Lim
Director	: Haryanto Tiara Budiman
Director	: Frengky Chandra Kusuma
Director	: John Kosasih
Director	: Antonius Widodo Mulyono

1. GENERAL (continued)

e. Board of Commissioners and Board of Directors (continued)

The compositions of the Bank's management as of 31 December 2024 and 2023 are as follows: (continued)

	2023
Board of Commissioners	
President Commissioner	: Djohan Emir Setijoso
Commissioner	: Tonny Kusnadi
Independent Commissioner	: Cyrillus Harinowo
Independent Commissioner	: Raden Pardede
Independent Commissioner	: Sumantri Slamet
Board of Directors	
President Director	: Jahja Setiaatmadja
Deputy President Director	: Armand Wahyudi Hartono
Deputy President Director	: Gregory Hendra Lembong
Director	: Tan Ho Hien/Subur Tan
Director	: Rudy Susanto
Director (concurrently serving as Director in charge of the Compliance Function)	: Lianawaty Suwono
Director	: Santoso
Director	: Vera Eve Lim
Director	: Haryanto Tiara Budiman
Director	: Frengky Chandra Kusuma
Director	: John Kosasih
Director	: Antonius Widodo Mulyono

The composition of the Board of Commissioners and Board of Directors of the Bank as of 31 December 2024 and 2023 as evident in the Deed of Statement of Resolutions of Shareholders' Meeting of PT Bank Central Asia Tbk No. 33 dated 10 May 2022 drawn up before Christina Dwi Utami, S.H., M.Hum., M.Kn., a Notary of the Municipality of West Jakarta which notice of amendment of corporate data has been received and recorded in the Corporate Entities Administrative System, Ministry of Law and Human Rights of The Republic of Indonesia, as evident in the letter No. AHU-AH.01.09-0011476 dated 11 May 2022.

f. Audit Committee

The Bank's Audit Committee as of 31 December 2024 and 2023 are as follows:

Chairman	: Sumantri Slamet
Member	: Rallyati A. Wibowo
Member	: Fanny Sagitadewi

The establishment of the Bank's Audit Committee was in line with Financial Services Authority Regulation ("POJK") No. 55/POJK.04/2015 dated 23 December 2015 regarding Establishment and Implementation Guidelines on Audit Committee Work.

1. GENERAL (continued)

g. Internal Audit Division and Corporate Secretary

The Head of the Bank's Internal Audit Division as of 31 December 2024 and 2023 was Leo Ariston and Leo Ariston (Pjs).

The Corporate Secretary of the Bank as of 31 December 2024 and 2023 was Raymon Yonarto.

h. Number of employees

As of 31 December 2024 and 2023, the Bank and Subsidiaries had 27,844 and 27,273 permanent employees.

Key management personnel of the Bank consists of members of Board of Commissioners and Board of Directors.

i. Completion of the consolidated financial statements

The Bank's Management is responsible for the preparation of these consolidated financial statements, which were authorised for issuance on 22 January 2025.

2. MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policies applied by the Bank and its Subsidiaries (the "Group") in the preparation of its consolidated financial statements are consistent with those of the consolidated financial statements for the year ended 31 December 2024 as follows:

a. Statement of compliance

The consolidated financial statements of the Group have been prepared and presented in accordance with Indonesian Financial Accounting Standards which comprise of Statements of Financial Accounting Standards ("SFAS") and Interpretation of Financial Accounting Standards ("IFAS") used by the Financial Accounting Standard Board of Indonesia Institute of Accountant and Bapepam-LK Regulation No. KEP-347/BL/2012 dated 25 June 2012, Regulation No. VIII.G.7 regarding " Presentation and Disclosure of Financial Statements for Issuers or Public Companies".

Financial statements of PT Bank BCA Syariah (Subsidiary) are presented in accordance with Sharia Financial Accounting Standards and other Financial Accounting Standards issued by Indonesian Institute of Accountant.

b. Basis for preparation of the consolidated financial statements

These consolidated financial statements are presented in Rupiah, which is the Bank's functional currency. Except as otherwise stated, the financial information presented has been rounded to the nearest million of Rupiah.

The consolidated financial statements prepared under the historical cost concept, except for fixed assets - land, financial assets at fair value through other comprehensive income, and financial assets and liabilities (including derivative instruments) at fair value through profit or loss, which are measured at fair value.

The consolidated financial statements have been prepared based on the accrual basis, except for the consolidated statements of cash flows.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

b. Basis for preparation of the consolidated financial statements (continued)

The consolidated statements of cash flows present the changes in cash and cash equivalents from operating, investing and financing activities, and are prepared using the direct method. For the purpose of the presentation of the consolidated statements of cash flows, cash and cash equivalents consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks mature within 3 (three) months or less from the date of acquisition, as long as they are not being pledged as collateral for borrowings nor restricted.

c. Use of judgments, estimations and assumptions

The preparation of consolidated financial statements in conformity with Indonesian Financial Accounting Standards ("SFAS") requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Although these estimates are based on management's best knowledge of current events and activities, actual results may differ from prior estimates.

In order to provide better understanding of the financial performance of the Group, due to the significance of their nature and amount, several items of income or expenses have been presented separately.

Estimations and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate are revised and in any future periods affected.

Information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have significant effect on the amount recognised in the consolidated financial statements are described in Note 3.

d. Changes in accounting policies

Financial Accounting Standard Board of Indonesian Institute of Accountant ("DSAK-IAI") has issued the following amendments and interpretations which were effective on or after 1 January 2024 as follows:

- Indonesia Financial Reporting Standard Framework ("KSPKI") and amendments to SFAS and IFAS number, are effective on 1 January 2024. KSPKI regulate the SFAS pillars, criteria and shifting between pillars that apply in Indonesia, while amendments to SFAS and IFAS number determine the number for SFAS and IFAS which refering to IFRS Accounting Standards, local accounting standards, and sharia accounting standards;
- Amendments of SFAS 201 "Presentation of Financial Statements" regarding classification of liabilities as current or non-current;
- Amendments of SFAS 116 "Leases" regarding lease liabilities in sale-and-lease back transactions;
- Amendments of SFAS 207 and SFAS 107 "Supplier Finance Arrangements"; and
- Amendments of SFAS 409 "Accounting of Zakat, Infak, and Sedekah" and SFAS 401 "Sharia Financial Statement".

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

d. Changes in accounting policies (continued)

The adoption of these amended and interpretations of the above standards did not result in substantial changes to the Group's accounting policies and had no material impact to the consolidated financial statements for current period or prior financial years.

e. Basis of consolidation

The consolidated financial statements for the year ended 2024 consist of financial statements of the Bank and Subsidiaries (PT BCA Finance, BCA Finance Limited, PT Bank BCA Syariah, PT BCA Sekuritas, PT Asuransi Umum BCA, PT Asuransi Jiwa BCA, PT Central Capital Ventura and PT Bank Digital BCA together known as the "Group").

The consolidated financial statements for the year ended 2023 consist of financial statements of the Bank and Subsidiaries (PT BCA Finance, BCA Finance Limited, PT Bank BCA Syariah, PT BCA Sekuritas, PT Asuransi Umum BCA, PT BCA Multi Finance, PT Asuransi Jiwa BCA, PT Central Capital Ventura and PT Bank Digital BCA together known as the "Group").

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date on which that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a Subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination was measured initially at their fair values at the acquisition date.

All material intercompany transactions in the Group, balances, gains and losses are eliminated.

The Group recognises any non-controlling interest in the acquiree on a acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. Non-controlling interest is reported as equity in the consolidated statements of financial position, separated from the owner of the parent's equity. Non-controlling interest is recognised at the date of business combination.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value at the acquisition date of any previous equity interest in the acquiree over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, in the case of a bargain purchase, the difference is recognised directly in the consolidated statements of profit or loss and other comprehensive income.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Basis of consolidation (continued)

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with SFAS 109 “Financial Instrument: Recognition and Measurement” in the consolidated statements of profit or loss and other comprehensive income. Contingent consideration that is classified as equity that is not remeasured, and its subsequent settlement is accounted for within equity.

Acquisition-related costs are expensed as incurred.

Non-controlling interests are presented in equity in the consolidated statements of financial position, separated from equity, which can be attributed to the owner, and expressed as the proportion of non-controlling shareholders for current year earnings and equity that can be attributed to non-controlling interests based on ownership percentage of non-controlling shareholders in the Subsidiary.

If the Group losses control of a Subsidiary, the Group:

- Derecognises the assets and liabilities of the former Subsidiary from the consolidated statements of financial position;
- Recognises any investment retained in the former Subsidiary at fair value on the date when control is lost and subsequently accounts for it and for any amounts owed by or to the former Subsidiary in accordance with the relevant financial accounting standard; and
- Recognises the gain or loss associated with the loss of control attributable to the former controlling interest.

Changes affected the Bank’s ownership interest and equity of Subsidiary that do not result in the loss of control are accounted for as equity transactions and presented as other equity components within equity in the consolidated statements of financial position.

Business combination of entities under common control transactions, such as transfer of business in relation to reorganisation of entities within the same business group, is not a change of ownership in terms of economic substance, therefore such transaction cannot generate any gains or losses for the Group as a whole as well as the individual entity within the business group.

Business combination of entities under common control transactions, according to SFAS 338, “Accounting for Restructuring Under Common Control Entities”, is recognised at its carrying amount based on pooling-of-interest method. Entity that receives the business as well as the entity that disposes the business recognises the difference between the proceeds transferred/received and carrying amount arising from a business combination under common control transaction as part of equity in the additional paid-in capital account and will never be recognised as realised profit or loss or reclassified into retained earnings.

f. Translation of transactions in foreign currencies

Items included in the consolidated financial statements of the Group are measured using the currency of the primary economic environment in which the entity operates (the "functional currency").

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

f. Translation of transactions in foreign currencies (continued)

The Group domiciled in Indonesia maintained its accounting record in Rupiah, which is the functional and presentation currency of the Group. Transactions denominated in foreign currencies are translated into Rupiah at the exchange rates prevailing at the date of the transaction. At the reporting date, year-end balances of monetary assets and liabilities denominated in foreign currencies are translated into Rupiah at the closing rates prevailing at the date of consolidated statements of financial position.

For consolidation purposes, foreign currency financial statements of the Bank's overseas Subsidiary are translated into Rupiah based on the following basis:

(1) Assets and liabilities, commitments and contingencies are translated using the Reuters spot rates at 15:00 WIB at the statement of financial position date.
(2) Income, expenses, gains, and losses represent the accumulated amount from monthly profit or loss balance during the year, are translated into Rupiah using the average Reuters middle rate for the respective month.
(3) Equity accounts are translated using historical rates.
(4) Statements of cash flows is translated using the Reuters spot rate at 15:00 WIB at the statement of financial position date, except for profit or loss accounts which are translated using the average middle rates and equity accounts which are translated using historical rates.

Differences arising from the above translation are presented as "foreign exchange differences arising from translation of financial statements in foreign currency" under the equity section of the consolidated statements of financial position.

Exchange gains or losses arising from transactions in foreign currencies and from the translation of monetary assets and liabilities in foreign currencies are recognised in the current year consolidated statements of profit or loss.

Summarised below are the major exchange rates as of 31 December 2024 and 2023, using Reuters middle rate at 15:00 WIB (full amount of Rupiah):

Foreign currencies	2024	2023
United States Dollar (USD)	16,095.0	15,397.0
Australian Dollar (AUD)	10,013.5	10,520.8
Singapore Dollar (SGD)	11,844.6	11,676.3
Hong Kong Dollar (HKD)	2,073.1	1,970.7
Chinese Yuan (CNH)	2,198.5	2,169.5
Great Britain Poundsterling (GBP)	20,218.5	19,626.6
Japanese Yen (JPY)	103.0	108.9
Euro (EUR)	16,758.1	17,038.3

g. Financial assets and liabilities

g.1. Financial assets

In accordance with SFAS 109, the Group classifies its financial assets in the following categories: (a) financial assets measured at amortised cost, (b) financial assets at fair value through other comprehensive income, and (c) financial assets at fair value through profit or loss.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

g. Financial assets and liabilities (continued)

g.1. Financial assets (continued)

The Group uses 2 (two) basis to classify its financial assets which are group business model in managing financial assets and contractual cash flow characteristics Solely Payment of Principal and Interest ("SPPI") from its financial assets.

Business model assessment

The Group determines its business model based on the level of most reflects how groups of financial assets are managed to achieve business objective.

The Group business model are not assessed based on each of its instrument, but at portfolio level in higher aggregate and based on the following factors:

- How the performance of the business model and the financial assets held within that business model are evaluated and reported to key management personnel;
- The risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular, the way those risks are managed;
- How managers of the business are compensated (for example, whether the compensation is based on the fair value of the assets managed or on the contractual cash flows collected);
- Frequency, amount, and expected selling time, are also important aspects from Group assessment.

Business model assessment is based on a reasonably expected scenario without considering "worst case" or "stress case" scenario. If the subsequent cash flows are realised in a different manner than originally expected, the Group does not change the remaining classification of financial assets held in the business model, but incorporating those information in assessing new financial assets or purchasing financial assets subsequently.

SPPI Testing

As the first step of the classification process, the Group assesses the financial contractual requirements to identify whether they meet the SPPI testing.

The principal payment for this testing purposes is defined as the fair value of the financial assets at initial recognition and may change over the lifetime of the financial assets (for example, if there are payments of principal or amortisation of premiums/discounts).

The most significant element of interest in a credit agreement is usually a consideration of the time value of money and credit risk. In exercising the assessment of SPPI, the Group applies consideration and pays attention into relevant factors such as the currency in which financial assets are denominated and the period when interest rates are determined.

Alternatively, contractual terms that provide more than de minimis exposure to risk or volatility in contractual cash flows that are not related to the basis of the loan arrangement, do not generate SPPI's contractual cash flows on the total balance. In such cases, the financial assets are required to be measured at fair value.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

g. Financial assets and liabilities (continued)

g.1. Financial assets (continued)

Financial assets measured at amortised cost

A financial asset is measured at amortised cost only if it meets both of the following conditions:

- The financial assets are held within a business model whose objective is to hold the asset to collect contractual cash flows; and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset is initially measured at amortised cost at fair value plus transaction costs and subsequently measured at amortised cost using effective interest rate less allowance for impairment losses.

Interest income on financial assets measured at amortised cost is included in the consolidated statements of profit or loss and other comprehensive income recognised as “interest income”. When impairment occurs, the impairment loss is recognised as a deduction from the carrying amount of the investment and recognised in the consolidated financial statements as “allowance for impairment losses on financial assets”.

Financial assets measured at fair value through other comprehensive income

A financial asset is measured at fair value through other comprehensive income only if it meets both of the following conditions:

- The financial assets are held within a business model whose objective is to hold the asset to collect contractual cash flows and to sell financial asset; and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

At initial recognition, a financial asset measured at fair value through other comprehensive income recognised at fair value plus the transaction costs and are subsequently remeasured at its fair values when such gains or losses recognised in other comprehensive income except for recognition of impairment and foreign exchange gains and losses, until derecognition of financial asset. If financial asset measured at fair value through other comprehensive income is impaired, the cumulative gains or losses previously recognised at other comprehensive gains (losses), would be recognised at profit or loss. Interest income is calculated by applying the effective interest rate and gains or losses arising from foreign exchange from monetary assets which classified as at fair value through other comprehensive income recognised in the consolidated statements of profit or loss and other comprehensive income.

Financial assets measured at fair value through profit or loss

All financial assets not classified as measured at amortised cost or at fair value through other comprehensive income as described above are measured at fair value through profit or loss.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

g. Financial assets and liabilities (continued)

g.1. Financial assets (continued)

Financial assets measured at fair value through profit or loss (continued)

Financial instruments grouped into this category are recognised at their fair value at initial recognition; transaction costs are recognised directly in the consolidated statements of profit or loss and other comprehensive income. Gains and losses arising from changes in fair value and sale of financial instruments are recognised in the consolidated statements of profit or loss and and other comprehensive income recorded as respectively "Gains (losses) from changes in fair value of financial instruments" and "Gains (losses) from the sale of financial instruments". Interest income from financial instruments measured at fair value through profit or loss is recorded as interest income as part of net income from transaction measured at fair value through profit or loss.

Group measures all equity investments at fair value. Where the Group has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment.

g.2. Financial liabilities

The Group classifies its financial liabilities in the category of (a) financial liabilities at fair value through profit or loss and (b) financial liabilities measured at amortised cost.

(a) Financial liabilities measured at fair value through profit or loss

Financial liabilities are classified as financial liabilities at fair value through profit or loss if they are acquired or incurred principally for the purpose of selling or repurchasing in the near term or if they are part of a portfolio of identified financial instruments that are managed together and there is evidence of a pattern of short-term profit-taking. Derivatives are classified as financial liabilities instruments at fair value through profit or loss unless designated and effective as hedging instruments.

Gains and losses arising from changes in the fair value of financial liabilities classified as financial liabilities at fair value through profit or loss are recorded in the consolidated statements of profit or loss and other comprehensive income as "Gains (losses) from changes in fair value of financial instruments". Interest expense on financial liabilities classified as financial liabilities at fair value through profit or loss is recorded as "Interest expense" as part of net income from transaction measured at fair value through profit or loss.

(b) Financial liabilities measured at amortised cost

Financial liabilities that are not classified as at fair value through profit and loss fall into this category and are measured as amortised cost.

Financial liabilities at amortised cost are initially recognised at fair value plus transaction costs (if any).

After initial recognition, the Group measures all financial liabilities at amortised cost using effective interest rate method.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

g. Financial assets and liabilities (continued)

g.3. Recognition

The Group initially recognises loans and deposits on the date of origination.

Regular way purchases and sales of financial assets are recognised on the settlement date at which the Group commits to purchase or sell those assets.

Transaction costs include only those costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability and are incremental costs that would not have been incurred if the instrument had not been acquired or issued.

Financial assets measured at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the consolidated statements of profit or loss and other comprehensive income. Financial assets at fair value through other comprehensive income are subsequently carried at fair value. Financial assets measured at amortised cost are initially recognised at fair value, subsequently recognised at amortised cost using the effective interest rate method.

For financial liabilities measured at amortised cost, transaction costs are deducted from the amount of debt when liabilities initially recognised. Such transactions costs are amortised over the terms of the instruments based on the effective interest rate method and are recorded as part of interest expense.

g.4. Determination of fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal market or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When available, the Group measures the fair value of a financial instrument using the quoted price in an active market for that instrument.

A financial instrument is regarded as quoted in an active market if quoted prices are periodically and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. If the above criteria are not met, the active market is regarded as being unavailable. Indications that a market is inactive are when there is a wide bid-offer spread or significant increase in the bid-offer spread or there are few recent transactions.

For financial instruments with no quoted market price, a reasonable estimate of the fair value is determined by referencing to the current market value of another instrument which substantially have the same characteristic or calculated based on the expected cash flows of the underlying net asset base of the marketable securities.

For all other financial instruments, fair value is determined using valuation techniques. In these techniques, fair values are estimated from observable data in respect of similar financial instruments, using models to estimate the present value of expected future cash flows or other valuation techniques, using inputs existing at the dates of the consolidated statements of financial position.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

g. Financial assets and liabilities (continued)

g.5. Derecognition

Financial assets are derecognised when the contractual rights to receive the cash flows from these assets have ceased to exist or the assets have been transferred and substantially all the risks and rewards of ownership of the assets are also transferred (that is, if substantially all the risks and rewards have not been transferred, the Group tests control to ensure that continuing involvement on the basis of any retained powers of control does not prevent derecognition). Financial liabilities are derecognised when they have been redeemed or otherwise extinguished or expired.

g.6. Modification of financial assets

The Group sometimes renegotiates or otherwise modifies the contractual cash flows of loans. When this happens, the Group assesses whether the new terms are substantially different to the original terms. The Group does this by considering, among others, the following factors:

- If the borrower is in financial difficulty whether the modification merely reduces the contractual cash flows to amounts the borrower is expected to be able to pay;
- Significant extension of the loan term when the borrower is not in financial difficulty;
- Significant change in the interest rate; and
- Change in the loan's currency.

If the terms are substantially different, the Group derecognises the original financial asset and recognises a new asset at fair value and recalculates a new effective interest rate for the asset. The date of renegotiation is consequently considered to be the date of initial recognition for impairment calculation purposes, including for the purpose of determining whether a significant increase in credit risk has occurred. However, the Group also assesses whether the new financial asset recognised is deemed to be credit-impaired at initial recognition, especially in circumstances where the renegotiation was driven by the debtor being unable to make the originally agreed payments. Differences in the carrying amount are also recognised in profit or loss as a gain or loss on derecognition.

If the terms are not substantially different, the renegotiation or modification does not result in derecognition, and the Group recalculates the gross carrying amount based on the revised cash flows of the financial asset and recognises a modification gain or loss in consolidated statements of profit or loss and other comprehensive income. The new gross carrying amount is recalculated by discounting the modified cash flows at the original effective interest rate.

g.7. Reclassification of financial assets

The Group can reclassify its all of its financial assets when and only, its business model for managing those financial assets changes.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

g. Financial assets and liabilities (continued)

g.7. Reclassification of financial assets (continued)

The characteristic of business model changes must significantly impact to the Group operational activities such as collecting, disposing or terminating a business line. In addition, the Group has to prove the changes to external parties.

The Group will reclassify all financial assets impacted by business model changes. Changes of the objective of the Group's business model must be impacted before reclassification date.

g.8. Classification of financial assets and liabilities

The Group classifies the financial assets and liabilities into classes that reflects the nature of information and take into account the characteristic of those financial instruments. The classification can be seen in the table below.

Category of financial assets and liabilities		Classes (as determined by the Group)	Subclasses
Financial assets	Financial assets measured at fair value through profit or loss ("FVPL")	Financial assets measured at fair value through profit or loss	Securities
			Placement with other banks
			Derivative assets
	Financial assets measured at amortised cost	Cash	
		Current accounts with Bank Indonesia	
		Current accounts with other banks	
		Placements with Bank Indonesia and other banks	
		Acceptance receivables	
		Bills receivable	
		Securities purchased under agreements to resell	
		Loans receivable	
		Consumer financing receivables	
		Finance lease receivables	
		Assets related to sharia transactions - *murabahah* receivables	
		Investment securities	
		Other assets	Accrued interest income
			Receivables related to ATM and credit card
			Unaccepted bills receivables
			Receivables from customer transactions
			Receivables from insurance transactions
			Term deposits of foreign exchange from export proceeds
			Others
	Financial assets measured at fair value through other comprehensive income ("FVOCI")	Placements with Bank Indonesia and other banks	Certificates of deposits
		Investment securities	

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

g. Financial assets and liabilities (continued)

g.8. Classification of financial assets and liabilities (continued)

The Group classifies the financial assets and liabilities into classes that reflects the nature of information and take into account the characteristic of those financial instruments. The classification can be seen in the table below. (continued)

<table>
<tr><th colspan="2">Category of financial assets and liabilities</th><th colspan="2">Classes (as determined by the Group)</th><th>Subclasses</th></tr>
<tr><td rowspan="20">Financial liabilities</td><td>Financial liabilities measured at fair value through profit or loss (“FVPL”)</td><td colspan="2">Financial liabilities measured at fair value through profit or loss</td><td>Derivative liabilities</td></tr>
<tr><td rowspan="19">Financial liabilities measured at amortised cost</td><td colspan="3">Deposits from customers</td></tr>
<tr><td colspan="3">Sharia deposits</td></tr>
<tr><td colspan="3">Deposits from other banks</td></tr>
<tr><td colspan="3">Acceptance payables</td></tr>
<tr><td colspan="3">Securities sold under agreements to repurchase</td></tr>
<tr><td colspan="3">Debt securities issued</td></tr>
<tr><td colspan="3">Borrowings</td></tr>
<tr><td colspan="3">Commitments and contingencies transactions</td></tr>
<tr><td rowspan="8">Accruals and other liabilities</td><td>Other liabilities:</td></tr>
<tr><td>- Accrued interest expenses</td></tr>
<tr><td>- Liabilities related to ATM and credit card transactions</td></tr>
<tr><td>- Liabilities from customer transactions</td></tr>
<tr><td>- Liabilities from insurance transactions</td></tr>
<tr><td>- Finance lease liabilities</td></tr>
<tr><td>- Term deposits of foreign exchange from export proceeds</td></tr>
<tr><td colspan="3">Subordinated bonds</td></tr>
<tr><td rowspan="3">Commitment and contingencies</td><td colspan="4">Unused credit facilities</td></tr>
<tr><td colspan="4">Irrevocable letters of credit</td></tr>
<tr><td colspan="4">Bank guarantee issued</td></tr>
</table>

g.9. Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated statements of financial position when there is a legally enforceable right of set-off and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. In certain situations, even though the offset on the main agreements exist, the lack of management intention to settle on a net basis results in the financial assets and liabilities being reported gross on the consolidated statements of financial position.

g.10. Financial guarantee contracts and other commitment receivables

Financial guarantee contracts are contracts that require the issuer to make specified payments to reimburse the holder for a loss incurred because a specified debtor defaulted to make payments when due, in accordance with the terms of a debt instrument. Such financial guarantees are given to banks, financial institutions and other institutions on behalf of customers to secure loans and other banking facilities, and unused provision of funds facilities.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

g. Financial assets and liabilities (continued)

g.10. Financial guarantee contracts and other commitment receivables (continued)

Financial guarantees are initially recognised in the consolidated financial statements at fair value on the date the guarantee was given. The fair value of a financial guarantee at inception is likely to equal the premium received because all guarantees are agreed on arm's length terms and the initial fair value is amortised over the life of the financial guarantees.

Subsequently, they are measured at the higher of amortised amount and expected credit losses amount based on SFAS 109.

g.11. Allowance for impairment losses of financial assets

The group assesses on a forward-looking basis the expected credit loss ("ECL") associated with its financial asset instruments carried at amortised cost and fair value at other comprehensive income. The impairment methodology applied depends on whether there has been a significant increase in credit risk to financial asset measured at amortised cost and at fair value through other comprehensive income ("FVOCI"). If at the reporting date, credit risk on financial asset has not increased significantly since initial recognition, the Group shall measure the allowance for losses for that financial asset at the amount of 12 (twelve) months expected credit losses. If the credit risk on that financial asset has increased significantly since initial recognition, the Group shall measure the allowance for losses at the amount of expected credit losses over its lifetime.

12-month ECL and Lifetime ECL

12-month ECL is the portion of ECL that result from default events that are possible within the 12 months after reporting date (or the shorter period if expected life of financial asset is less than 12 months). 12-month ECL is weighted by probability of default.

Lifetime ECL is the ECL that result from all possible default events over the expected life of financial asset.

Staging Criteria

Financial asset must be allocated to one of three stages of impairment (stage 1, stage 2, stage 3) by determining whether there is a significant increase in credit risk on the financial asset since initial recognition or whether the facility has defaulted on each reporting date.

Stage 1: include financial assets that do not have a significant increase in credit risk since initial recognition or have a low credit risk at the reporting date. For these assets, a 12-month ECL will be calculated.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

g. Financial assets and liabilities (continued)

g.11. Allowance for impairment losses of financial assets (continued)

Staging Criteria (continued)

Stage 2: includes financial assets that experience a significant increase in credit risk at the reporting date, but do not have objective evidence of impairment. For these assets, lifetime ECL will be calculated. Lifetime ECL are the ECL that results from all possible default events over the expected life of financial asset.

Stage 3: includes financial assets that have an objective evidence of impairment at the reporting date. For these assets consist of default debtors.

The main factor in determining whether the financial assets need 12-month ECL (stage 1) or lifetime ECL (stage 2) is Significant Increase on Credit Risk ("SICR") criteria. Determinations of SICR criteria needs review whether significant increase in credit risk occurred at each reporting date.

SFAS 109 requires supportable information about past events, current condition and forecasts of future economic conditions. Estimated movement on expected credit losses have to be reflected and directly consistent with changes in observed related data over the period. This ECL calculation needs forward-looking estimation from Probability of Default ("PD"), Loss Given Default ("LGD") and Exposure At Default ("EAD").

For loan commitments and financial guarantee contracts, the date when the Group become a party in an irrevocable commitment is the date of initial recognition for implementation of impairment purposes.

Probability of Default ("PD")

The probability at a point in time that a counterparty will default, calibrated over up to 12 months from the reporting date (Stage 1) or over the lifetime of the product (Stage 2 and 3) and incorporating the impact of forward-looking economic assumptions that have an effect on credit risk. PD is estimated at a point in time that means it will fluctuate in line with the economic cycle.

Loss Given Default ("LGD")

The loss that is expected to arise on default, incorporating the impact of relevant forward-looking economic assumptions (if any), which represents the difference between the contractual cash flows due and those that the Group expects to receive. The Group estimates LGD based on the historical recovery rates and taking into account forward-looking economic assumptions if relevant.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

g. Financial assets and liabilities (continued)

g.11. Allowance for impairment losses of financial assets (continued)

Exposure at Default ("EAD")

The expected loss of balance sheet exposure at the time of default, taking into account that expected change in exposure over the lifetime of the exposure. This incorporates the impact of repayments of principal and interest, amortisation and prepayments, together with the impact of forward-looking economic assumptions where relevant.

h. Allowance for impairment losses on non-financial assets

Assets that have an indefinite useful life - for example, goodwill or intangible assets not ready for use - are not subject to amortisation but tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows, which are largely independent of the cash inflows from other assets or group of assets (cash generating units). Non-financial assets other than goodwill that suffer impairment are reviewed for possible reversal of the impairment at each reporting date.

Reversal on impairment loss for assets other than goodwill would be recognised if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal on impairment losses will be immediately recognised on profit or loss, except for assets measured using the revaluation model as required by other SFAS. Impairment losses relating to goodwill would not be reversed.

i. Current accounts with Bank Indonesia and other banks

Current accounts with Bank Indonesia and other banks are stated at face value or the gross value of the outstanding balance, less allowance for impairment losses, where appropriate. Current accounts with Bank Indonesia and other banks are classified as financial assets measured at amortised cost. Refer to Note 2g for accounting policy for financial assets measured at amortised cost.

j. Placements with Bank Indonesia and other banks

Placements with Bank Indonesia and other banks are classified as financial assets measured at amortised cost and measured at fair value through other comprehensive income. Refer to Note 2g for accounting policy for financial assets measured at amortised cost and measured at fair value through other comprehensive income.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

k. Financial assets and liabilities at fair value through profit or loss

Financial assets and liabilities at fair value through profit or loss consist of securities traded in the money market such as Bank Indonesia Treasury Bills ("SBBI"), *Sekuritas Rupiah* and *Valas Bank Indonesia*, Government Treasury Bills ("SPN"), Sharia Government Treasury Bills ("SPNS"), Sukuk Bank Indonesia, Corporate Bonds, investment in shares, derivative financial instruments, and securities traded on the stock exchanges.

Refer to Note 2g for the accounting policy of financial assets and liabilities at fair value through profit or loss.

Derivative financial instruments

Derivative instruments are initially recognised at fair value on the date of which a derivative contract is entered into and are subsequently measured at their fair values. Fair values are obtained from quoted market prices in active markets, including recent market transactions and valuation techniques, including discounted cash flow and options pricing models, as appropriate. All derivatives are carried as assets when fair value is positive and as liabilities when fair value is negative.

Investment in sukuk measured at fair value through profit or loss

The Group initially recognises the investment in sukuk measured at fair value through profit or loss at fair value. The changes on fair value are recognised in the consolidated statements profit or loss.

The fair value of investment is determined by referencing to the following order:

- quoted price (without adjustments) in active market; or
- input other than quoted price in the observable active market.

Investment in sukuk measured at fair value through profit or loss is presented in the consolidated statements of financial position as part of financial assets at fair value through profit or loss.

l. Acceptance receivables and payables

Acceptance receivables are classified as financial assets measured at amortised cost, while acceptance payables are classified as financial liabilities measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost and financial liabilities measured at amortised cost.

m. Loan receivables

Loan receivables are classified as financial assets measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost.

Syndicated, joint financing, and channelling loans are stated at amortised cost in accordance with the portion of risks borne by the Group.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

m. Loan receivables (continued)

The Group records restructure of troubled debt in accordance with the restructured type. In troubled debt restructuring which involves a modification of terms, reduction of portion of loan principal and/or combination of both, the Group records the effect of the restructuring by referring to Note 2g for the accounting policy of modification of financial assets.

A Non-Performing Loan ("NPL") is a loan classified by Otoritas Jasa Keuangan ("OJK") as sub-standard, doubtful, or loss based on business prospects, financial performance, and repayment capacity.

n. Securities purchased under agreements to resell and securities sold under agreements to repurchase

Securities purchased under agreements to resell (reverse repo) are presented as asset in the consolidated financial statement at the agreed resell price less the difference between the purchase price and the agreed resale price. The difference between the purchase price and the agreed resale price is amortised using the effective interest method as interest income over the period commencing from the acquisition date to the resell date. Securities purchased under agreements to resell (reverse repo) are classified as financial asset measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost.

Securities sold under agreements to repurchase (repo) are presented as liabilities and stated at the agreed repurchase price less the unamortised interest expense. Unamortised interest expense is the difference between selling price and agreed repurchase price and is recognised as interest expense during the period from the securities are sold until the securities are repurchased. Securities sold are still recorded as assets in the consolidated statements of financial position because the securities ownership remains substantially with the Group as a seller. Securities sold under agreements to repurchase (repo) are classified as financial liabilities measured at amortised cost. Refer to Note 2g for the accounting policy of financial liabilities measured at amortised cost.

o. Consumer financing receivables

Consumer financing receivables are stated at net of joint financing, unearned consumer financing income and allowance for impairment losses. Consumer financing receivables are classified as financial assets measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost.

Unearned consumer financing income represents the difference between total instalments to be received from the consumer and the principal amount financed, plus or deducted with the unamortised transaction cost (income), which will be recognised as income over the term of the contract using effective interest rate method of the related consumer financing receivables.

Unamortised transaction cost (income) are financing administration income and transaction expense which are incurred at the first time and directly attributable to consumer financing.

Early termination of a contract is treated as a cancellation of an existing contract and the resulting gain is recognised in the current year consolidated statements of profit or loss.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

o. Consumer financing receivables (continued)

Consumer financing receivables will be written-off when they are overdue for more than 150 (one hundred and fifty) days for 4 (four) wheels motor vehicles and 180 (one hundred and eighty) days for 2 (two) wheels motor vehicles and based on management review on case by case basis.

Recoveries from receivables which had been written off in the current period are recorded by adjusting the allowance account, while recovery of financial assets previously written-off are recognised as other income.

Joint financing

All joint financing agreements entered by the Subsidiary are joint financing without recourse in which only the Subsidiary's financing portion of the total instalments are recorded as consumer financing receivables in the consolidated statements of financial position (net approach). Consumer financing income is presented in the consolidated statements of profit or loss and other comprehensive income after deducting the portions belong to other parties participated to these joint financing transactions.

Receivables from collateral vehicles reinforced

Since 2024, Receivables from collateral vehicles reinforced represent receivables derived from motor vehicle collaterals owned by customers for settlement of their consumer financing receivables, which is presented as part of other assets.

In case of default, the customer gives the right to the Group to sell the motor vehicle collaterals or take any other actions to settle the outstanding receivables.

Consumers are entitled to the positive differences between the proceeds from sales of foreclosed collaterals and the outstanding consumer financing receivables. If the differences are negative, the resulting losses are charged to the current year consolidated statements of profit or loss and other comprehensive income.

Expenses in relation with the acquisition and maintenance of receivables from collateral vehicles reinforced are charged to the current year consolidated statements of profit or loss and other comprehensive income when incurred.

p. Finance lease receivables

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date and whether the fulfilment of the arrangement is dependent on the use of a specific asset and the arrangement conveys a right to use the asset.

Leases are classified as finance leases if such leases transfer substantially all the risks and rewards related to the ownership of the lease assets. Leases are classified as operating leases if the leases do not transfer substantially all the risks and rewards related to the ownership of the leased assets.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

p. Finance lease receivables (continued)

Assets held under finance lease receivables are recognised in the consolidated statements of financial position at an amount equal to the net investment in the leases. Receipts from lease receivables are treated as repayments of principal and financing lease income. The recognition of financing lease income is based on a pattern reflecting constant periodic rate of return on the Group's net investment as lessor in the finance leases.

Finance leases receivables will be written off when they are overdue for more than 150 (one hundred fifty) days and based on management review of individual case. Recoveries from receivables previously written-off are recognised as other income upon receipt.

q. Assets related to sharia transactions

Assets related to sharia transactions is financing activities carried out by PT Bank BCA Syariah, a Subsidiary, in the form of *murabahah* receivables, funds of *qardh*, *mudharabah* financing, *musyarakah* financing and assets acquired for *ijarah*.

Brief explanation for each type of sharia financing is as follows:

Murabahah is a financing agreement to sell or purchase of goods, in which the selling price equals to the cost of goods plus a pre-agreed profit margin and the seller should disclose its cost to the buyer. *Murabahah* receivables is stated at balance of receivables less deferred margin and allowance for impairment losses.

Ijarah is a lease agreement for goods and/or services, including the right to use, between the owner of a leased object (lessor) and lessee, to generate income from the leased object. *Ijarah muntahiyah bittamlik* is a lease agreement between lessor and lessee to obtain income from the leased object with an option to transfer the ownership title of leased object through purchase/sale or as a gift (*hibah*) at certain period as agreed in the lease agreement (*akad*). *Ijarah muntahiyah bittamlik* assets are stated at the acquisition costs less accumulated depreciation. *Ijarah* receivable is recognised at maturity date based on unearned lease income and presented at net realisable value, i.e. balance of the receivables less allowance for impairment losses.

Mudharabah is an investment of funds from the owner of fund (*malik*, *shahibul maal*, or sharia bank) to a fund manager (*amil*, *mudharib*, or customer) for a specific business activity, under a profit or revenue sharing agreement between the two parties at a pre-agreed ratio (*nisbah*). *Mudharabah* financing is stated at financing balance less allowance for impairment losses.

Musyarakah is an investment of funds from the owners of funds to combine their funds for a specific business activity, for which the profits are shared based on a pre-agreed *nisbah*, while losses are borne proportionally by the fund owners.

Permanent *musyarakah* is a *musyarakah* for which the amount of funds contributed by each party is fixed until the end of the agreement. Declining *musyarakah* (*musyarakah mutanaqisha*) is *musyarakah* with a condition that the amount contributed by a party will be declining from time to time as it is transferred to another party, such that at the end of the agreement, the other party will fully own the business. *Musyarakah* financing is stated at financing balance less allowance for impairment losses.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

q. Assets related to sharia transactions (continued)

The Subsidiary determines the allowance for impairment losses of sharia financing receivables in accordance with the quality of each financing receivable by referring to the requirements of Financial Services Authority, except for *murabahah* receivables. In accordance with SFAS 402 "Accounting for Murabahah" and Indonesia Sharia Banking Accounting Guidelines (PAPSI Revised 2013), the Bank calculates individual impairment for murabahah receivable in accordance with IFAS No. 402 "Impairment of Murabahah Receivables". The Bank assesses whether there is any objective evidence that a financial assets is impaired at each statement of financial position date. The Bank uses the migration analysis method which is a statistical model analysis method to assess allowance for impairment losses on collective receivables. The Bank uses 5 (five) years historical data to compute for the Probability of Default ("PD") and Loss Given Default ("LGD").

r. Investment securities

Investment securities consist of traded securities in the money market and stock exchange such as Government Bonds, *Sekuritas Rupiah* and *Valas Bank Indonesia*, Sukuk Bank Indonesia, Sukuk, Corporate Bonds, Certificates of Bank Indonesia, mutual funds, medium term notes and shares. Investment securities are classified as financial assets measured at amortised cost and measured at fair value through other comprehensive income. Refer to Note 2g for the accounting policy for financial assets measured at amortised cost and at fair value through other comprehensive income.

Investments in sukuk measured at cost and measured at fair value through other comprehensive income

The Group determines the classification of their investment in sukuk based on business model in accordance with SFAS 410 "Accounting for Sukuk" as follows:

- Investment securities are measured at cost and are presented at acquisition cost (including transaction costs) adjusted for unamortised premiums and/or discounts. Premiums and discounts are amortised over the period to maturity.

- Investment securities are measured at fair value through other comprehensive income which is stated at fair value. Unrealised gains or losses due to the increase or decrease in fair value are presented in other comprehensive income for the year.

s. Fixed assets

Fixed assets are initially recognised at acquisition cost. Acquisition cost includes expenditures directly attributable to bring the assets for their intended use. Except for land, subsequent to initial measurement, all fixed assets are measured using cost model, which is cost less accumulated depreciation and accumulated impairment losses. Land is not depreciated.

In 2016, the Bank changed its accounting policy related to subsequent measurement of land from cost model to revaluation model. The change of accounting policy is implemented prospectively.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

s. Fixed assets (continued)

Land is presented at fair value, based on valuation performed by external independent valuers which are registered with OJK. Valuation of land is carried out by appraisers who have professional qualifications. Revaluation is carried out with sufficient regularity to ensure that the carrying amount of revalued assets does not differ materially from their fair values at the reporting date.

Increases arising on the revaluation are credited to “revaluation surplus of fixed assets” as part of other comprehensive income. However, the increase is recognised in profit or loss up to the amount of the same asset impairment from revaluation previously recognised in the consolidated statements of profit or loss and other comprehensive income. Decreases that offset previous increases of the same asset are debited against ”revaluation surplus of fixed assets” as part of other comprehensive income, all other decreases are charged to the consolidated statements of profit or loss.

Costs relating to the acquisition of legal titles on the land rights are recognised as part of acquisition cost of land. The costs of extension or renewal of legal titles on the land rights are charged to consolidated profit or loss as incurred because the amount is not material.

Buildings are depreciated using the straight-line method over their estimated useful lives of 20 (twenty) years. Other fixed assets are depreciated over their estimated useful lives ranging from 2 (two) to 8 (eight) years using the double-declining balance method for the Bank and PT BCA Finance, and straight-line method for other Subsidiaries. The effect of such different depreciation method is not material to the consolidated financial statements. For all fixed assets, the Group has determined residual values to be “nil” for the calculation of depreciation.

In 2024, the Bank changes in its accounting estimate on depreciation method for fixed assets, with the exception of buildings, to the straight line method over their estimated useful lives of 5 (five) years. The changes in accounting estimate is implemented prospectively. The changes in accounting estimate related to depreciation methods or useful lives for fixed assets, with the exception of buildings, have not been implemented by the subsidiaries. The effect of such different depreciation method is not material to the consolidated financial statements.

Subsequent costs are included in the asset’s carrying amount or recognised as a separate asset as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of replaced part is derecognised. All other repairs and maintenance are charged to the consolidated statements of profit or loss and other comprehensive income during the financial period in which they are incurred.

Buildings under construction are stated at acquisition cost. The accumulated costs will be transferred to the buildings account when construction is completed and the buildings are ready for their intended use.

When assets are disposed, their acquisition cost and the related accumulated depreciation are eliminated from the consolidated statements of financial position, and the resulting gain or loss on the disposal of fixed assets is recognised in the current year consolidated statements of profit or loss. When revalued assets are sold, the amounts included in equity are transferred to retained earnings.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

s. Fixed assets (continued)

At each reporting date, residual value, useful life and depreciation method are reviewed, and if required, will be adjusted and applied in accordance with the requirement of prevailing Statement of Financial Accounting Standards.

When the carrying amount of fixed assets measured using cost model is greater than its estimated recoverable amount, it is written down to its recoverable amount and the impairment loss is recognised in the current year consolidated statements of profit or loss and other comprehensive income.

t. Other assets

Other assets include accrued interest income, receivables, foreclosed assets, abandoned properties, interoffice accounts, and others.

Abandoned properties represent the Group is fixed assets in the form of properties which were not used for the Group business operational activity.

Foreclosed assets are presented at their net realisable values. Net realisable value is the fair value of the foreclosed assets less estimated costs to sale the foreclosed assets. Differences between the net realisable value and the proceeds from disposal of the foreclosed assets are recognised as current year gain or loss at the year of disposal.

The Bank measures AYDA at the lower of the carrying amount and fair value after deducting the estimated costs to sell the AYDA. The difference between the net realisable value and the sale of AYDA is recognised as gain or loss in the current year when it is sold.

Expenses for maintaining foreclosed assets and abandoned properties are recognised in the current year consolidated statements of profit or loss and other comprehensive income as incurred. Any permanent impairment loss that occurred will be charged to the current year consolidated statements of profit or loss and other comprehensive income. Refer to Note 2h for changes in accounting policy to determine impairment losses on foreclosed assets and abandoned properties.

u. Intangible assets

Intangible assets consist of software and goodwill.

Software

Software is stated at cost less accumulated amortisation and accumulated impairment losses. Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs associated with maintaining computer software programs are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as software. Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

u. Intangible assets (continued)

Intangible assets consist of software and goodwill. (continued)

Software (continued)

Software is amortised using the double-declining balance method over their estimated useful lives of 4 (four) years for the Bank. Software is amortised using the double-declining balance method for PT BCA Digital, meanwhile the other Subsidiaries are using the straight-line method over their estimated useful lives ranging from 4 (four) to 8 (eight) years. Amortisation is recognised in the current year consolidated statements of profit or loss.

In 2024, the Bank changes accounting policy regarding amortisation method and useful life of software to straight-line method over their estimated useful lives of 5 (five) years for the Bank. The effect of such different depreciation method is not material to the consolidated financial statements.

Goodwill

Goodwill represents the excess of the aggregate amount of the consideration transferred and the amounts of non-controlling interest and the amounts of the identifiable assets acquired and the liabilities assumed at the date of acquisition. Goodwill is not amortised but tested for impairment at each reporting date and carried at cost less accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each cash-generating unit ("CGU"), or group of CGUs, that is expected to benefit from the synergies of the business combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level. For Group accounting policy of impairment losses refer to Note 2h.

v. Deposits from customers and other banks

Deposits from customers are the fund trusted by customers (exclude banks) to the Bank based on fund deposits agreements. Included in this account are current accounts, saving accounts, time deposits and certificates of deposits.

Deposits from other banks represent liabilities to other banks, both domestic and overseas banks, in the form of current accounts, saving accounts, time deposits, and interbank call money.

Deposits from customers and deposits from other banks are classified as financial liabilities at amortised cost. Incremental costs directly attributable to acquisition of deposits from customers and deposits from other banks are deducted from the amount of deposits from customers and deposits from other banks. Refer to Note 2g for the accounting policy of financial liabilities at amortised cost.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

w. Sharia deposits

Sharia deposits are deposits from third parties in form of *wadiah* demand deposits and *wadiah* savings. *Wadiah* demand deposits can be used as payment instrument and can be withdrawn using cheque and payment slip. *Wadiah* demand deposits and *wadiah* savings are entitled to receive bonus in accordance with Subsidiary's policy. *Wadiah* demand deposits and *wadiah* savings are stated at nominal amount of deposits from customers. Sharia deposits are classified as financial liabilities measured at amortised cost. Refer to Note 2g for accounting policy on financial liabilities measured at amortised cost.

x. Temporary *syirkah* deposits

Temporary *syirkah* deposit is an investment with *mudharabah muthlaqah* agreement, where the owner of funds (*shahibul maal*) gives flexibility to fund manager (*mudharib*/Subsidiary) in managing the investment with the purpose that the returns are to be shared based on a pre-agreed basis.

Temporary *syirkah* deposits consist of *mudharabah* saving, *mudharabah* time deposits and *Sertifikat Investasi Mudharabah Antarbank* ("SIMA"). These funds obtained by Subsidiary which has the right to manage and invest fund, according to Subsidiary's policy or limitation from fund holders, whereby gains are to be shared based on the agreement. In case that the decrease of temporary *syirkah* deposits was caused by normal losses, and not caused by willful default, negligence or breach of the agreement, the Subsidiary has no obligation to return or cover the fund losses or deficit.

Mudharabah saving is deposit from third parties which are entitled to receive sharing revenue for the utilisation of the funds with a pre-agreed and approved *nisbah*. *Mudharabah* saving is stated at the liabilities to customers.

Mudharabah time deposit is deposit from third parties which can only be withdrawn at a specific time based on the agreement between holder of *mudharabah* time deposits and the Subsidiary. *Mudharabah* time deposits are stated at nominal amount based on the agreement between holder of *mudharabah* time deposits and the Subsidiary.

Temporary *syirkah* deposit can not be classified as liability. When the Subsidiary incurs losses, the Subsidiary does not possess any liability to return the initial fund amount from the fund owners except from negligence or default of the Subsidiary. Temporary *syirkah* deposit can not be classified as equity because it has maturity date and owner and it does not possess any ownership rights equal to shareholders as voting rights and rights of gain realisation from current assets and non-investment assets.

Temporary *syirkah* deposit is one of the elements of consolidated financial statements, it in accordance with sharia principle which give rights to Subsidiary to manage the fund, including blending the funds with other funds.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

x. Temporary *syirkah* deposits (continued)

Owners of temporary *syirkah* deposits obtain part of gain as agreed and incur losses based on the amount from each parties. Revenue sharing of temporary *syirkah* deposits can be done by revenue sharing concept or profit sharing concept.

y. Debt securities issued

Debt securities issued by Subsidiary which consists of bonds payable, are classified as other financial liabilities measured at amortised cost. Issuance costs in connection with the issuance of debt securities are recognised as discounts and directly deducted from the proceeds of debt securities issued and amortised over the period of debt securities using the effective interest method. Debt securities issued is classified as financial liabilities at amortised cost. Refer to Note 2g for the accounting policy of financial liabilities measured at amortised cost.

z. Subordinated bonds

Subordinated bonds are classified as financial liabilities measured at amortised cost. Incremental costs directly attributable to the issuance of subordinated bonds are deducted from the amount of subordinated bonds received. Refer to Note 2g for the accounting policy for financial liabilities at amortised cost.

aa. Provision

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. Provisions are determined by discounting the estimated future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

ab. Accruals and other liabilities

Accruals and other liabilities consist of accrued interest expense, liabilities related to customer and insurance transactions, security deposits, unearned revenue, finance lease liabilities and others.

ac. Earnings per share

Basic earnings per share is computed based on net income for the current year attributable to equity holders of parent entity divided by the weighted average number of outstanding issued and fully paid-up common shares during the year after considering the treasury stocks.

As of 31 December 2024 and 2023, there were no diluted instruments. Therefore, diluted earnings per share is equivalent to basic earnings per share.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ad. Interest income and expenses & sharia income and expenses

Interest income and expenses

Interest income and expenses are recognised in the consolidated statements of profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or financial liability (or, where appropriate, a shorter period) to the carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Group estimates future cash flows by considering all contractual terms of the financial instrument but not future credit losses.

The calculation of the effective interest rate includes transaction costs (Note 2g) and all fees and points paid or received that are an integral part of the effective interest rate.

Interest income and expenses presented in the consolidated statements of profit or loss and other comprehensive income include:

- Interest on financial assets and liabilities at amortised cost calculated using the effective interest rate method;
- Interest on investment securities at fair value through other comprehensive income calculated using the effective interest rate method;
- Interest income on all financial assets at fair value through profit or loss are considered to be incidental to the Group's trading operations and are presented as part of net trading income; and
- Interest income on the impaired financial assets continues to be recognised using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment losses.

Sharia income and expenses

Sharia income consists of *murabahah* profit, *ijarah* revenue (leases), and profit sharing from *mudharabah* and *musyarakah* financing.

Recognition of *murabahah* transaction profit with deferred payment or instalments is carried out during the contractual period in accordance with effective (annuity) method.

Ijarah revenue is recognised proportionally and net during the contractual period.

Musyarakah revenue sharing which is entitled to passive partner is recognised during the period in which the revenue occurs according to agreed *nisbah*.

Mudharabah revenue sharing is recognised during the period in which revenue sharing in accordance to agreed *nisbah* occurs, and not allowed to recognise revenue from projected business result.

Sharia expenses consist of *mudharabah* sharing expense and *wadiah* bonus expense. Sharing expenses consist of expense for profit distribution on third party funds which are calculated using profit distribution principle in accordance with agreed sharing ratio (*nisbah*) based on *mudharabah mutlaqah* principle.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ae. Fees and commission income and expenses

Fees and commission income and expenses that are integral to the effective interest rate on a financial asset or liability are included in the measurement of the effective interest rate.

Other fees and commission income, including bancassurance activity related fees, export-import related fees, cash management fees, service fees and/or related to a specific period and the amount is significant, are recognised as unearned income/prepaid expenses and amortised based on the straight-line method over the terms of the related transactions; otherwise, they are directly recognised as the related services are performed. Loan commitment fees are recognised on a straight-line method over the commitment period.

Commission income related to credit and debit card transactions, less costs directly related to these transactions, is presented on a net basis in the consolidated statement of profit or loss and other comprehensive income.

af. Net income from transactions at fair value through profit or loss

Net income from transactions at fair value through profit or loss comprises of net gains or losses related to financial assets and liabilities at fair value through profit or loss, including interest income and expenses from all financial instruments at fair value through profit or loss and all realised and unrealised fair value changes and foreign exchange differences.

ag. Post-employment benefits obligation

ag.1. Short-term liability

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the consolidated statements of financial position.

ag.2. Pension obligation

Entities in the Group operate various pension schemes. The Group has both defined benefit and defined contribution plans. A defined contribution plans is a pension plan under which the Group pays fixed contributions (funds) into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plans is an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service, and compensation.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ag. Post-employment benefits obligation (continued)

ag.2. Pension obligation (continued)

The liability recognised in the consolidated statements of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Government Bonds (considering currently there is no deep market for high-quality corporate bonds) that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the consolidated statements of profit or loss and other comprehensive income.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. They are included in retained earnings in the consolidated statements of changes in equity and in the consolidated statements of profit or loss and other comprehensive income.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailment programs are recognised immediately in the consolidated statements of profit or loss and other comprehensive income as past service costs.

For defined contribution plans, the Group pays contributions to pension plans on a mandatory, contractual or voluntary basis. However, since Job Creation Act requires an entity to pay to a worker entering into pension age a certain amount based on, the worker's length of service, the Group is exposed to the possibility of having to make further payments to reach that certain amount in particular when the cumulative contributions are less than that amount. Consequently for financial reporting purposes, defined contribution plans are effectively treated as if they were defined benefit plans.

ag.3. Other post-employment obligations

The Bank provides post-retirement healthcare benefits to their employees. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are reserved over the period of employment using projected unit credit method. These obligations are valued annually by independent qualified actuaries.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ag. Post-employment benefits obligation (continued)

ag.4. Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (i) when the Group can no longer withdraw the offer of those benefits; and (ii) when the Group recognises costs for a restructuring that is within the scope of SFAS 237 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.

ah. Current and deferred income tax

Income tax expense comprises of current and deferred taxes. Income tax expense is recognised in the consolidated statements of profit or loss and other comprehensive income, except to the extent that it relates to items recognised directly in other comprehensive income or equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the entities in the Group operate and generate taxable income. Management periodically evaluates positions taken in annual tax returns (“SPT”) with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences which arise from the difference between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred income tax is determined using tax rates that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ah. Current and deferred income tax (continued)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

ai. Leases transaction

At the inception of a contract, the Group assesses whether the contract is or contains a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified assets for a period of time in exchange for consideration. The Group can choose not to recognise the right-of-use asset and lease liabilities for:

- Leases with a lease term of 12 months or less; and
- Low value underlying assets

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess whether:

- The Group has the right to obtain substantially all the economic benefit from use of the identified asset; and
- The Group has the right to direct the use of the identified asset. The Group has described when it has a decision-making rights that are the most relevant to changing how and for what purpose the asset is used are predetermined:
  1. The Group has the right to operate the asset;
  2. The Group has designed the asset in a way that predetermine how and for what purposes it will be used throughout the period of use.

The Group recognises a right-of-use asset and a leases liability at the leases commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the leases liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred.

The right-of-use asset is amortised over the straight-line method throughout the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that right cannot be readily determined, using incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as a discount rate.

Each lease payment is allocated between the liabilities and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents right-of-use assets as part of “Fixed assets” and lease liabilities as part of “Other liabilities” in the consolidated statements of financial position.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ai. Lease Transaction (continued)

If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the leases term.

The Group analyses the facts and circumstances for each type of landrights in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction. If the landrights do not transfer control of the underlying assets to the Group, but gives the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under SFAS 116, “Lease”, except if landrights substantially similar to land purchases, the Group applies SFAS 216 “Fixed Assets”.

aj. Operating segment

An operating segment is a component of the entity that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the entity’s other components, whose operating results are reviewed regularly by the chief operating decision-maker to make decisions about resources allocated to the segment and assess its performance, and for which discrete financial information is available. Segment results that are reported to the chief operating decision-maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items mainly comprise of head office expenses, fixed assets, income tax assets/liabilities, including current and deferred taxes.

The Group manages its businesses and identify reporting segment based on geographic region and product. Several regions have similar characteristics, have been aggregated and evaluated regularly by management. Gains/losses from each segment is used to assess the performance of each segment.

ak. Related parties transactions

The Group has transactions with related parties. In accordance with SFAS 224 “Related Party Disclosure”, the meaning of a related party is a person or entity that is related to a reporting entity as follow:

a. A person or a close member of that person’s family is related to a reporting entity if that person:
   i. has control or joint control over the reporting entity;
   ii. has significant influence over the reporting entity; or
   iii. is member of the key management personnel of the reporting entity or a parent of the reporting entity.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ak. Related parties transactions (continued)

The Group has transactions with related parties. In accordance with SFAS 224 "Related Party Disclosure", the meaning of a related party is a person or entity that is related to a reporting entity as follow: (continued)

b. An entity is related to a reporting entity if any of the following conditions applies:
   i. the entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
   ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of member of a company of which the other entity is a member);
   iii. both entities are joint ventures of the same third party;
   iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
   v. the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity;
   vi. the entity controlled or jointly controlled by a person identified in (a);
   vii. a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

The nature of transactions and balances of accounts with related parties are disclosed in the Note 46.

3. USE OF ESTIMATES AND JUDGMENT

This disclosure supplements the commentary on financial risk management (Note 42).

a. Key sources of estimation uncertainty

a.1. Allowance for impairment losses of financial assets

According to SFAS 109, the measurement of the expected credit loss allowance for financial assets measured at amortised cost and at fair value through other comprehensive income is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behaviour.

Significant estimates are required in applying the SFAS 109 requirements for measuring allowance for impairment losses, such as:

- Determining criteria for Significant Increase in Credit Risk;
- Choosing appropriate models and assumptions for the measurement of allowance for impairment losses;
- Establishing the number and relative weightings of forward-looking scenarios for each type of segment/product;
- Establishing the segments of similar financial assets for the purposes of measuring allowance for impairment losses;
- Estimate debtor's cash flow in the calculation of individual impairment.

Detailed information about financial risk management related to the judgments and estimates made by the Group is set out in Note 42.

3. USE OF ESTIMATES AND JUDGMENT (continued)

This disclosure supplements the commentary on financial risk management (Note 42). (continued)

a. Key sources of estimation uncertainty (continued)

a.2. Determining fair values of financial instruments

In determining the fair value of financial assets and liabilities for which there is no observable market price, the Group must use the valuation techniques as described in Note 2g for financial instruments that trade infrequently and have little price transparency, fair value is less objective and requires varying degrees of judgment depending on liquidity, concentration, uncertainty of market factors, pricing assumptions, and other risks.

a.3. Post-employment benefits obligations

Present value of retirement obligations depends on several factors which determined by actuarial basis using several assumptions. Assumptions used to determine expenses (revenues) of net pension including discount rate and future salary growth. Any changes on these assumptions will affect the recorded amount of pension obligations.

a.4. Taxation

The Group requires significant judgment in determining tax provisions. Group determines tax provisions based on estimates of the possible additional tax expense. If the final outcome is different from the amount originally recorded, the difference will have an impact in the profit or loss.

b. Critical accounting judgments in applying the Group accounting policy

Critical accounting judgments in applying the Group accounting policies include:

b.1. Valuation of financial instruments

The Group accounting policies on fair value measurements are discussed in Note 2g.

Information regarding the fair value of financial instruments is disclosed in Note 37.

b.2. Financial asset and liability classification

The Group's accounting policies provide scope for assets and liabilities to be designated at the inception into different accounting categories in accordance with the prevailing accounting standards and based on certain circumstances:

- In classifying financial assets as "measured at fair value through profit or loss", the Group has determined that the financial assets meet the description of assets measured at fair value through profit or loss as set out in Note 2g;
- In classifying financial assets as "measured at amortised cost", the Group has determined that the financial assets meet the description of assets measured at amortised cost as set out in Note 2g;

3. USE OF ESTIMATES AND JUDGMENT (continued)

This disclosure supplements the commentary on financial risk management (Note 42). (continued)

b. Critical accounting judgments in applying the Group accounting policy (continued)

Critical accounting judgments in applying the Group accounting policies include: (continued)

b.2. Financial asset and liability classification (continued)

The Group's accounting policies provide scope for assets and liabilities to be designated at the inception into different accounting categories in accordance with the prevailing accounting standards and based on certain circumstances: (continued)

- In classifying investment in sukuk as "measured at cost" and "measured at fair value through other comprehensive income", the Group has determined that the investment meets the classification requirements as set out in Note 2r.

4. CASH

	2024	2023
Rupiah	27,672,826	20,478,286
Foreign currencies	1,643,052	1,223,228
	29,315,878	**21,701,514**

The balance of cash in Rupiah includes cash in Automatic Teller Machines ("ATM") amounting to Rp 9,165,874 and Rp 8,456,193 as of 31 December 2024 and 2023, respectively.

5. CURRENT ACCOUNTS WITH BANK INDONESIA

	2024	2023
Rupiah	32,928,703	88,703,316
Foreign currencies	3,479,439	3,914,389
	36,408,142	**92,617,705**

Information regarding the fulfillment of the Reserve Requirements ("RR") and Ratio of Macroprudential Liquidity Buffer ("MPLB") is disclosed in Note 51.

Information on the classification and fair value of current account with Bank Indonesia is disclosed in Note 37. Information on the maturity of current account with Bank Indonesia is disclosed in Note 43.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

6. CURRENT ACCOUNTS WITH OTHER BANKS

	2024	2023
Rupiah	73,827	60,097
Foreign currencies	4,024,010	5,555,155
Total current accounts with other banks before deducting allowance for impairment losses	4,097,837	5,615,252
Less:		
Allowance for impairment losses		
Rupiah	(117)	(323)
Foreign currencies	(521)	(576)
	(638)	(899)
Total current accounts with other banks - net	**4,097,199**	**5,614,353**

As of 31 December 2024 and 2023, the Group did not have balances of current accounts with other banks from related parties.

Average effective interest rates (yield) per annum of current accounts with other banks were as follows:

	2024	2023
Rupiah	4.25%	4.03%
Foreign currencies	3.43%	3.01%

As of 31 December 2024 and 2023, all current accounts with other banks were categorised as stage 1, had not experienced a significant increase in credit risk since initial recognition and had no objective evidence of impairment. The changes in the allowance for impairment losses on current accounts with other banks are as follows:

	2024			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(899)	-	-	(899)
Net changes in exposure	271	-	-	271
Foreign exchange difference	(10)	-	-	(10)
Balance, end of year	**(638)**	**-**	**-**	**(638)**

	2023			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(743)	-	-	(743)
Net changes in exposure	(179)	-	-	(179)
Foreign exchange difference	23	-	-	23
Balance, end of year	**(899)**	**-**	**-**	**(899)**

As of 31 December 2024 and 2023, management believes that the allowance for impairment losses is adequate to cover possible losses arising from uncollectible current accounts with other banks.

Information on the classification and fair value of current accounts with other banks is disclosed in Note 37. Information on the maturity of current accounts with other banks is disclosed in Note 43.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

Details of placements with Bank Indonesia and other banks by type and contractual period at initial placement were as follows:

	2024					
	Up to 1 month	> 1 - 3 months	> 3 - 6 months	> 6 - 12 months	More than 12 months	Total
Bank Indonesia:						
Rupiah	4,542,314	-	-	-	-	4,542,314
Foreign currencies	4,104,225	-	-	-	-	4,104,225
Call money:						
Rupiah	110,000	-	-	-	-	110,000
Foreign currencies	4,991,180	1,153,069	-	-	-	6,144,249
Time deposits:						
Rupiah	260,259	147,167	24,401	31,522	-	463,349
Foreign currencies	346,473	5,986	-	-	-	352,459
	14,354,451	1,306,222	24,401	31,522	-	15,716,596
Less:						
Allowance for impairment losses						
Rupiah						(4)
Foreign currencies						(1,708)
						(1,712)
Total placements with Bank Indonesia and other banks - net						**15,714,884**

	2023					
	Up to 1 month	> 1 - 3 months	> 3 - 6 months	> 6 - 12 months	More than 12 months	Total
Bank Indonesia:						
Rupiah	751,891	-	-	-	-	751,891
Foreign currencies	-	-	-	-	-	-
Call money:						
Rupiah	1,050,000	50,000	-	-	-	1,100,000
Foreign currencies	-	1,452,228	-	-	-	1,452,228
Time deposits:						
Rupiah	667,240	420,342	176,124	366,423	-	1,630,129
Foreign currencies	64,138	5,571	-	-	-	69,709
Certificate of deposits:						
Rupiah	-	-	-	-	198,282	198,282
Others:						
Foreign currencies	106	-	-	-	-	106
	2,533,375	1,928,141	176,124	366,423	198,282	5,202,345
Less:						
Allowance for impairment losses						
Rupiah						(663)
Foreign currencies						(21)
						(684)
Total placements with Bank Indonesia and other banks - net						**5,201,661**

As of 31 December 2024 and 2023, the Group did not have balances of placements with other banks from related parties.

7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

Changes in unrealised gains (losses) from placements with other banks measured at fair value through other comprehensive income are as follows:

	2024	2023
Balance, beginning of year - before deferred income tax	(1,086)	-
Addition of unrealised gains (losses) during the year - net	1,110	(1,086)
Realised gains (losses) during the year - net	(24)	-
Total before deferred income tax	-	(1,086)
Deferred income tax (Note 20)	-	206
Balance, end of year - net	-	**(880)**

During 2024 and 2023, all placements with other banks were categorised as stage 1, had not experienced a significant increase in credit risk since initial recognition and had no objective evidence of impairment. The changes in the allowance for impairment losses on placements with other banks are as follows:

	2024			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(684)	-	-	(684)
Net changes in exposure	(1,006)	-	-	(1,006)
Foreign exchange difference	(22)	-	-	(22)
Balance, end of year	**(1,712)**	-	-	**(1,712)**

	2023			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(5,463)	-	-	(5,463)
Net changes in exposure	4,639	-	-	4,639
Foreign exchange difference	140	-	-	140
Balance, end of year	**(684)**	**-**	**-**	**(684)**

Average effective interest rates (yield) per annum of placements with Bank Indonesia and other banks were as follows:

	2024	2023
Bank Indonesia and call money:		
Rupiah	5.77%	5.70%
Foreign currencies	4.43%	4.87%
Time deposits:		
Rupiah	5.89%	4.41%
Foreign currencies	3.00%	2.62%
Certificates of deposits:		
Rupiah	6.47%	6.24%

7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

The range of contractual interest rates of time deposits owned by the Group in Rupiah currency during the years ended 31 December 2024 and 2023 were 2.00% - 7.55% and 2.00% - 6.80%, respectively, and for certificates of deposit in Rupiah are 6.53% and 6.53%, respectively, while time deposits in foreign currencies were 1.00% - 4.85% and 2.00% - 5.09%, respectively.

As of 31 December 2024 and 2023, there were no placements with Bank Indonesia and other banks which were used as collateral for securities trading transaction.

As of 31 December 2024 and 2023, management believes that the allowance for impairment losses is adequate to cover possible losses arising from uncollectible placements with Bank Indonesia and other banks.

Information on the classification and fair value of placements with Bank Indonesia and other banks is disclosed in Note 37. Information on the maturity of placements with Bank Indonesia and other banks is disclosed in Note 43.

8. FINANCIAL ASSETS AND LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS

Financial assets and liabilities at fair value through profit or loss consist of:

	2024		2023	
	Nominal value	Fair value	Nominal value	Fair value
Financial assets:				
Securities				
Sekuritas Rupiah Bank Indonesia	19,397,441	18,448,845	9,842,000	9,556,560
Government bonds	2,023,959	1,977,974	1,086,678	1,101,960
Bank Indonesia Treasury Bills	-	-	3,485,881	3,474,298
Sukuk	383,904	454,796	51,796	51,082
Corporate bonds	33,000	32,636	12,650	12,656
Mutual Funds	120,237	127,688	119,918	123,033
Investment in shares	-	27,072	-	297,442
Others	230,272	234,398	189,354	224,115
	22,188,813	21,303,409	14,788,277	14,841,146
Derivative assets				
Forward		153,034		91,843
Swap		66,842		121,817
Spot		1,332		3,854
		221,208		217,514
		21,524,617		15,058,660
Financial liabilities:				
Derivative liabilities				
Forward		77,894		47,698
Swap		175,087		73,204
Spot		4,611		1,863
Others		21		-
		257,613		122,765

8. FINANCIAL ASSETS AND LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS (continued)

The detail of investment in shares owned by the Group based on counterparties as of 31 December 2024 and 2023 are as follows:

	2024	2023
Related parties	8,662	8,642
Third parties	18,410	288,800
Total investment in shares	**27,072**	**297,442**

Information on the classification and fair value of financial assets and liabilities measured at fair value through profit or loss is disclosed in Note 37. Information on the maturity of financial assets and liabilities measured at fair value through profit or loss is disclosed in Note 43.

9. ACCEPTANCE RECEIVABLES AND PAYABLES

a. The details of acceptance receivables

	2024	2023
Rupiah		
Non-bank debtors	3,760,887	4,370,505
Other banks	354,020	401,305
	4,114,907	4,771,810
Less:		
Allowance for impairment losses	(78,539)	(143,001)
	4,036,368	4,628,809
Foreign currencies		
Non-bank debtors	5,758,925	9,866,681
Other banks	187,910	304,248
	5,946,835	10,170,929
Less:		
Allowance for impairment losses	(362,156)	(140,114)
	5,584,679	10,030,815
Total acceptance receivables - net	**9,621,047**	**14,659,624**

9. ACCEPTANCE RECEIVABLES AND PAYABLES (continued)

b. The details of acceptance payables

	2024	2023
Rupiah		
Non-bank debtors	545,595	601,745
Other banks	775,494	872,788
	1,321,089	1,474,533
Foreign currencies		
Non-bank debtors	190,996	306,438
Other banks	3,139,870	4,920,285
	3,330,866	5,226,723
Total acceptance payables	**4,651,955**	**6,701,256**

c. The movement of allowance for impairment losses of acceptance receivables

	2024			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(77,889)	(25,439)	(179,787)	(283,115)
Transfer to lifetime expected credit losses (Stage 2)	9,187	(113,409)	-	(104,222)
Transfer to credit impaired (Stage 3)	62	3,329	(7,684)	(4,293)
Transfer to 12 months expected credit losses (Stage 1)	(150)	25,681	-	25,531
Net changes in exposure	32,419	11,512	(110,040)	(66,109)
Foreign exchange difference	(1,719)	(108)	(6,660)	(8,487)
Balance, end of year	**(38,090)**	**(98,434)**	**(304,171)**	**(440,695)**

	2023			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(89,779)	(26,245)	(199,433)	(315,457)
Transfer to lifetime expected credit losses (Stage 2)	309	(7,185)	-	(6,876)
Transfer to 12 months expected credit losses (Stage 1)	(27)	55	-	28
Net changes in exposure	10,320	7,821	19,156	37,297
Foreign exchange difference	1,288	115	490	1,893
Balance, end of year	**(77,889)**	**(25,439)**	**(179,787)**	**(283,115)**

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible acceptance receivables.

As of 31 December 2024 and 2023, the Bank did not have balances of acceptance receivables and payables to and from related parties.

9. ACCEPTANCE RECEIVABLES AND PAYABLES (continued)

Information on the classification and fair value of acceptance receivables and payables is disclosed in Note 37. Information on the maturity of acceptance receivables and payables is disclosed in Note 43.

10. BILLS RECEIVABLE

a. The details of bills receivable

	2024	2023
Rupiah		
Non-bank debtors	-	13,153
Other banks	3,497,781	5,237,645
	3,497,781	5,250,798
Less:		
Allowance for impairment losses	(481)	(798)
	3,497,300	5,250,000
Foreign currencies		
Non-bank debtors	640,986	622,915
Other banks	4,756,118	4,514,327
	5,397,104	5,137,242
Less:		
Allowance for impairment losses	(2,635)	(3,718)
	5,394,469	5,133,524
Total bills receivables - net	**8,891,769**	**10,383,524**

b. The movement of allowance for impairment losses of bills receivables

The movement of allowance for impairment losses of bills receivables were as follows:

	2024			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(4,516)	-	-	(4,516)
Transfer to 12 months expected credit losses (Stage 1)	(75)	-	-	(75)
Net changes in exposure	1,551	-	8	1,559
Foreign exchange difference	(76)	-	(8)	(84)
Balance, end of year	**(3,116)**	**-**	**-**	**(3,116)**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

10. BILLS RECEIVABLE (continued)

b. The movement of allowance for impairment losses of bills receivables (continued)

The movement of allowance for impairment losses of bills receivables were as follows: (continued)

	2023			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(2,106)	-	(5,029)	(7,135)
Transfer to 12 months expected credit losses (Stage 1)	3	-	-	3
Net changes in exposure	(2,634)	-	5,163	2,529
Foreign exchange difference	221	-	(134)	87
Balance, end of year	**(4,516)**	**-**	**-**	**(4,516)**

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible bills receivables.

As of 31 December 2024 and 2023, the Bank did not have balances of bills receivables to related parties.

Average effective interest rates (yield) per annum of bills receivable were as follows:

	2024	2023
Rupiah	9.11%	11.55%
Foreign currencies	6.09%	5.52%

Information on the classification and fair value of bills receivables is disclosed in Note 37. Information on the maturity of bills receivables is disclosed in Note 43.

11. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL

This account represents receivables to Bank Indonesia, other banks and third party for securities purchased with agreements to resell with details as follows:

	2024					
	Range of purchase date	Range of sale date	Resell price	Deferred interest income	Allowance for impairment losses	Carrying value
Transactions with Bank Indonesia:						
Underlying instruments:						
Government bonds	28 Nov 24	28 Feb 25	48,312	(503)	-	47,809
			48,312	(503)	-	47,809
Transactions with other banks:						
Underlying instruments:						
Government bonds	18 - 31 Dec 24	2 - 13 Jan 25	932,726	(860)	(91)	931,775
Sekuritas Rupiah Bank Indonesia	16 - 30 Dec 24	13 Jan 25	435,353	(938)	-	434,415
			1.368.079	(1,798)	(91)	1,366,190
Transactions with non-bank:						
Underlying instruments:						
Shares	3 Oct - 16 Dec 24	3 Jan - 16 Jun 25	38,273	(1,760)	(950)	35,563
			38,273	(1,760)	(950)	35,563
			1,454,664	**(4,061)**	**(1,041)**	**1,449,562**

11. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL (continued)

This account represents receivables to Bank Indonesia, other banks and third party for securities purchased with agreements to resell with details as follows: (continued)

	2023					
	Range of purchase date	Range of sale date	Resell price	Deferred interest income	Allowance for impairment losses	Carrying value
Transactions with Bank Indonesia:						
Underlying instruments:						
Government bonds	6 Jan - 27 Dec 23	5 Jan - 16 Aug 24	88,093,534	(1,733,855)	-	86,359,679
Government Treasury Bills	28 Apr - 29 Dec 23	3 Jan - 2 Aug 24	5,269,636	(2,988,267)	-	2,281,369
			93,363,170	(4,722,122)	-	88,641,048
Transactions with other banks:						
Underlying instruments:						
Government bonds	6 - 27 Dec 23	3 - 19 Jan 24	3,237,274	(4,312)	-	3,232,962
Sekuritas Rupiah Bank Indonesia	6 - 22 Dec 23	4 - 8 Jan 24	1,188,849	(1,122)	-	1,187,727
			4,426,123	(5,434)	-	4,420,689
Transactions with non-bank:						
Underlying instruments:						
Shares	12 - 29 Dec 23	12 Mar - 28 Jun 24	38,118	(2,704)	(998)	34,416
			38,118	(2,704)	(998)	34,416
			97,827,411	**(4,730,260)**	**(998)**	**93,096,153**

The movement of allowance for impairment losses on securities purchased under agreements to resell was as follows:

	2024			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(998)	-	-	(998)
Net changes in exposure	(43)	-	-	(43)
Balance, end of year	**(1,041)**	**-**	**-**	**(1,041)**

	2023			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(1,299)	-	-	(1,299)
Net changes in exposure	301	-	-	301
Balance, end of year	**(998)**	**-**	**-**	**(998)**

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible securities purchased under agreements to resell.

All securities purchased under agreements to resell as of 31 December 2024 and 2023 were denominated in Rupiah currency.

As of 31 December 2024 and 2023, the Group did not have balances of securities purchased under agreements to resell with related parties.

Average effective interest rates (yield) per annum of securities purchased under agreements to resell for the years ended 31 December 2024 and 2023 were 6.33% and 6.35%, respectively.

Information on the classification and fair value of securities purchased under agreements to resell is disclosed in Note 37. Information on the maturity of securities purchased under agreements to resell is disclosed in Note 43.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

12. LOANS RECEIVABLE

Loans receivable consisted of:

a. By type and currency

	2024	2023
Rupiah		
Related parties:		
Working capital	2,784,576	1,827,412
Investment	4,330,825	6,493,055
Consumer	6,031	10,530
	7,121,432	8,330,997
Third parties:		
Working capital	374,978,288	340,718,796
Investment	295,232,947	234,837,040
Consumer	159,147,765	141,807,967
Credit card	18,222,967	15,783,861
Employee loans	3,212,348	3,145,449
	850,794,315	736,293,113
	857,915,747	744,624,110
Foreign currencies		
Related parties:		
Investment	109,077	147,524
Third parties:		
Working capital	27,714,957	33,698,753
Investment	15,571,072	13,726,327
	43,286,029	47,425,080
	43,395,106	47,572,604
Total loans receivable	901,310,853	792,196,714
Less: Allowance for impairment losses		
Rupiah	(28,799,245)	(28,206,052)
Foreign currencies	(3,825,398)	(5,102,823)
	(32,624,643)	(33,308,875)
Total loans receivable - net	**868,686,210**	**758,887,839**

12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

b. By economic sector and collectability

This additional information is required by the applicable regulations and is not mandated by the Financial Accounting Standards in Indonesia. This additional information is part of Note 51 to the consolidated financial statements:

	2024						
	Current	Special mention	Sub-standard	Doubtful	Loss	Allowance for impairment losses	Total
Rupiah							
Manufacturing	164,078,070	3,784,149	122,951	181,169	6,814,046	(10,367,149)	164,613,236
Business services	150,016,582	1,932,084	29,544	98,848	219,464	(4,519,122)	147,777,400
Trading, restaurants and hotels	171,609,428	2,657,316	409,893	312,635	3,026,112	(7,821,397)	170,193,987
Agriculture and agricultural facilities	36,053,366	132,730	13,225	13,374	250,876	(840,220)	35,623,351
Construction	38,196,432	183,159	82,933	18,162	113,053	(968,773)	37,624,966
Transportation and warehousing	34,625,603	196,161	5,838	8,073	39,480	(541,705)	34,333,450
Social/public services	10,481,970	121,748	9,201	23,315	22,922	(214,832)	10,444,324
Mining	19,188,010	130,963	1,970	-	28,833	(295,902)	19,053,874
Electricity, gas, and water	32,067,155	11,022	3,319	1,835	9,427	(278,121)	31,814,637
Household activities	153,645,837	6,393,586	411,758	506,996	1,821,509	(2,474,243)	160,305,443
Others	16,608,703	995,792	49,038	83,605	72,477	(477,781)	17,331,834
	826,571,156	16,538,710	1,139,670	1,248,012	12,418,199	(28,799,245)	829,116,502
Foreign currencies							
Manufacturing	20,546,482	1,020,940	-	-	772,182	(1,873,706)	20,465,898
Business services	2,357,013	-	-	-	-	(41,240)	2,315,773
Trading, restaurants and hotels	4,903,904	1,059,735	-	-	-	(1,780,502)	4,183,137
Agriculture and agricultural facilities	1,696,207	-	-	-	-	(17,675)	1,678,532
Construction	4,878	-	-	-	-	-	4,878
Transportation and warehousing	2,966,830	-	-	-	-	(53,809)	2,913,021
Social/public services	30,429	-	-	-	-	(207)	30,222
Mining	7,270,810	-	-	-	-	(46,915)	7,223,895
Electricity, gas, and water	765,696	-	-	-	-	(11,344)	754,352
	40,542,249	2,080,675	-	-	772,182	(3,825,398)	39,569,708
Total	**867,113,405**	**18,619,385**	**1,139,670**	**1,248,012**	**13,190,381**	**(32,624,643)**	**868,686,210**

	2023						
	Current	Special mention	Sub-standard	Doubtful	Loss	Allowance for impairment losses	Total
Rupiah							
Manufacturing	147,054,171	3,346,022	1,389,254	223,865	2,850,710	(8,648,573)	146,215,449
Business services	131,719,461	2,483,034	25,329	22,944	126,194	(5,644,536)	128,732,426
Trading, restaurants and hotels	158,487,639	3,025,986	343,151	378,470	2,263,191	(7,501,129)	156,997,308
Agriculture and agricultural facilities	30,681,430	155,371	3,248	87,453	119,930	(931,105)	30,116,327
Construction	33,994,897	303,115	25,292	79,823	142,185	(828,537)	33,716,775
Transportation and warehousing	24,993,376	90,244	246,557	3,352	13,171	(667,021)	24,679,679
Social/public services	11,174,243	110,908	9,808	19,968	11,594	(1,087,268)	10,239,253
Mining	12,802,808	16,354	-	31	1,684	(152,904)	12,667,973
Electricity, gas, and water	15,026,015	11,648	234	6,627	5,056	(139,250)	14,910,330
Household activities	136,976,779	5,810,519	333,320	361,498	1,480,710	(2,196,613)	142,766,213
Others	14,826,201	812,364	33,389	56,841	56,646	(409,116)	15,376,325
	717,737,020	16,165,565	2,409,582	1,240,872	7,071,071	(28,206,052)	716,418,058
Foreign currencies							
Manufacturing	23,881,384	381,987	-	-	3,455,165	(3,671,047)	24,047,489
Business services	2,796,647	-	-	-	-	(68,229)	2,728,418
Trading, restaurants and hotels	6,269,049	322,417	-	-	21,645	(1,251,454)	5,361,657
Agriculture and agricultural facilities	4,092,181	-	-	-	-	(28,851)	4,063,330
Construction	3,457	-	-	-	-	-	3,457
Transportation and warehousing	2,800,131	-	-	-	-	(57,943)	2,742,188
Social/public services	18,355	-	-	-	-	(185)	18,170
Mining	2,612,974	-	-	-	-	(9,729)	2,603,245
Electricity, gas, and water	917,212	-	-	-	-	(15,385)	901,827
	43,391,390	704,404	-	-	3,476,810	(5,102,823)	42,469,781
Total	**761,128,410**	**16,869,969**	**2,409,582**	**1,240,872**	**10,547,881**	**(33,308,875)**	**758,887,839**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

c. By maturity period

Loans receivable by maturity period based on loan agreements:

	2024	2023
Rupiah		
Up to 1 year	268,579,074	236,808,450
> 1 - 5 years	186,315,071	172,355,082
> 5 years	403,021,602	335,460,578
	857,915,747	744,624,110
Foreign currencies		
Up to 1 year	16,573,059	23,276,365
> 1 - 5 years	11,981,182	9,467,615
> 5 years	14,840,865	14,828,624
	43,395,106	47,572,604
Total loans receivable	901,310,853	792,196,714
Less:		
Allowance for impairment losses	(32,624,643)	(33,308,875)
Total loans receivable - net	**868,686,210**	**758,887,839**

d. By staging

Below is movement of loans based on stages during the years ended 31 December 2024 and 2023:

	2024			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	757,146,891	20,089,525	14,960,298	792,196,714
Transfer to lifetime expected credit losses (Stage 2)	(24,386,823)	26,065,000	(1,745,561)	(67,384)
Transfer to credit impaired (Stage 3)	(725,285)	(12,634,512)	12,688,630	(671,167)
Transfer to 12 months expected credit losses (Stage 1)	11,067,999	(10,201,732)	(1,473,483)	(607,216)
Net changes in exposure	119,944,609	(3,185,859)	(4,668,915)	112,089,835
Written-off during the year	-	-	(3,564,430)	(3,564,430)
Foreign exchange difference	1,701,931	123,483	109,087	1,934,501
Balance, end of year	**864,749,322**	**20,255,905**	**16,305,626**	**901,310,853**

	2023			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	659,148,954	23,910,392	11,877,176	694,936,522
Transfer to lifetime expected credit losses (Stage 2)	(20,084,971)	22,751,516	(2,751,902)	(85,357)
Transfer to credit impaired (Stage 3)	(1,427,035)	(13,177,663)	14,539,732	(64,966)
Transfer to 12 months expected credit losses (Stage 1)	12,880,798	(11,686,164)	(1,685,407)	(490,773)
Net changes in exposure	107,269,477	(1,709,758)	(4,454,015)	101,105,704
Written-off during the year	-	-	(2,500,255)	(2,500,255)
Foreign exchange difference	(640,332)	1,202	(65,031)	(704,161)
Balance, end of year	**757,146,891**	**20,089,525**	**14,960,298**	**792,196,714**

12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

e. Syndicated loans

Syndicated loans represent loans provided to debtors under syndication agreements with other banks. Syndicated loans with risk sharing participation to the Bank's financing were as follows:

	2024	2023
Bank's participation as participant, ranged between 2.00% - 81.49% and 2.87% - 71.00% respectively, for the years ended 31 December 2024 and 2023, with outstanding balance of Rp 35,632,219 and USD 531,931,204 (full amount) as of 31 December 2024 (2023: Rp 30,734,037 and USD 459,092,868 (full amount))	44,193,652	37,802,690
Bank's participation as arranger, ranged between 10.00% - 75.00% and 9.95% - 75.00% respectively, for the years ended 31 December 2024 and 2023, with outstanding balance of Rp 41,979,477 and USD 143,021,571 (full amount) as of 31 December 2024 (2023: Rp 27,121,490 and USD 43,895,806 (full amount))	44,281,409	27,797,353
	88,475,061	**65,600,043**

f. Restructured loans

In accordance with No.17/POJK.03/2021 dated 10 September 2021 regarding the second amendment of the impact of the COVID-19 pandemic which replaced by OJK Press Release No. SP.85/DHMS/OJK/XI.2022 dated 28 November 2022 regarding extension of targeted and sectoral credit and financing restructuring policies due to the continued impact of the Covid pandemic, the Bank has carried out credit restructuring for debtors affected by COVID-19 and also identified as well as monitored the debtor's condition on an ongoing basis. The credit and financing restructuring policies as stated above has ended on 31 March 2024.

The amount of restructured loans by the Bank as of 31 December 2024 and 2023 amounting to Rp 28,786,602 and Rp 40,581,823, respectively. Credit restructuring carried out by modifying the facility structure and credit terms, including lowering credit interest rates, extending credit terms, and others.

12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

f. Restructured loans (continued)

This additional information is required by the applicable regulations and is not mandated by the Financial Accounting Standards in Indonesia. This additional information is part of Note 51 to the consolidated financial statements:

	2024	2023
Current	11,897,353	21,392,020
Special mention	6,860,802	8,486,902
Sub-standard	386,834	1,727,384
Doubtful	221,515	442,858
Loss	9,420,098	8,532,659
	28,786,602	**40,581,823**

Total restructured loans and under non-performing loan ("NPL") category as of 31 December 2024 and 2023 are amounting to Rp 10,028,447 and Rp 10,702,901, respectively.

g. The movement of allowance for impairment losses on loans receivable

	2024			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(12,733,822)	(10,303,493)	(10,271,560)	(33,308,875)
Transfer to lifetime expected credit losses (Stage 2)	1,793,010	(5,834,839)	686,359	(3,355,470)
Transfer to credit impaired (Stage 3)	94,436	3,422,967	(4,883,438)	(1,366,035)
Transfer to 12 months expected credit losses (Stage 1)	(635,109)	1,754,524	412,258	1,531,673
Net changes in exposure	(288,416)	1,226,107	(434,669)	503,022
Written-off during the year	-	-	3,564,430	3,564,430
Foreign exchange difference	(32,977)	(72,785)	(87,626)	(193,388)
Balance, end of year	**(11,802,878)**	**(9,807,519)**	**(11,014,246)**	**(32,624,643)**

	2023			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(12,899,997)	(13,279,002)	(7,768,519)	(33,947,518)
Transfer to lifetime expected credit losses (Stage 2)	1,444,978	(4,816,902)	1,302,571	(2,069,353)
Transfer to credit impaired (Stage 3)	284,632	5,259,724	(6,793,830)	(1,249,474)
Transfer to 12 months expected credit losses (Stage 1)	(1,633,602)	2,877,287	575,332	1,819,017
Net changes in exposure	64,144	(337,964)	(136,509)	(410,329)
Written-off during the year	-	-	2,500,255	2,500,255
Foreign exchange difference	6,023	(6,636)	49,140	48,527
Balance, end of year	**(12,733,822)**	**(10,303,493)**	**(10,271,560)**	**(33,308,875)**

Management believes that allowance for impairment losses provided was adequate to cover possible losses on uncollectible loans receivable.

12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

g. The movement of allowance for impairment losses on loans receivable (continued)

As of 31 December 2024 and 2023, allowance for impairment losses on loans receivable to related parties amounting to Rp 56,052 and Rp 71,862, respectively.

h. Joint financing

The Bank entered into joint financing agreements with PT BCA Finance (previously with PT BCA Finance and PT BCA Multi Finance), the Subsidiary, for financing the purchase of vehicles. All risks from the loss arising from these joint financing facilities will be borne proportionally by both parties based on respective financing participation (without recourse). The Bank's portion of outstanding balance of joint financing receivable facilities as of 31 December 2024 and 2023 were Rp 54,623,153 and Rp 46,927,073, respectively.

i. The carrying amount of loans receivable are as follows:

	2024	2023
Loans receivable	901,310,853	792,196,714
Accrued interest income	3,343,491	2,732,906
Allowance for impairment losses (Note 12g)	(32,624,643)	(33,308,875)
	872,029,701	**761,620,745**

j. Other significant information relating to loans receivable

As of 31 December 2024 and 2023, the Bank had no loans receivable which were pledged as collaterals.

Demand deposits, saving and time deposits pledged as collateral for loans receivable amounting to Rp 18,465,132 and Rp 17,626,804, respectively, as of 31 December 2024 and 2023 (Note 19).

Employee loans are loans given to Bank's employees with interest rate at 4% per annum for housing loans, motor vehicle loans, and loans for other purposes and the terms between 8 years to 20 years, specifically for the period 2022 - 2026 the Bank provides relief to employees with an interest rate of 3.5% per year. Repayment of principal and interest which will be effected through monthly salary deductions. The difference between the rate and market rate will be recognised as subsidy and recorded as other assets, also amortised over the life of the loans.

12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

j. Other significant information relating to loans receivable (continued)

Average effective interest rates (yield) per annum of loans receivable were as follows:

	2024	2023
Rupiah	7.68%	7.63%
Foreign currencies	5.85%	5.54%

Information regarding the ratio of small enterprises loans to total loans receivable provided by the Bank and the non-performing loan ("NPL") ratio is disclosed in Note 51.

Information on the classification and fair value of loans receivable is disclosed in Note 37. Information on the details of loans receivable by geographic region is disclosed in Note 41. Information on the maturity of loan receivables is disclosed in Note 43.

13. CONSUMER FINANCING RECEIVABLES

The Subsidiary's amortised cost of consumer financing receivables were as follows:

	2024	2023
Consumer financing receivables		
- Self-financing by Subsidiaries	5,642,551	5,735,549
- Share in joint financing with related party without recourse	11,067,888	9,770,331
Unamortised administration income - net	(514,472)	(539,183)
Unearned consumer financing income	(6,397,119)	(5,925,301)
Consumer financing receivables, before allowance for impairment losses	9,798,848	9,041,396
Less:		
Allowance for impairment losses	(363,284)	(327,946)
Total consumer financing receivables - net	**9,435,564**	**8,713,450**

13. CONSUMER FINANCING RECEIVABLES (continued)

Contractual interest rates per annum for consumer financing during 2024 and 2023 were 3.62% - 49.98% and 3.53% - 50.56%, respectively.

The Subsidiary's provide consumer financing contracts for 4 (four) wheels motor vehicles with terms ranging from 3 (three) months to 6 (six) years, while consumer financing contracts for 2 (two) wheels motor vehicles ranging from 1 (one) year to 4 (four) years.

The movement in the allowance for impairment losses on consumer financing receivables was as follows:

	2024			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(170,906)	(17,819)	(139,221)	(327,946)
Net changes in exposure	43,188	(1,041)	(395,649)	(353,502)
Written-off during the year	-	-	318,164	318,164
Balance, end of year	**(127,718)**	**(18,860)**	**(216,706)**	**(363,284)**

	2023			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(250,892)	(31,578)	(127,759)	(410,229)
Net changes in exposure	79,986	13,759	(266,693)	(172,948)
Written-off during the year	-	-	255,231	255,231
Balance, end of year	**(170,906)**	**(17,819)**	**(139,221)**	**(327,946)**

The collection of consumer financing receivables previously written-off amounting to Rp 25,843 and Rp 33,176 for the years ended 31 December 2024 and 2023, respectively.

Written-off consumer financing receivables were receivables which overdue for more than 150 (one hundred and fifty) days for 4 (four) wheels motor vehicles and more than 180 (one hundred and eighty) days for 2 (two) wheels motor vehicles. The write-offs are executed based on management case by case assessment.

As of 31 December 2024 and 2023 consumer financing receivables, before deduction of unearned income, amounting to Rp nil and Rp 265,734, respectively, were pledged as collateral to borrowings (Note 21).

The consumer financing receivables are secured by the related certificates of ownership ("BPKB") of the vehicles financed by the Subsidiary.

Management believes that the allowance for impairment losses is adequate to cover possible losses arising from uncollectible consumer financing receivables.

13. CONSUMER FINANCING RECEIVABLES (continued)

Information on the classification and fair value of consumer financing receivables is disclosed in Note 37. Information on the maturity of consumer financing receivables is disclosed in Note 43.

14. INVESTMENT SECURITIES

The details of investment securities by type and currency as of 31 December 2024 and 2023 were as follows:

	2024				
Description	Nominal amount	Unamortised premium (discount)	Unrealised gain (loss)	Allowance for impairment losses	Carrying value
Rupiah					
Measured at amortised cost:					
Government bonds,					
- recapitalisation	1,930,915	18,519	-	-	1,949,434
- non-recapitalisation	120,775,680	1,522,191	-	-	122,297,871
Sukuk	52,876,003	(668,597)	-	(75)	52,207,331
Mutual fund units	300,000	-	-	(3,000)	297,000
Corporate bonds	6,877,539	884	-	(44,814)	6,833,609
Medium-term notes	3,000,000	-	-	(619)	2,999,381
Money market instruments	775,000	-	-	(7,750)	767,250
Sekuritas Rupiah Bank Indonesia	80,123,326	(2,953,300)	-	-	77,170,026
Others	13,433	(5,002)	-	-	8,431
Measured at fair value through other comprehensive income:					
Government bonds,					
- non-recapitalisation	39,868,912	570,582	281,198	-	40,720,692
Sukuk of Bank Indonesia	1,035,278	-	15,474	-	1,050,752
Sukuk	18,340,338	(299,609)	33,749	(21,316)	18,053,162
Mutual fund units	14,062,049	-	310,914	(12,538)	14,360,425
Corporate bonds	22,740,537	-	(264,785)	(357,097)	22,118,655
Investment in shares	645,752	-	-	(105,260)	540,492
Sekuritas Rupiah Bank Indonesia	138,791	(6,799)	(531)	-	131,461
	363,503,553	(1,821,131)	376,019	(552,469)	361,505,972
Foreign currencies					
Measured at amortised cost:					
Government bonds,					
- non-recapitalisation	2,474,705	5,999	-	-	2,480,704
T-Bond USA	1,287,600	(3,077)	-	(97)	1,284,426
Corporate bonds	2,893,076	53,572	-	-	2,946,648
Sukuk	997,890	(8,275)	-	-	989,615
Measured at fair value through other comprehensive income:					
Government bonds,					
- non-recapitalisation	434,565	33	(1,858)	-	432,740
Sukuk	1,529,025	(3,351)	(13,822)	-	1,511,852
	9,616,861	44,901	(15,680)	(97)	9,645,985
Total investment securities	**373,120,414**	**(1,776,230)**	**360,339**	**(552,566)**	**371,151,957**

14. INVESTMENT SECURITIES (continued)

The details of investment securities by type and currency as of 31 December 2024 and 2023 were as follows: (continued)

Description	2023				
	Nominal amount	Unamortised premium (discount)	Unrealised gains (losses)	Allowance for impairment losses	Carrying value
Rupiah					
Measured at amortised cost:					
Government bonds,					
- recapitalisation	2,614,600	27,643	-	-	2,642,243
- non-recapitalisation	100,125,166	1,873,069	-	-	101,998,235
Sukuk	45,009,102	(301,846)	-	(108)	44,707,148
Mutual fund units	62,000	-	-	(620)	61,380
Corporate bonds	8,863,539	1,093	-	(54,050)	8,810,582
Medium-term notes	5,050,000	-	-	(1,857)	5,048,143
Sekuritas Rupiah Bank Indonesia	32,500,000	(1,446,612)	-	-	31,053,388
Others	11,389	-	-	-	11,389
Measured at fair value through other comprehensive income:					
Government bonds,					
- non-recapitalisation	44,873,694	822,747	954,328	-	46,650,769
Sukuk of Bank Indonesia	1,311,470	-	6,324	-	1,317,794
Sukuk	29,074,575	(405,407)	250,283	(43,946)	28,875,505
Mutual fund units	12,398,000	-	151,548	(14,637)	12,534,911
Corporate bonds	18,403,094	(75,000)	(156,056)	(323,637)	17,848,401
Medium-term notes	200,000	-	(1,340)	(870)	197,790
Investment in shares	556,359	-	-	(104,366)	451,993
	301,052,988	495,687	1,205,087	(544,091)	302,209,671
Foreign currencies					
Measured at amortised cost:					
Government bonds,					
- non-recapitalisation	2,629,847	34,470	-	(77)	2,664,240
T-Bond USA	1,431,921	(11,528)	-	(300)	1,420,093
Corporate bonds	30,800	86	-	(12)	30,874
Sukuk	3,137,370	121,462	-	-	3,258,832
Measured at fair value through other comprehensive income:					
Government bonds,					
- non-recapitalisation	538,895	1,173	(6,415)	-	533,653
Sukuk	1,955,419	(3,811)	(15,347)	-	1,936,261
	9,724,252	141,852	(21,762)	(389)	9,843,953
Total investment securities	**310,777,240**	**637,539**	**1,183,325**	**(544,480)**	**312,053,624**

As of 31 December 2024, investment securities included government bonds and *Sekuritas Rupiah Bank Indonesia* with a carrying value of Rp 936,754 (par value of Rp 900,000) and Rp 285,505, respectively, according to the agreement, The Bank must buy back the government bonds on 2 January 2025 and 6 January 2025, also on 13 January 2025 for the *Sekuritas Rupiah Bank Indonesia*. Total liabilities at carrying amount ("securities sold under agreements to repurchase") in the consolidated statement of financial position amounted to Rp 1,330,996 as of 31 December 2024.

As of 31 December 2023, investment securities included government bonds with a carrying value of Rp 1,117,220 (par value of Rp 1,092,402), according to the agreement, The Bank must buy back the government bonds on 15 August 2028 and 12 February 2029. Total liabilities at carrying amount ("securities sold under agreements to repurchase") in the consolidated statement of financial position amounted to Rp 1,054,780 as of 31 December 2023.

14. INVESTMENT SECURITIES (continued)

The details of investment in mutual funds owned by the Group which are classified by name and total units owned as of 31 December 2024 and 2023 are as follows:

Investment in mutual funds	2024		2023	
	Total units	Carrying amount	Total units	Carrying amount
Reksa Dana Terproteksi Syailendra Capital Protected Fund 54	500	551.411	500	522.989
Reksa Dana Batavia Dana Kas Gebyar	137	528.923	137	501.688
Reksa Dana Tram Pundi Kas 2	350	528.250	350	501.055
Reksa Dana Terproteksi Trimegah Terproteksi Dana Berkala 11	500	517.211	500	515.791
Reksa Dana Terproteksi Ashmore Dana Terproteksi Nusantara IV	500	515.943	500	501.620
Reksa Dana Terproteksi Bahana Centrum Protected Fund 232	500	514.010	500	512.745
Reksa Dana Terproteksi Bahana Centrum Protected Fund 233	500	513.878	500	511.863
Reksa Dana Terproteksi Batavia Proteksi Maxima 50	500	513.715	500	506.204
Reksa Dana Terproteksi Schroder IDR Income Plan VII	500	513.497	500	501.579
Reksa Dana Terproteksi Mandiri Investa 2	500	511.401	500	510.344
Reksa Dana Terproteksi Batavia Proteksi Maxima 51	500	510.296	500	509.550
Reksa Dana Terproteksi Panin Proteksi 2031	500	510.130	500	508.710
Reksa Dana Terproteksi BNI-AM Proteksi Amarilis	500	509.826	500	508.453
Reksa Dana Terproteksi Eastspring Bakti Proteksi 1	500	509.665	500	504.740
Reksa Dana Terproteksi Danareksa Proteksi 90	500	507.718	500	503.397
Reksa Dana Terproteksi Bahana Centrum Protected Fund 227	500	506.898	500	506.569
Reksa Dana Terproteksi Trimegah Dana Berkala 12	500	506.585	500	503.483
Reksa Dana Terproteksi Premier Proteksi XII	500	506.158	500	501.113
Reksa Dana Terproteksi Allianz Capital Protected Fund 62	500	506.140	500	501.117
Reksa Dana Terproteksi Danareksa Proteksi 85	500	505.896	500	504.421
Reksa Dana Terproteksi BNI-AM Proteksi Kamelia	500	505.233	500	504.953
Reksa Dana Terproteksi Mandiri Investa 3	499	503.893	500	503.554
Reksa Dana Terproteksi Manulife Proteksi Dana Utama VI	500	503.458	500	503.121
Reksa Dana Terproteksi BRI MI Proteksi 103	500	502.991	-	-
Reksa Dana Terproteksi Panin Proteksi 2038	500	502.968	-	-
Reksa Dana Terproteksi Manulife Proteksi Dana Utama VII	500	502.225	-	-
Reksa Dana Terproteksi Trimegah Dana Berkala 16	250	252.424	-	-
Reksa Dana BNP Paribas Obligasi Berlian	222	223.828	222	229.967
Reksa Dana Terproteksi BNP Paribas Lumina Proteksi Rupiah	200	203.454	200	200.425
Reksa Dana Syariah Trimegah Kas Syariah	105	150.146	111	150.168
Reksa Dana Syariah Penyertaan Terbatas PNM Pembiayaan Mikro BUMN Seri XII	100	100.000	-	-
Reksa Dana Syariah Penyertaan Terbatas PNM Pembiayaan Mikro BUMN Seri XIII	100	100.000	-	-
Reksa Dana Syariah Penyertaan Terbatas PNM Pembiayaan Mikro BUMN Seri XIV	100	100.000	-	-
Reksa Dana Bahana ABF Indonesia Bond Index Fund	1	69.785	-	-
Reksa Dana Terproteksi Allianz Capital Protected Fund 65	65	66.032	-	-
Reksa Dana Syariah Majoris Pasar Uang Syariah Indonesia	18	25.025	19	25.028
Reksa Dana Eastspring Syariah Fixed Income Amanah Kelas A	7	10.322	7	10.102

14. INVESTMENT SECURITIES (continued)

The detail of investment in mutual funds which owned by the Group which are classified by name and total units owned as of 31 December 2024 and 2023 are as follows: (continued)

Investment in mutual funds (continued)	2024		2023	
	Total units	Carrying amount	Total units	Carrying amount
Reksa Dana Syailendra Pendapatan Tetap Premium	6	10.319	6	10.217
Reksa Dana BNP Paribas Prima II	9	10.232	9	10.245
Reksa Dana Schroder Prestasi Gebyar Indonesia II	3	10.232	3	10.285
Reksa Dana Sucorinvest Sharia Sukuk Fund	8	10.007	-	-
Reksa Dana Bahana Pendapatan Tetap Makara Prima Kelas I	9	10.005	-	-
Reksa Dana BNP Paribas Sri Kehati	9	9.686	-	-
Reksa Dana Syariah Majoris Sukuk Negara Indonesia	2	3.117	2	3.197
Reksa Dana Syariah Syailendra Money Market Fund	-	-	74	100.092
Reksa Dana Syariah Pasar Uang PNM Falah 2	-	-	43	50.134
Reksa Dana Syariah Trimegah Kas Syariah 2	-	-	50	50.009
Reksa Dana Syariah Penyertaan Terbatas PNM Pembiayaan Mikro BUMN Seri VI	-	-	50	50.000
Reksa Dana Syariah Penyertaan Terbatas PNM Pembiayaan Mikro BUMN Seri XI	-	-	12	12.000
Reksa Dana Pendapatan Tetap Sucorinvest Stable Fund	-	-	8	10.130
Reksa Dana Sucorinvest Money Market Fund	-	-	6	10.128
Reksa Dana Bahana MES Syariah Fund Kelas G	-	-	7	10.125
Reksa Dana Syailendra Dana Kas	-	-	6	10.125
Reksa Dana Bahana Dana Likuid	-	-	6	10.112
		14,672,963		12,611,548
Less:				
Allowance for impairment losses		(15,538)		(15,257)
Total investment in mutual funds - net		**14,657,425**		**12,596,291**

The detail of investment in shares owned by the Group as of 31 December 2024 and 2023 are as follows:

a. Based on counterparties:

	2024	2023
Related parties	8,471	8,471
Third parties	637,281	547,888
Total investment in shares	645,752	556,359
Less: Allowance for impairment losses	(105,260)	(104,366)
Total investment in shares - net	**540,492**	**451,993**

14. INVESTMENT SECURITIES (continued)

The detail of investment in shares owned by the Group as of 31 December 2024 and 2023 are as follows: (continued)

b. Based on nature of business and percentage of ownership:

Company Name	Nature of business	2024 Percentage of ownership	2024 Carrying amount	2023 Percentage of ownership	2023 Carrying amount
- PT Bank SMBC Indonesia Tbk (Previously PT Bank BTPN Tbk)	Banking	1.03%	366,478	1.02%	297,085
- PT Bank HSBC Indonesia	Banking	1.06%	184,025	1.06%	184,025
- PT Bank DBS Indonesia	Banking	1.00%	56,400	1.00%	56,400
- PT Digital Otomotif Indonesia	Marketplace	20.00%	8,471	20.00%	8,471
- PT Kliring Penjaminan Indonesia ("KPEI")	Capital Market	1.00%	20,000	-	-
- Others (respectively under Rp 8,000)	Various	0.06% - 13.49%	10,378	0.06% - 13.49%	10,378
Total investment in shares			645,752		556,359
Less: Allowance for impairment losses			(105,260)		(104,366)
Total investment in shares - net			**540,492**		**451,993**

c. Based on Staging:

	2024	2023
Stage 1	643,982	554,589
Stage 3	1,770	1,770
Total investment in shares	645,752	556,359
Less: Allowance for impairment losses	(105,260)	(104,366)
Total investment in shares - net	**540,492**	**451,993**

The average effective interest rates (yield) per annum for investment securities were as follows:

	2024 Rupiah (%)	2024 Foreign currencies (%)	2023 Rupiah (%)	2023 Foreign currencies (%)
Measured at amortised cost:				
Government bonds	6.34	3.65	6.12	3.36
T-bond USA	-	4.22	-	3.77
Sukuk	6.19	1.46	5.82	1.27
Corporate bonds	8.04	-	7.85	3.07
Medium-term notes	6.85	-	6.85	-
Sekuritas Rupiah Bank Indonesia	6.76	-	6.18	-
Sekuritas Valas Bank Indonesia	-	5.50	-	-
Others	7.26	-	10.37	-
Measured at fair value through other comprehensive income:				
Government bonds	7.16	3.87	7.17	4.44
Medium-term notes	-	-	6.16	-
Sukuk Bank Indonesia	7.24	-	6.63	-
Sukuk	7.13	4.29	7.25	4.26
Corporate bonds	7.81	-	7.90	-
Sekuritas Rupiah Bank Indonesia	7.46	-	-	-

14. INVESTMENT SECURITIES (continued)

The movement of allowance for impairment losses of investment securities for the years ended 31 December 2024 and 2023 was as follows:

	2024			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(442,710)	-	(101,770)	(544,480)
Net changes in exposure	(8,070)	-	-	(8,070)
Foreign exchange difference	(16)	-	-	(16)
Balance, end of year	**(450,796)**	**-**	**(101,770)**	**(552,566)**

	2023			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(175,847)	-	(114,970)	(290,817)
Net changes in exposure	(266,874)	-	13,200	(253,674)
Foreign exchange difference	11	-	-	11
Balance, end of year	**(442,710)**	**-**	**(101,770)**	**(544,480)**

Management believes that the balance of allowance for impairment losses provided was adequate to cover possible losses on uncollectible investment securities.

The movement of unrealised gains (losses) from the change in fair value of investment securities at fair value through other comprehensive income was as follows:

	2024		
	Rupiah	Foreign currencies	Total
Balance, beginning of year - before deferred income tax	1,193,549	(21,762)	1,171,787
Addition of unrealised gains (losses) during the year - net	(881,245)	1,774	(879,471)
Realised gains (losses) during the year - net	41,304	4,754	46,058
Foreign exchange difference	-	(447)	(447)
Total before deferred income tax	353,608	(15,681)	337,927
Deferred income tax (Note 20)			(64,713)
Balance, end of year - net			**273,214**

	2023		
	Rupiah	Foreign currencies	Total
Balance, beginning of year - before deferred income tax	2,279,960	(26,782)	2,253,178
Addition of unrealised gains (losses) during the year - net	(1,127,543)	(7,418)	(1,134,961)
Realised gains (losses) during the year - net	41,132	12,266	53,398
Foreign exchange difference	-	172	172
Total before deferred income tax	1,193,549	(21,762)	1,171,787
Deferred income tax (Note 20)			(222,280)
Balance, end of year - net			**949,507**

14. INVESTMENT SECURITIES (continued)

The following table represents the summary of ratings and investment securities ratings owned by the Bank as of 31 December 2024 and 2023:

	2024		2023	
	Rating	Rating Agency	Rating	Rating Agency
Indonesian Government	BBB	Fitch	BBB	Fitch
United States of America Government	AAA	Fitch	AAA	Fitch
PT Astra Sedaya Finance	AAA	Pefindo	AAA	Pefindo
PT Bank Mandiri (Persero) Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank Mandiri Taspen	AA	Fitch	AA	Fitch
PT Bank Negara Indonesia (Persero) Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank Pan Indonesia Tbk	AA	Pefindo	-	-
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	A+	Pefindo	A+	Pefindo
PT Bank Rakyat Indonesia (Persero) Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank SMBC Indonesia Tbk	AAA	Pefindo	-	-
PT Bank SulutGo	A	Fitch	A	Fitch
PT Barito Pacific Tbk	A+	Pefindo	A+	Pefindo
PT BFI Finance Indonesia Tbk	AA-	Fitch	AA-	Fitch
PT BRI Multifinance Indonesia	AA	Pefindo	AA	Pefindo
PT Bukit Makmur Mandiri Utama	A+	Pefindo	-	-
PT Bussan Auto Finance	AAA	Pefindo	AAA	Pefindo
PT Chandra Asri Pacific Tbk (previously PT Chandra Asri Petrochemical Tbk)	AA-	Pefindo	AA-	Pefindo
PT Dayamitra Telekomunikasi Tbk	-	-	AAA	Pefindo
PT Dharma Satya Nusantara Tbk	A	Pefindo	A	Pefindo
PT Dian Swastatika Sentosa Tbk	A	Pefindo	-	-
PT Federal Internasional Finance	AAA	Pefindo	AAA	Pefindo
PT Indah Kiat Pulp & Paper Tbk	A+	Pefindo	A	Pefindo
PT Indonesia Infrastructure Finance	AAA	Pefindo	AAA	Pefindo
PT Indosat Tbk	AAA	Pefindo	AAA	Pefindo
PT JACCS Mitra Pinasthika Mustika Finance Indonesia Tbk	AA	Fitch	AA	Fitch
PT Kereta Api Indonesia (Persero)	AAA	Pefindo	AAA	Pefindo
PT Lautan Luas Tbk	A	Pefindo	A	Pefindo
PT Lontar Papyrus Pulp and Paper Industry	A	Pefindo	A	Pefindo
PT Mandiri Tunas Finance	AAA	Pefindo	AAA	Pefindo
PT Mayora Indah Tbk	AA	Pefindo	AA	Pefindo
PT Medco Energi International Tbk	AA-	Pefindo	-	-
PT Merdeka Battery Materials Tbk	A	Pefindo	-	-
PT Merdeka Copper Gold Tbk	A+	Pefindo	A+	Pefindo
PT Oki Pulp & Paper Mills	A+	Pefindo	A+	Pefindo
PT Omni Inovasi Indonesia Tbk (previously PT Tiphone Mobile Indonesia Tbk)	D	Fitch	D	Fitch
PT Oto Multiartha	AAA	Pefindo	AA+	Pefindo
PT Pegadaian	AAA	Pefindo	AAA	Pefindo
PT Pembangunan Jaya Ancol Tbk	-	-	A+	Pefindo
PT Permodalan Nasional Madani	AA+	Pefindo	AA+	Pefindo
PT Petrosea Tbk	A+	Pefindo	-	-
PT Pos Indonesia (Persero)	A	Fitch	A-	Fitch
PT Profesional Telekomunikasi Indonesia	AAA	Fitch	AAA	Fitch
PT Pupuk Indonesia (Persero)	AAA	Pefindo	AAA	Fitch
PT Sarana Multi Infrastruktur (Persero)	AAA	Pefindo	AAA	Pefindo
PT Sarana Multigriya Finansial (Persero)	AAA	Pefindo	AAA	Pefindo
PT Semen Indonesia Tbk	-	-	AA+	Pefindo
PT Sinar Mas Agro Resources and Technology Tbk	AA-	Pefindo	AA-	Pefindo
PT Steel Pipe Industry of Indonesia Tbk	A	Pefindo	A	Pefindo
PT Summarecon Agung Tbk	A+	Pefindo	-	-
PT Surya Artha Nusantara Finance	AA	Pefindo	AA	Pefindo
PT Tamaris Hidro	AAA	Pefindo	AAA	Pefindo
PT Tower Bersama Infrastructure Tbk	AA+	Fitch	AA+	Fitch
PT Toyota Astra Financial Services	AAA	Fitch	AAA	Fitch
PT Tunas Baru Lampung Tbk	-	-	A	Fitch
PT XL Axiata Tbk	AAA	Fitch	AAA	Fitch

14. INVESTMENT SECURITIES (continued)

Information on the classification and fair value of investment securities is disclosed in Note 37. Information on the maturity of investment securities is disclosed in Note 43.

15. PREPAID EXPENSES

	2024	2023
Prepaid rent	129,415	141,776
Prepaid insurance	33,816	20,540
Others	806,695	876,714
	969,926	**1,039,030**

As of 31 December 2024 and 2023, there were no prepaid expenses for related parties.

16. FIXED ASSETS

Fixed assets consisted of:

	2024					
	Beginning balance	Addition	Deduction	Reclassification	Revaluation	Ending balance
Acquisition cost/revaluation amount						
Direct ownership						
Land	15,505,840	12,033	(30,266)	123,096	237,667	15,848,370
Buildings	6,616,198	49,244	(25,167)	1,128,351	-	7,768,626
Office furnitures, fixtures, and equipments	10,248,439	2,940,835	(1,670,447)	-	-	11,518,827
Construction in progress	2,827,584	563,619	(869,072)	(1,251,447)	-	1,270,684
Right-of-use assets						
Land	107	4	(8)	-	-	103
Buildings	1,698,558	607,444	(562,282)	-	-	1,743,720
Office furnitures, fixtures, and equipments	9,371	-	(9,371)	-	-	-
Motor vehicles	18,770	-	(18,770)	-	-	-
	36,924,867	4,173,179	(3,185,383)	-	237,667	38,150,330
Accumulated depreciation						
Direct ownership						
Buildings	(3,004,164)	(310,019)	19,395	-	-	(3,294,788)
Office furnitures, fixtures, and equipments	(6,226,332)	(1,250,634)	1,662,538	-	-	(5,814,428)
Right-of-use assets						
Land	(13)	(32)	8	-	-	(37)
Buildings	(842,043)	(456,713)	508,303	-	-	(790,453)
Office furnitures, fixtures, and equipments	(9,161)	-	9,161	-	-	-
Motor vehicles	(18,410)	-	18,410	-	-	-
	(10,100,123)	(2,017,398)	2,217,815	-	-	(9,899,706)
Net book value	**26,824,744**					**28,250,624**

	2023					
	Beginning balance	Addition	Deduction	Reclassification	Revaluation	Ending balance
Acquisition cost/revaluation amount						
Direct ownership						
Land	15,233,002	26,032	(71,592)	96,773	221,625	15,505,840
Buildings	6,516,632	43,467	(12,507)	68,606	-	6,616,198
Office furnitures, fixtures, and equipments	9,625,517	3,286,344	(2,668,139)	4,717	-	10,248,439
Construction in progress	1,763,047	1,341,888	(107,255)	(170,096)	-	2,827,584
Right-of-use assets						
Land	2,730	107	(2,730)	-	-	107
Buildings	1,613,690	399,284	(314,416)	-	-	1,698,558
Office furnitures, fixtures, and equipments	7,919	1,452	-	-	-	9,371
Motor vehicles	17,996	774	-	-	-	18,770
	34,780,533	5,099,348	(3,176,639)	-	221,625	36,924,867

16. FIXED ASSETS (continued)

Fixed assets consisted of: (continued)

	2023 (continued)					
	Beginning balance	Addition	Deduction	Reclassification	Revaluation	Ending balance
Accumulated depreciation						
Direct ownership						
Buildings	(2,725,745)	(285,526)	7,107	-	-	(3,004,164)
Office furnitures, fixtures, and equipments	(6,619,282)	(2,217,422)	2,610,372	-	-	(6,226,332)
Right-of-use assets						
Land	(2,669)	(74)	2,730	-	-	(13)
Buildings	(707,267)	(415,231)	280,455	-	-	(842,043)
Office furnitures, fixtures, and equipments	(5,409)	(2,382)	(1,370)	-	-	(9,161)
Motor vehicles	(10,789)	(2,117)	(5,504)	-	-	(18,410)
	(10,071,161)	(2,922,752)	2,893,790	-	-	(10,100,123)
Net book value	**24,709,372**					**26,824,744**

As of 31 December 2024 and 2023, there are right-of-use assets - net for related parties amounting to 243,940 and Rp 213,815, respectively (Note 46).

Construction in progress as of 31 December 2024 and 2023 were as follows:

	2024	2023
Land	1,087,045	1,123,603
Buildings	79,850	772,897
Others	103,789	931,084
	1,270,684	**2,827,584**

Estimated percentage of the asset completion as of 31 December 2024 and 2023 were at 1% - 99%, respectively.

Revaluation of land assets

In 2024, the Bank revalued its fixed assets in land category using external independent appraisal which was performed in accordance with Indonesian Appraisal Standards (“SPI”), The Indonesian Appraiser’s Code of Ethics (“KEPI”) and POJK No. 28/POJK.04/2021 regarding Valuation and Presentation of Property Appraisal Report in the Capital Market.

The differences arising on land of revaluation for the year 2024 were recorded as “revaluation surplus of fixed assets” and presented in other comprehensive income amounting to Rp 232,292. Net increase (decrease) of carrying value arising from revaluation for the year 2024 amounting to Rp (10,667) as other operating income, were recorded in the consolidated statements of profit or loss.

The fair value of land is determined based on market approach by comparing several comparable land transactions that either have occurred or still in sales offering stage, by adjusting the differences between fair value of land appraised and the comparable data and list of land price that has been obtained. The value is also affected by the location, property rights, physical characteristic, utilisation and other comparative elements.

The fair value measurement of the land is categorised as level 2 fair value based on the inputs to the valuation technique used.

As of 31 December 2024 and 2023, the carrying value of Bank’s land if the land was recorded using cost model amounting to Rp 4,538,847 and Rp 4,411,834, respectively.

16. FIXED ASSETS (continued)

Other information

As of 31 December 2024 and 2023, the Bank did not have any fixed assets pledged as collateral.

Fixed assets disposal includes sales of assets are as follows:

	2024	2023
Proceeds from sale	6,378	22,086
Net book value	(5,423)	(22,110)
Gain (loss) on sale	**955**	**(24)**

Depreciation charged to general and administrative expenses for the years ended 31 December 2024 and 2023 amounting to Rp 2,017,399 and Rp 2,935,073, respectively.

Gain on sale of fixed assets recognised as part of other operating income for the years ended 31 December 2024 and 2023 amounting to Rp 2,682 and Rp 15,840, respectively.

Loss on sale of fixed assets recognised as part of other operating expenses for the years ended 31 December 2024 and 2023 amounting to Rp 1,726 and Rp 15,864, respectively.

The Bank has insured its fixed assets (excluding land rights) to cover the possible losses from fire, theft, and natural disaster with a total coverage of Rp 27,220,336 as of 31 December 2024, and Rp 23,693,965 as of 31 December 2023. Management believes that the sum insured is adequate to cover possible losses on the insured fixed assets.

As of 31 December 2024 and 2023, the cost of fully depreciated fixed assets that were still in use amounting to Rp 2,494,851 and Rp 3,025,647, respectively.

As of 31 December 2024 and 2023, the Bank does not have fixed assets that are temporarily not used, nor fixed assets that are discontinued from active use which not classified as available for sale.

Management believes, there is no impairment losses on fixed assets during 2024 and 2023.

Right-of-Use

As at 31 December 2024 and 2023, the finance lease liability in the Group's financial position amounting to Rp 302,470 and Rp 237,344 was recorded as accruals and other liabilities (Note 23). Interest expense on the finance lease liabilities as of 31 December 2024 and 2023 amounting to Rp 21,495 and Rp 16,092 recorded as part of interest and sharia expense (Note 29).

17. INTANGIBLE ASSETS

	2024	2023
Software	1,559,495	1,464,067
Goodwill	1,158,201	1,158,201
Others	4,979	-
Total intangible assets	2,722,675	2,622,268
Less: Amortisation of software	(917,036)	(1,057,495)
Total intangible assets - net	**1,805,639**	**1,564,773**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

18. OTHER ASSETS

	2024	2023
Rupiah:		
Accrued interest income	7,909,892	6,879,422
Receivables related to ATM and credit card transactions	3,901,409	6,327,736
Foreclosed assets - net	1,859,220	1,707,367
Receivables from insurance transactions	578,789	645,906
Receivables from customer transactions	341,152	485,157
Unaccepted bills receivable	149,799	105,347
Abandoned properties	47,668	47,212
Others	5,531,644	5,008,639
	20,319,573	21,206,786
Foreign currencies:		
Term Deposits of Foreign Exchange from Export Proceeds	3,082,192	2,798,405
Accrued interest income	416,213	410,146
Unaccepted bills receivable	14,961	7,591
Receivables from insurance transactions	9,374	10,154
Receivables related to ATM and credit card transactions	4,811	4,816
Others	839,318	49,750
	4,366,869	3,280,862
Total other assets	24,686,442	24,487,648
Less: Allowance for impairment losses	(23,194)	(3,021)
Total other assets - net	**24,663,248**	**24,484,627**

Accrued interest income consists of interest income from the placement, securities, government bonds, loans, and assets from sharia transactions.

Receivables related to ATM and credit card transactions consist of receivables arising from ATM transactions within ATM Bersama, Prima and Link network as well as receivables from Visa and Master Card for credit card transactions.

Receivables from insurance transactions represent the Subsidiary's premium receivables from policyholders and broker, premium receivables and claim from others insurance companies and broker of closed policies, also reinsurance assets.

Receivables from customer transactions represent receivables arising from the Subsidiaries' securities trading transactions.

Unaccepted bills receivable represents unaccepted export bills receivables from customer due to export import transactions.

Term deposits of foreign exchange from export proceeds is an instrument where foreign exchange from export proceeds from exporters' special account are placed in Bank Indonesia through Bank's accounts in accordance with market mechanism.

Others mainly consist of interoffice accounts, receivables from sales of investment in shares, Receivables from collateral vehicles reinforced, various form of receivables from transaction with third parties, including clearing transactions, and others.

18. OTHER ASSETS (continued)

Movement of allowance for impairment losses on other assets are as follows:

	2024			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(3,021)	-	-	(3,021)
Transfer to 12 months expected credit losses (Stage 1)	-	4,219	-	4,219
Net changes in exposure	(180)	(8,404)	(15,874)	(24,458)
Foreign exchange difference	66	-	-	66
Balance, end of year	**(3,135)**	**(4,185)**	**(15,874)**	**(23,194)**

	2023			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(213)	-	-	(213)
Transfer to 12 months expected credit losses (Stage 1)	-	-	2,797	2,797
Net changes in exposure	(2,586)	-	(3,001)	(5,587)
Foreign exchange difference	(222)	-	204	(18)
Balance, end of year	**(3,021)**	**-**	**-**	**(3,021)**

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible other assets.

Information on the maturity of investment securities is disclosed in Note 43.

Other assets from related parties are disclosed in Note 46.

19. DEPOSITS FROM CUSTOMERS AND OTHER BANKS

a. Deposits from customers

	2024			2023		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
Demand deposits:						
Related parties	2,288,360	97,517	2,385,877	1,807,701	101,484	1,909,185
Third parties	316,159,725	40,889,747	357,049,472	308,259,964	36,245,544	344,505,508
	318,448,085	40,987,264	359,435,349	310,067,665	36,347,028	346,414,693
Savings:						
Related parties	177,069	94,592	271,661	188,935	83,824	272,759
Third parties:						
Tahapan	471,740,497	-	471,740,497	456,610,242	-	456,610,242
Tapres	18,763,424	-	18,763,424	18,956,618	-	18,956,618
Tabunganku	13,367,466	-	13,367,466	11,222,607	-	11,222,607
Tahapan Xpresi	35,103,229	-	35,103,229	27,757,014	-	27,757,014
Tahapan Berjangka	1,190,116	-	1,190,116	1,232,454	-	1,232,454
Simpanan Pelajar	7,610	-	7,610	3,344	-	3,344
BCA Dollar	-	18,309,992	18,309,992	-	18,032,174	18,032,174
Poket Valas	-	868,131	868,131	-	-	-
	540,349,411	19,272,715	559,622,126	515,971,214	18,115,998	534,087,212
Time deposits:						
Related parties	543,799	34,296	578,095	435,527	21,766	457,293
Third parties	186,407,466	14,570,631	200,978,097	195,809,028	13,998,581	209,807,609
	186,951,265	14,604,927	201,556,192	196,244,555	14,020,347	210,264,902
Total deposits from customers	**1,045,748,761**	**74,864,906**	**1,120,613,667**	**1,022,283,434**	**68,483,373**	**1,090,766,807**

19. DEPOSITS FROM CUSTOMERS AND OTHER BANKS (continued)

b. Deposits from other banks

	2024			2023		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
Demand deposits	2,078,699	1,531,742	3,610,441	8,262,175	1,763,788	10,025,963
Time deposits	45,857	-	45,857	44,857	-	44,857
Total deposits from other banks	**2,124,556**	**1,531,742**	**3,656,298**	**8,307,032**	**1,763,788**	**10,070,820**

As of 31 December 2024 and 2023, the Bank did not have balances of deposits from other banks from related parties.

c. The average effective interest rates (yield) per annum for deposits from customers and other banks were as follows:

	2024		2023	
	Rupiah (%)	Foreign currencies (%)	Rupiah (%)	Foreign currencies (%)
Deposits from customers:				
Demand deposits	0.79	0.61	0.76	0.34
Savings	0.07	0.35	0.10	0.31
Time deposits	3.13	2.12	3.22	1.69
Deposits from other banks:				
Demand deposits	0.46	0.01	0.46	0.01
Time deposits	2.03	-	2.62	-

d. Time deposits based on maturity period:

	2024			2023		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
1 month	123,359,199	11,201,103	134,560,302	119,304,539	10,493,656	129,798,195
3 months	57,585,594	2,337,650	59,923,244	68,554,405	2,369,213	70,923,618
6 months	3,482,289	786,232	4,268,521	5,089,829	826,151	5,915,980
12 months	2,570,040	279,942	2,849,982	3,340,639	331,327	3,671,966
	186,997,122	**14,604,927**	**201,602,049**	**196,289,412**	**14,020,347**	**210,309,759**

e. Time deposits based on remaining period until maturity date:

	2024			2023		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
Up to 1 month	142,376,626	11,923,673	154,300,299	135,888,509	11,174,616	147,063,125
> 1 - 3 months	40,873,549	2,138,306	43,011,855	54,929,968	2,235,362	57,165,330
> 3 - 6 months	2,284,886	395,052	2,679,938	3,390,952	453,889	3,844,841
> 6 - 12 months	1,462,061	147,896	1,609,957	2,079,983	156,480	2,236,463
	186,997,122	**14,604,927**	**201,602,049**	**196,289,412**	**14,020,347**	**210,309,759**

f. Deposits pledged as collateral to loans granted by the Bank as of 31 December 2024 and 2023 (Note 12) were as follows:

	2024	2023
Demand deposits	7,647,247	6,521,496
Savings	1,539,515	1,690,578
Time deposits	9,278,370	9,414,730
	18,465,132	**17,626,804**

Information on the classification and fair value of deposits from customers and other banks is disclosed in Note 37. Information on the maturity of deposits from customers and other banks is disclosed in Note 43.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

20. INCOME TAX

a. Prepaid tax

	2024	2023
Bank	1,532,246	24,117
Subsidiaries	29,929	751
	1,562,175	**24,868**

b. Tax payable

	2024	2023
Current tax payable		
Bank:		
Corporate income tax payable - Article 25	-	847,154
Corporate income tax payable - Article 29	-	6,418
Subsidiaries:		
Corporate income tax payable - Article 25/29	22,117	184,702
Total current tax payable	22,117	1,038,274
Other tax payable		
Bank:		
Income tax		
Article 21	39,874	188,264
Article 23	347,122	307,368
Article 26	4,564	9,493
Others	102,008	76,055
Total	493,568	581,180
Subsidiaries	110,670	108,456
Total other tax payable	604,238	689,636
	626,355	**1,727,910**

c. Tax expenses

	2024	2023
Current tax:		
Current year		
Bank	10,546,025*)	10,690,181
Subsidiaries	720,092	658,325
	11,266,117	11,348,506
Deferred tax:		
Origination (recovery) of temporary differences		
Bank	2,165,591	205,557
Subsidiaries	(65,132)	(32,401)
	2,100,459	173,156
	13,366,576	**11,521,662**

*) Included in the current tax expense, the Bank made corrections to the 2020 and 2022 SPT, with a total underpayment of Rp 254,764. The Bank has made payment of the tax.

20. INCOME TAX (continued)

c. Tax expenses (continued)

Based on the Regulation of the Minister of Finance of the Republic of Indonesia Number 136 of 2024 which was issued on 31 December 2024 ("PMK-136 of year 2024"), the jurisdiction in which the Bank is incorporated, has come into effect from 1 January 2025. Since the regulation was not effective at the reporting date, the group has no related current tax exposure. The Group applies the SFAS 212 exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar two income taxes. As of 31 December 2024, the Bank still assessing the impact of implementation of the regulation.

d. Through Law number 7 of 2021 dated 29 October 2021 concerning Harmonisation of Tax Regulations, Taxpayers can obtain a reduction in PPh rates of 3% (three percent) lower than the domestic Corporate Taxpayer PPh rate as stipulated in article 17 paragraph 1 letter b, Chapter III regarding Income Tax, so that the rate becomes 19% for 2022, 2023 and 2024, if it meets the following criteria:

1. In the form of a public company.
2. With the total of paid-up shares traded on the stock exchange in Indonesia at least 40% (forty percent).
3. Fulfill certain requirements.

The certain requirements are regulated in article 65, Government Regulation number 55 of 2022, regarding Adjustments to Regulations in the Field of Income Tax, dated 20 December 2022, as follows:

1. The public owned 40% (forty percent) or more of the total paid up shares and those shares are owned by at least 300 (three hundred) parties.
2. Each party can only own less than 5% (five percent) of total paid-up shares.
3. The taxpayer should fulfill the above mentioned criteria at least within 183 (one hundred and eighty three) calendar days in 1 (one) fiscal year.
4. Parties that meet the requirements of 300 (three hundred) parties and 5% (five percent) as stated above, do not include:
   a. Public Company Taxpayers who buy back their shares; and/or
   b. Those who have a special relationship as stipulated in the Income Tax Law with Public Company Taxpayers.

Fulfilment of these requirements is carried out by Public Company Taxpayers by submitting reports to the Directorate General of Taxes, including: monthly reports of share ownership of issuers or public companies and recapitulation that has been reported from the Securities Administration Bureau.

On 6 January 2025 and 5 January 2024, the Bank received a declaration letter from the Securities Administration Bureau for the fulfilment of the above criteria for fiscal year 2024 and 2023, respectively.

20. INCOME TAX (continued)

e. The reconciliation of consolidated accounting income before tax and taxable income of the Bank was as follows:

	2024	2023
Consolidated accounting income before tax	68,217,850	60,179,757
Elimination	2,445,861	1,980,891
Before elimination	70,663,711	62,160,648
Subsidiary's accounting income before tax	(3,245,713)	(3,279,338)
Accounting income before tax - Bank only	67,417,998	58,881,310
Permanent differences:		
Employees' welfare	71,802	79,233
Rent income	(48,249)	(46,603)
Dividends from Subsidiaries	(2,402,602)	(1,914,400)
Interest income from off-shore government bonds	(25,840)	(74,912)
Other expense (income) which cannot be deducted for tax calculation purposes - net	549,273	421,360
	(1,855,616)	(1,535,322)
Temporary differences:		
Post-employment benefits obligation	133,855	919,601
Allowance for Impairment losses on financial assets	(12,316,400)	(3,873,147)
Allowance for Impairment losses on non-financial assets	(523)	96,756
Accrued employees' benefits	280,999	315,195
Unrealised losses on investment securities and placement with other banks measured at fair value through profit or loss	(72,198)	(93,454)
Other income which cannot be deducted for tax calculation purposes - net	576,422	1,553,172
	(11,397,845)	(1,081,877)
Taxable income	**54,164,537**	**56,264,111**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

20. INCOME TAX (continued)

f. The reconciliation between consolidated accounting income before tax multiplied by the applicable maximum tax rate and income tax expense was as follows:

	2024	2023
Consolidated accounting income before tax	68,217,850	60,179,757
Maximum tax rate	22%	22%
	15,007,927	13,239,547
Permanent differences at 22% - Bank	(408,237)	(337,771)
Permanent differences at 22% - Subsidiaries	478,993	340,265
	15,078,683	13,242,041
Adjustment of corporate income tax rate - Bank (Note 20d)	(1,966,871)	(1,720,379)
Others	254,764	-
Income tax expense - consolidated	**13,366,576**	**11,521,662**

g. The calculation of current tax and income tax payable were as follows:

	2024	2023
Taxable income:		
Bank	54,164,535	56,264,111
Subsidiaries	3,273,145	2,992,386
	57,437,680	59,256,497
Current tax:		
Bank	10,291,262	10,690,181
Subsidiaries	720,092	658,325
	11,011,354	11,348,506
Prepaid income taxes:		
Bank	(11,766,013)	(10,683,763)
Subsidiaries	(697,975)	(473,623)
	(12,463,988)	(11,157,386)
Difference (over)/under payment:		
Bank	(1,474,751)	6,418
Subsidiaries	22,117	184,702

20. INCOME TAX (continued)

g. The calculation of current tax and income tax payable were as follows: (continued)

Annual Tax Return ("SPT") of Corporate Income Tax for fiscal year 2024 has not yet been submitted. Taxable income results from reconciliation above is the basis in filling the Bank's Annual Tax Return ("SPT") of Corporate Income Tax for the year ended 31 December 2024.

The calculations of income tax for the year ended 31 December 2023 conform to the Bank's Annual Tax Returns ("SPT").

h. The significant items of deferred tax assets and liabilities as of 31 December 2024 and 2023 were as follows:

	2023	Recognised in current year profit or loss	Recognised in current year other comprehensive income	2024
Deferred tax assets				
Parent entity - Bank:				
Post-employment benefits obligations	805,753	25,433	-	831,186
Allowance for impairment losses of financial assets	4,344,130	(2,340,116)	-	2,004,014
Allowance for impairment losses of non-financial assets	132,003	(100)	-	131,903
Accrued employees' benefits	763,693	53,390	-	817,083
Depreciation on fixed assets	9,868	(63,815)	-	(53,947)
Unrealised gain (losses) on investment securities and placement with other banks measured at fair value through other comprehensive income	(219,058)	-	153,176	(65,882)
Remeasurements of defined benefit obligation	882,253	-	(14,146)	868,107
Unrealised gains (losses) on investment securities and placement with other banks measured at fair value through profit or loss	(17,039)	(13,718)	-	(30,757)
Fiscal correction regarding SFAS 116	15,730	1,819	-	17,549
Others	490,404	171,516	-	661,920
Deferred tax assets - net	7,207,737	(2,165,591)	139,030	5,181,176
Subsidiaries:				
PT BCA Finance	39,838	22,991	(3,277)	59,552
PT BCA Sekuritas	2,568	7,973	2,679	13,220
PT Bank BCA Syariah	58,501	27,839	2,756	89,096
PT Asuransi Umum BCA	64,691	10,196	14	74,901
PT Asuransi Jiwa BCA	30,264	2,074	2,510	34,848
PT BCA Multi Finance	13,749	(15,529)	1,780	-
PT Bank Digital BCA	30,289	6,285	(1,067)	35,507
PT Central Capital Ventura	3,599	3,303	6	6,908
Deferred tax assets - net	243,499	65,132	5,401	314,032
Total deferred tax assets - net	**7,451,236**	**(2,100,459)**	**144,431**	**5,495,208**
Deferred tax liabilities				
Subsidiary:				
PT Central Capital Ventura	-	-	-	-
Total deferred tax liabilities - net	**-**	**-**	**-**	**-**

20. INCOME TAX (continued)

h. The significant items of deferred tax assets and liabilities as of 31 December 2024 and 2023 were as follows: (continued)

	2022	Recognised in current year profit or loss	Recognised in current year other comprehensive income	2023
Deferred tax assets				
Parent entity - Bank:				
Post-employment benefits obligations	631,029	174,724	-	805,753
Allowance for impairment losses of financial assets	5,080,028	(735,898)	-	4,344,130
Allowance for impairment losses of non-financial assets	113,620	18,383	-	132,003
Accrued employees' benefits	703,806	59,887	-	763,693
Depreciation on fixed assets	5,131	4,737	-	9,868
Unrealised gain (losses) on investment securities and placement with other banks measured at fair value through other comprehensive income	(421,044)	-	201,986	(219,058)
Remeasurements of defined benefit obligation	776,984	-	105,269	882,253
Unrealised gains (losses) on investment securities and placement with other banks measured at fair value through profit or loss	717	(17,756)	-	(17,039)
Fiscal correction regarding SFAS 116	14,613	1,117	-	15,730
Others	201,155	289,249	-	490,404
Deferred tax assets - net	7,106,039	(205,557)	307,255	7,207,737
Subsidiaries:				
PT BCA Finance	49,038	(13,224)	4,024	39,838
PT BCA Sekuritas	3,323	(520)	(235)	2,568
PT Bank BCA Syariah	35,550	22,475	476	58,501
PT Asuransi Umum BCA	71,539	(6,318)	(530)	64,691
PT Asuransi Jiwa BCA	19,188	8,911	2,165	30,264
PT BCA Multi Finance	35,209	(21,298)	(162)	13,749
PT Bank Digital BCA	1,445	29,046	(202)	30,289
PT Central Capital Ventura	-	3,572	27	3,599
Deferred tax assets - net	215,292	22,644	5,563	243,499
Total deferred tax assets - net	**7,321,331**	**(182,913)**	**312,818**	**7,451,236**
Deferred tax liabilities				
Subsidiary:				
PT Central Capital Ventura	9,740	(9,757)	17	-
Total deferred tax liabilities - net	**9,740**	**(9,757)**	**17**	**-**

The amount of deferred tax assets of the Bank and subsidiaries, is included in total deferred tax asset (liability) arising from unrealised gain (loss) from changes in fair value of investment securities measured at fair value through other comprehensive income (Note 14) amounting to Rp (65,882) and Rp 1,224 as of 31 December 2024, respectively, and Rp (219,264) and Rp (3,546) as of 31 December 2023.

Moreover, included in total deferred tax asset of the Bank was deferred tax asset (liability) arising from unrealised gain (loss) from changes in fair value of placements with Bank Indonesia and other banks at fair value through other comprehensive income (Note 7) amounting to Rp nil and Rp 206 as of 31 December 2024 and 2023, respectively.

Management believes that total deferred tax assets arising from temporary differences are probable to be realised in the future years.

i. In accordance with the provision of Indonesian taxation laws, the Group in Indonesia calculate, pay, and report individual company tax return (submission of consolidated income tax computation is not allowed) on the basis of self-assessment. The tax authorities may assess or amend taxes within the statute of limitations, under prevailing regulations.

20. INCOME TAX (continued)

j. The Group tax positions may be challenged by the tax authorities. Management vigorously defends the Group tax positions which are believed to be grounded on technical basis, and in compliance with the tax regulations. Accordingly, management believes that the accruals for tax liabilities are adequate for all open fiscal years based on the assessment of various factors, including interpretations of tax law, other tax provisions and prior experience. This assessment relies on estimates and assumptions and may involve judgment about future events. New information may become available that causes management to change its judgment regarding the adequacy of existing tax liabilities. The changes to tax liabilities will impact tax expense in the period in which such determination is made.

k. Other Information

Fiscal Year 2016

On 10 July 2017, the Directorate General of Taxes issued a field inspection notification letter for the 2016 fiscal year to the Bank. For the tax examination for fiscal year 2016, Directorate General of Taxes through Tax Assessment Letter ("SKP") and Tax Collection Letter ("STP") dated 11 July 2019, has determined tax underpayment with detail as follows:

a. Income tax (including Corporate Income Tax) amounting to Rp 1,590,596.
b. Value Added Tax ("VAT") amounting to Rp 63,686.

The Bank made partial payments for the SKP and STP amounting to Rp 190,311 on 9 August 2019, this amount includes taxes that the Bank has not objected to amounting to Rp 184,754 which was charged during the year. On 9 October 2019, the Bank has made partial payments of SKP and STP of Rp 546,104. Amounts that have been paid by the Bank, but which were objected to, are recorded as other assets (Note 18).

Of the tax objected by the Bank on 10 October 2019 amounting to Rp 1,469,528, a portion of Rp 724,935 was approved by the Directorate General of Taxes on 9 September 2020 and 29 September 2020.

The Bank has filed an appeal against the tax objection that was not accepted by the Directorate General of Taxes on December 7, 2020, amounting to Rp 735,407. On August 30, 2024, the Tax Court rejected the Bank's appeal amounting to Rp 48,774, while the remainder has not been decided by the Tax Court until the date of publication of the consolidated financial statements. The Bank has filed a Judicial Review to the Supreme Court on this appeal decision on 5 December 2024.

Fiscal Year 2017

On 4 September 2018, the Directorate General of Taxes issued a field inspection notification letter for the 2017 tax year to the Bank. Upon the tax audit for 2017 fiscal year, the Directorate General of Taxes based on the Tax Assessment Letter (SKP) and Tax Collection Letter (STP), dated 9 September 2020 and 10 September 2020, stipulates the underpayment of taxes with details:

a. Income Tax (including Corporate Income Tax) of a total of Rp 883,411.
b. Value Added Tax ("VAT") of a total of Rp 51,060.

20. INCOME TAX (continued)

k. Other Information (continued)

Fiscal Year 2017 (continued)

The Bank has made partial payments of the SKP and STP amounting to Rp 700,000 on 8 October 2020, this amount includes tax that the Bank has not objected amounting to Rp 157,603 which was charged in current year profit or loss. Amounts that have been paid by the Bank, but which were objected to, are recorded as other assets (Note 18).

Of the tax objected by the Bank on 8 December 2020 amounting to Rp 776,869, a portion of Rp 65,922 was approved by the Directorate General of Taxes on 30 November 2021, 2 December 2021 and 3 December 2021.

The Bank has filed an appeal against the tax objection that was not accepted by the Directorate General of Taxes on February 25, 2022, amounting to Rp 709,060. On September 27, 2024, the Tax Court partially accepted the Bank's appeal amounting to Rp 47,724, while the remainder has not been decided by the Tax Court until the date of publication of the consolidated financial statements. Of the amount that has been decided, Rp 27,499 was received, while Rp 20,225 was not received and will be submitted for Judicial Review by the Bank to the Supreme Court.

Fiscal Year 2018

On 3 April 2023, the Directorate General of Taxes issued a field inspection notification letter for the 2018 tax year to the Bank.

Upon the tax audit for 2018 fiscal year, the Directorate General of Taxes based on the Tax Assessment Letter (SKP) and Tax Collection Letter (STP) dated 24 November 2023, determined the tax underpayment amounting to Rp 613,141 with details:

a. Income Tax (including Corporate Income Tax) amounted Rp 516,520.
b. Value Added Tax (VAT) amounted Rp 96,621.

On December 13, 2023 and February 21, 2024, the Bank has made payments for the SKP and STP amounting to Rp 123,505 and Rp 489,636, respectively. For these payments, an amount of Rp 117,373 was not objected and was charged in 2023 and Rp 495,768 are recorded as other assets (Note 18).

Bank has filed objections of the SKP to Directorate General of Taxes on 21 February 2024 amounting to Rp 495,768. As of the date of the consolidated financial statements the outcome of the objections is not yet known. On 20 November 2024, The Directorate General of Taxes issued a decision on some of the objections amounting to Rp 94,230, while a decision has not been issued for the remainder until the date of publication of the consolidated financial statements. Of the amount issued by the Decision, Rp 16,868 was received, while the remaining Rp 77,362 was not received and will be appealed by the Bank to the Tax Court.

Fiscal Year 2021

On 10 September 2024, the Directorate General of Taxes issued a field inspection notification letter for the 2021 tax year to the Bank.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

21. BORROWINGS

Borrowings received by the Group were as follows:

By type and currency:

	2024	2023
(1) Liquidity loans from Bank Indonesia, Rupiah:		
Agriculture loans (*Kredit Usaha Tani*/"KUT"), due date between 13 March 2000 up to 22 September 2000, in the process of closing the agreement	577	577
(2) Borrowings from other banks:		
Rupiah:		
PT Bank Mizuho	750,000	300,000
PT Bank SMBC Indonesia Tbk (Previously PT Bank BTPN Tbk)	700,000	380,000
PT Bank China Construction Bank Indonesia Tbk	285,779	256,169
PT Bank Ina Perdana Tbk	200,000	50,000
PT Bank KEB Hana Indonesia	10,556	194,852
PT Bank Mandiri (Persero) Tbk	-	50,000
PT Bank UOB Indonesia	-	25,000
	1,946,335	1,256,021
Foreign currencies:		
PT Bank Danamon Indonesia Tbk	252,509	73,798
Sumitomo Mitsui Banking Corporation – Hong Kong	-	120,122
Citibank, N.A, - Indonesia Branch	-	99,187
Wells Fargo Bank - Miami Branch	-	20,021
	252,509	313,128
	2,198,844	1,569,149
(3) Others:		
Foreign currencies	43,095	59,900
	43,095	59,900
Total borrowings	**2,242,516**	**1,629,626**

The average effective interest rates (yield) per annum for borrowings were as follows:

	2024	2023
Rupiah	5.49%	5.29%
Foreign currencies	6.00%	6.15%

As of 31 December 2024 and 2023, the Group does not have any borrowing balance from other banks from related parties.

(1) Rupiah liquidity loans from Bank Indonesia

Rupiah liquidity loans from Bank Indonesia represent credit facilities obtained by the Bank as a national private bank in Indonesia, to be distributed to qualified Indonesian debtors under the loan facility program.

21. BORROWINGS (continued)

As of 31 December 2024 and 2023, the Group does not have any borrowing balance from other banks from related parties. (continued)

(2) Borrowings from other banks

Represent working capital loans of Subsidiaries. The details of borrowing facilities received as of 31 December 2024 and 2023 were as follows:

Bank	Total facility		Maturity date of facility	
	2024	2023	2024	2023
Rupiah:				
PT Bank Mandiri (Persero) Tbk	500,000	500,000	24-May-2025	24-May-2024
	-	500,000	-	6-Apr-2026
PT SMBC Indonesia Tbk (previously PT Bank BTPN Tbk) *)	800,000	800,000	31-May-2025	31-May-2024
	-	250,000	-	30-Sep-2024
PT Bank China Construction Indonesia Tbk	285,779	150,000	17-Jul-2027	21-Apr-2026
	-	200,000	-	29-Sep-2026
PT Bank Danamon Indonesia Tbk *)	250,000	150,000	24-Dec-2024 ***)	24-Sep-2024
	-	50,000	-	14-Jan-2024
	-	50,000	-	14-Jan-2027
PT Bank UOB Indonesia *)	475,000	475,000	21-Sep-2025	21-Sep-2024
PT Bank DKI	-	250,000	-	24-Sep-2024
PT Bank Mizuho Indonesia *)	750,000	500,000	22-Nov-2025	22-Nov-2024
PT Bank Victoria International Tbk	-	400,000	-	14-Jan-2024
PT Bank Pan Indonesia Tbk	500,000	500,000	4-Aug-2025	4-Aug-2024
	-	200,000	-	4-May-2026
PT Bank Ina Perdana Tbk	200,000	200,000	16-Dec-2025	16-Dec-2024
PT Bank Nationalnobu Tbk	100,000	100,000	24-Feb-2025	24-Feb-2024
PT Bank KEB Hana Indonesia	-	25,000	-	29-Nov-2024
	10,556	75,000	30-Jan-2026	30-Jan-2026
Foreign currencies (full amount):				
Citibank, N.A, - Indonesia Branch*)	USD 60,000,000	USD 60,000,000	20-Mar-2025	20-Mar-2024
Sumitomo Mitsui Banking Corporation - Hong Kong**)	-	USD 25,000,000	-	-
Wells Fargo Bank - Miami Branch**)	-	USD 10,000,000	-	-

*) Available to be withdrawn partially in US Dollar/Rupiah
**) Represents uncommitted resolving facilities
***) In extension process

As of 31 December 2024 and 2023, these bank loans were secured by consumer financing receivables amounting to Rp nil and Rp 265,734 (Note 13).

All loan agreements above are include certain covenants which are normally required for such credit facilities, such as limitations to initiate merger or consolidation with other parties, obtain loans from other parties except loans obtained in the normal course of business, or changes its capital structure and/or Articles of Association without notification to/prior written approval from the creditors and maintenance of certain agreed financial ratios.

The required financial ratios was as follows:

	2024		2023	
	Requirement	Fulfilment	Requirement	Fulfilment
1. Debt to Equity	Maximum 10 times	< 1 time	Maximum 10 times	< 1 time
2. Receivable to Total Assets	Minimum 40%	86.29%	Minimum 40%	80.18%
3. Current ratio	Minimum 1.1 times	1.72 times	Minimum 1.1 times	2.24 times
4. Non performing financing ("NPF")	Maximum 5% of total receivables	2.88%	Maximum 5% of total receivables	2.31%

21. BORROWINGS (continued)

As of 31 December 2024 and 2023, the Group does not have any borrowing balance from other banks from related parties. (continued)

(2) Borrowings from other banks (continued)

The range of contractual interest rates for borrowings from other banks was as follows:

	2024	2023
Rupiah	5.90% - 8.50%	5.55% - 8.50%
Foreign currencies	-	5.60% - 6.38%

Information on the classification and fair value of borrowings is disclosed in Note 37. Information on the maturity of borrowings is disclosed in Note 43.

22. ESTIMATED LOSSES FROM COMMITMENTS AND CONTINGENCIES

Estimated losses from commitments and contingencies consist of:

a. By type and currencies

	2024	2023
Rupiah		
Related parties:		
Unused credit facilities	3,333	4,834
Outstanding irrevocable Letters of Credit	-	4
	3,333	4,838
Third parties:		
Unused credit facilities	2,706,067	3,084,398
Bank guarantees issued	9,772	5,195
Outstanding irrevocable Letters of Credit	1,499	24,497
	2,717,338	3,114,090
	2,720,671	3,118,928
Foreign currencies		
Related parties:		
Outstanding irrevocable Letters of Credit	627	14
Bank guarantees issued	70	20
	697	34
Third parties:		
Unused credit facilities	188,926	212,126
Outstanding irrevocable Letters of Credit	43,490	28,154
Bank guarantees issued	21,403	12,432
	253,819	252,712
	254,516	252,746
Total estimated losses from commitments and contingencies	**2,975,187**	**3,371,674**

22. ESTIMATED LOSSES FROM COMMITMENTS AND CONTINGENCIES (continued)

b. Changes in estimated losses from commitments and contingencies

	2024			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	3,181,093	148,170	42,411	3,371,674
Transfer to lifetime expected credit losses (Stage 2)	(27,752)	146,900	-	119,148
Transfer to credit impaired (Stage 3)	(1,402)	(37,003)	1,892	(36,513)
Transfer to 12 months expected credit losses (Stage 1)	17,879	(87,636)	-	(69,757)
Net changes in exposure	(363,030)	(41,276)	(16,576)	(420,882)
Foreign exchange difference	8,527	1,396	1,594	11,517
Balance, end of year	**2,815,315**	**130,551**	**29,321**	**2,975,187**

	2023			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	3,237,294	144,230	56,825	3,438,349
Transfer to lifetime expected credit losses (Stage 2)	(42,887)	175,761	-	132,874
Transfer to credit impaired (Stage 3)	(8,933)	(39,607)	-	(48,540)
Transfer to 12 months expected credit losses (Stage 1)	19,431	(59,324)	-	(39,893)
Net changes in exposure	(21,874)	(72,933)	(15,254)	(110,061)
Foreign exchange difference	(1,938)	43	840	(1,055)
Balance, end of year	**3,181,093**	**148,170**	**42,411**	**3,371,674**

Management believes that the outstanding balance of estimated losses from commitments and contingencies is adequate to cover possible losses from off-balance sheet transactions.

Information regarding the classification and estimated losses from commitments and contingencies value are disclosed in Note 37. Information regarding the maturity of estimated losses from commitments and contingencies are disclosed in Note 43.

23. ACCRUALS AND OTHER LIABILITIES

	2024	2023
Rupiah:		
Liabilities to policyholders	3,547,351	3,037,587
Unearned revenue	3,519,052	2,704,896
Liabilities related to ATM and credit card transactions	2,392,953	5,626,955
Electronic money	1,369,505	1,240,471
Customers transfer transactions	744,439	563,628
Finance lease liabilities (Note 16, 37)	300,120	233,205
Accrued interest expenses	277,190	324,180
Liabilities from customer transactions	207,610	413,219
Security deposits	178,687	231,466
Liabilities from insurance transactions	86,920	48,912
Others	9,392,273	10,684,151
	22,016,100	25,108,670

23. ACCRUALS AND OTHER LIABILITIES (continued)

	2024	2023
Foreign currencies:		
Term Deposits of Foreign Exchange from Export Proceeds	3,082,192	2,798,405
Customers transfer transactions	1,208,469	1,295,501
Unearned revenue	239,405	130,959
Security deposits	97,209	58,681
Liabilities related to ATM and credit card transactions	18,899	-
Accrued interest expenses	13,249	13,575
Insurance transaction liabilities	4,179	9,634
Finance lease liabilities (Note 16, 37)	2,350	4,139
Others	833,397	76,301
	5,499,349	4,387,195
Total accruals and other liabilities	**27,515,449**	**29,495,865**

Liabilities related to ATM and credit card transactions consist of liabilities on ATM transactions within ATM Bersama, Prima and Link, and liabilities to Master Card and Visa for credit card transactions.

Unearned revenue consists of income from loan commission.

Liabilities to policyholders represent liabilities of Subsidiary for long-term insurance contract, liability for future policy benefits, unearned premium reserves and estimated claim.

Electronic money represents liabilities of the Bank from cash deposited by customers electronically and not considered as deposits as stipulated in banking laws.

Accrued interest expenses consist of accrued interest from deposits from customers and other banks, derivatives, borrowings, securities sold under repurchase agreement and subordinated bonds.

Liabilities from customer transactions represent liabilities of Subsidiaries for trading securities transactions, which consist of liabilities to PT Kliring Penjaminan Efek Indonesia (“KPEI”) related to purchase of securities transactions and deposits rendered by Subsidiaries, and liabilities from customer transactions related to selling of securities transactions that will be matured in a short period, usually in 2 (two) days from date of trading.

The security deposit is a guarantee of cash deposited by customers from export-import transaction and issuance of bank guarantees.

Liabilities from insurance transactions was liabilities of Subsidiaries for reinsurance payables, coinsurance payable and claim in process.

Finance lease liabilities represent lease liabilities related to the implementation of SFAS 116.

Term deposits of foreign exchange from export proceeds is an instrument where foreign exchange from export proceeds from exporters' special account are placed in Bank Indonesia through Bank's accounts in accordance with market mechanism.

Customer transfer transactions are liabilities arising from clearing, inward remittance and outward remittance transactions that have not been settled.

Others mainly consist of short-term liabilities to employee, interoffice accounts, deposit and unsettled transactions.

Information on the maturity of accruals and other liabilities are disclosed in Note 43.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

24. SUBORDINATED BONDS

	2024	2023
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018	500,000	500,000
Total subordinated bonds	**500,000**	**500,000**

The details of subordinated bonds were as follows:

Instruments	Effective and issued date	Approval	Principal amount	Terms	Maturity date	Interest rate
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A	Effective date 26 June 2018 Issued date 5 July 2018	No. S-03825/ BEI.PP2/07-2018	Rp 435,000	7 Years	5 July 2025	7.75%
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series B	Effective date 26 June 2018 Issued date 5 July 2018	No. S-03825/ BEI.PP2/07-2018	Rp 65,000	12 Years	5 July 2030	8.00%

Interest of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A and B are paid quarterly since the issuance date, with no option of accelerating the Subordinated Bonds interest payment. The first payment of interest was due on 5 October 2018. Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A and B can be calculated as supplementary capital (Tier 2) based on OJK Regulation No. 11/POJK.03/2016 and to increase collection structure of long term funding. The proceeds from issuance of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A and B will be used to grow the Bank's business, especially for credit expansion.

The trustee of the above subordinated bonds is PT Bank Rakyat Indonesia (Persero) Tbk that is not a related party to the Bank.

Based on the result of long-term debt rating by PT Pemeringkat Efek Indonesia (PT Pefindo), the rating of subordinated bonds is as follows:

Description	2024		2023	
	Rating	Rating Period	Rating	Rating Period
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018	idAA	8 March 2024 - 1 March 2025	idAA	7 March 2023 - 1 March 2024

The Trusteeship Agreement provides several negative covenants that should be complied by the Bank among others, prior to the repayment of the bonds payable, without the written consent from the Trustee, the Bank is not allowed to:

a. Pledge majority or all of the Bank's present or future income or assets outside Bank's main business, except if the actions are performed to meet regulatory requirements or related with short term liquidity borrowing or related with the Bank's option for recovery plan;
b. Change the Bank main business;

24. SUBORDINATED BONDS (continued)

The Trusteeship Agreement provides several negative covenants that should be complied by the Bank among others, prior to the repayment of the bonds payable, without the written consent from the Trustee, the Bank is not allowed to: (continued)

c. Reduce authorised capital and paid-up capital unless the reduction is made on the basis of a request from the Government of Indonesia or authority order (include but not limited to BI, OJK, the Minister of Finance in the Republic of Indonesia and/or monetary authorities as well as restructuring authorities in the Banking sector in accordance with the prevailing laws in Indonesia);
d. Merger or consolidation with other companies which cause dilution of the Bank.

As of 31 December 2024 and 2023, the Bank was in compliance with all significant covenants in relation to the issued subordinated debts agreements. Payments of interest had been done on a timely basis.

Information on the classification and fair value of subordinated bonds is disclosed in Note 37. Information on the maturity of subordinated bonds is disclosed in Note 43.

25. SHARE CAPITAL

The composition of the Bank's share capital as of 31 December 2024 and 2023 were as follows:

	2024		2023	
	Number of shares	Total par value	Number of shares	Total par value
Share capital – par value at Rp 12.50 (full amount) per share	440,000,000,000	5,500,000	440,000,000,000	5,500,000
Unissued	(316,724,950,000)	(3,959,062)	(316,724,950,000)	(3,959,062)
Outstanding shares (issued and fully paid)	**123,275,050,000**	**1,540,938**	**123,275,050,000**	**1,540,938**

The composition of shareholders as of 31 December 2024 and 2023 were as follows:

	2024		
	Number of shares	Total par value	%
PT Dwimuria Investama Andalan*)	67,729,950,000	846,624	54.94
Commissioners			
Djohan Emir Setijoso	106,824,845	1,335	0.09
Tonny Kusnadi	7,269,681	91	0.01
Directors			
Jahja Setiaatmadja	33,850,785	423	0.03
Armand W. Hartono	4,256,065	53	0.00
Gregory Hendra Lembong	977,547	12	0.00
Subur Tan	10,710,172	134	0.01
Rudy Susanto	2,908,127	36	0.00
Lianawaty Suwono	2,264,685	28	0.00
Santoso	2,690,902	34	0.00
Vera Eve Lim	2,212,324	28	0.00
Haryanto Tiara Budiman	776,099	10	0.00
Frengky Chandra Kusuma	2,107,984	26	0.00
John Kosasih	731,076	9	0.00
Antonius Widodo Mulyono	262,511	3	0.00
Public shareholders**)	55,367,257,197	692,092	44.92
	123,275,050,000	**1,540,938**	**100.00**

*) The shareholders of PT Dwimuria Investama Andalan are Mr. Robert Budi Hartono and Mr. Bambang Hartono, therefore the ultimate shareholders of the Bank are Mr. Robert Budi Hartono and Mr. Bambang Hartono.
**) In the composition of shares held by the public, there was 2.49% shares owned by parties affiliated with PT Dwimuria Investama Andalan.

25. SHARE CAPITAL (continued)

The composition of shareholders as of 31 December 2024 and 2023 were as follows: (continued)

	2023		
	Number of shares	Total par value	%
PT Dwimuria Investama Andalan*)	67,729,950,000	846,624	54.94
Commissioners			
Djohan Emir Setijoso	106,610,700	1,333	0.09
Tonny Kusnadi	7,087,982	89	0.01
Directors			
Jahja Setiaatmadja	32,818,853	410	0.03
Armand W. Hartono	4,256,065	53	0.00
Gregory Hendra Lembong	784,719	10	0.00
Subur Tan	11,351,057	142	0.01
Rudy Susanto	2,518,448	31	0.00
Lianawaty Suwono	2,021,880	25	0.00
Santoso	2,422,053	30	0.00
Vera Eve Lim	1,912,261	24	0.00
Haryanto Tiara Budiman	561,695	7	0.00
Frengky Chandra Kusuma	1,891,049	24	0.00
John Kosasih	504,861	6	0.00
Antonius Widodo Mulyono	130,780	2	0.00
Public shareholders**)	55,370,227,597	692,129	44.92
	123,275,050,000	**1,540,939**	**100.00**

*) The shareholders of PT Dwimuria Investama Andalan are Mr. Robert Budi Hartono and Mr. Bambang Hartono, therefore the ultimate shareholders of the Bank are Mr. Robert Budi Hartono and Mr. Bambang Hartono.
**) In the composition of shares held by the public, there was 2.49% shares owned by parties affiliated with PT Dwimuria Investama Andalan.

26. ADDITIONAL PAID-IN CAPITAL

Additional paid-in capital as of 31 December 2024 and 2023 are as follows:

	2024	2023
Additional paid-in capital from share capital payments	29,453,007	29,453,007
Elimination of accumulated loss through quasi-reorganisation on 31 October 2000*)	(25,853,162)	(25,853,162)
Additional paid-in capital from the exercise of stock options	296,088	296,088
Additional paid-in capital from treasury stock transactions (Note 1c)	1,815,435	1,815,435
Difference in values from business combination transaction of entities under common control (Note 2e)	(162,391)	(162,391)
	5,548,977	**5,548,977**

*) On 31 October 2000, the Bank adopted SFAS No. 51, "Accounting for Quasi-Reorganisation" to achieve a "fresh start" reporting. Fresh start reporting requires the revaluation of all its assets and liabilities recorded by using the fair value and elimination of its accumulated deficit. Pursuant to the implementation of quasi-reorganisation, the Bank's accumulated losses as of 31 October 2000 amounted to Rp 25,853,162 had been eliminated against the additional paid-in capital. The implementation of quasi-reorganisation had been approved by Bank Indonesia through its Letter No. 3/165/DPwB2/IDWB2 dated 21 February 2001 and by the shareholders in their Extraordinary General Meeting of Shareholders on 12 April 2001 (the minutes of meeting drawn up by Notary Hendra Karyadi, S.H., in Notary Deed No. 25).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

27. COMMITMENTS AND CONTINGENCIES

As of 31 December 2024 and 2023, the Group commitments and contingencies were as follows:

	Type of Currencies	2024 Amount in foreign currencies*)	2024 Rupiah equivalent	2023 Amount in foreign currencies*)	2023 Rupiah equivalent
Commitments					
Committed receivables:					
Borrowing facilities received and unused	Rupiah		1,912,490		4,441,202
	USD	60,000,000	965,700	53,558,000	824,633
			2,878,190		5,265,835
Others	Rupiah		406,294		382,291
	USD	7,329,059	117,961	6,273,856	96,599
			524,255		478,890
			3,402,445		**5,744,725**
Committed liabilities:					
Unused credit facilities to customers - committed	Rupiah		290,674,248		266,143,321
	USD	1,663,976,586	26,781,703	1,455,764,966	22,414,413
	Others, USD equivalent	46,672,341	751,191	50,693,287	780,524
			318,207,142		289,338,258
Unused credit facilities to other banks - committed	Rupiah		2,402,770		420,456
	USD	555,556	8,942	555,556	8,554
			2,411,712		429,010
Irrevocable Letters of Credit facilities to customers	Rupiah		2,368,497		2,586,435
	USD	385,002,020	6,196,608		6,700,639
	Others, USD equivalent	92,600,368	1,490,403	128,113,202	1,972,559
			10,055,508		11,259,633
Others	Rupiah		866,726		777,109
	USD	13,960,128	224,688	6,101,783	93,949
	Others, USD equivalent	-	-	-	-
			1,091,414		871,058
			331,765,776		**301,897,959**
Contingencies					
Contingent receivables:					
Bank guarantees received	Rupiah		529,573		558,910
	USD	-	-	11,651	179
			529,573		**559,089**
Contingent liabilities:					
Bank guarantee issued to customers	Rupiah		21,381,921		17,937,926
	USD	323,378,273	5,204,773	297,968,974	4,587,828
	Others, USD equivalent	8,639,700	139,056	14,519,311	223,554
			26,725,750		22,749,308
Others	Rupiah		89		89
			26,725,839		**22,749,397**

*) Total in full amount.

27. COMMITMENTS AND CONTINGENCIES (continued)

Additional information

As of 31 December 2024 and 2023, the Group had unused credit facilities to customers - uncommitted amounting to Rp 93,421,932 and Rp 91,068,656, respectively.

As of 31 December 2024 and 2023, the Group had unused credit facilities to other Banks - uncommitted amounting to Rp nil and Rp nil, respectively.

The Bank is a party to various unresolved legal actions, administrative proceedings, and claims in the ordinary course of its business. It is not possible to predict with certainty whether or not the Bank will be successful in any of these legal matters or, if not, what the impact might be. However, the Bank's management does not expect that the results in any of these proceedings will have a material adverse effect on the Bank's results of operations, financial position or liquidity.

Commitments and contingencies from related parties are disclosed in Note 46.

28. INTEREST AND SHARIA INCOME

Interest and sharia income consist of:

	2024	2023
Interest income		
Loan receivable	63,092,902	54,143,689
Investment securities	22,259,179	17,716,461
Consumer financing receivables and finance lease receivables	3,594,918	3,266,996
Securities purchased under agreements to resell	2,542,353	8,571,096
Placements with Bank Indonesia and other banks	711,706	1,164,150
Bills receivable	691,152	469,923
Others	1,099,139	1,210,270
	93,991,349	86,542,585
Sharia income		
Sharia profit sharing	805,105	663,932
	805,105	663,932
Total interest and sharia income	**94,796,454**	**87,206,517**

Included in interest income from loans receivable was interest from the effect of discounting of impaired financial assets for the year ended 31 December 2024 and 2023 amounting to Rp 11,364 and Rp 16,001, respectively.

Interest income from loans receivable to related parties is disclosed in Note 46.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

29. INTEREST AND SHARIA EXPENSES

Interest and sharia expenses consist of:

	2024	2023
Interest expenses		
Deposits from customers	9,503,963	9,510,555
Guarantee premium	2,251,915	2,222,965
Debt securities issued	38,913	38,913
Deposits from other banks	82,919	72,187
Borrowings	87,713	66,961
Securities sold under agreements to repurchase	150,262	27,245
Others	21,495	16,092
	12,137,180	11,954,918
Sharia expense		
Sharia	395,110	314,034
Total interest and sharia expenses	**12,532,290**	**12,268,952**

Interest and sharia expenses for deposits from customers to related parties are disclosed in Note 46.

30. FEES AND COMMISSION INCOME - NET

Represent fees and commission income related to:

	2024	2023
Credit	2,428,359	2,819,768
Trade	1,112,506	1,044,181
CASA and Transactional	12,887,956	11,436,469
Wealth	863,046	741,335
Others	688,054	580,927
Total	17,979,921	16,622,680
Fees and commission expenses	(2)	(539)
Fees and commission income - net	**17,979,919**	**16,622,141**

Commissions from CASA and Transactional are commission income related to credit and debit card transactions which have been reduced by costs directly related to these transactions.

Fee and commission income from loans receivable were fee and commission income related to disbursement of loan facilities which were not an integral part of effective interest rates.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

31. NET INCOME FROM TRANSACTION AT FAIR VALUE THROUGH PROFIT OR LOSS

Net income from transaction at fair value through profit or loss consists of:

	2024	2023
Interest income from financial assets measured at fair value through profit or loss	254,702	239,727
Unrealised gains (losses) from financial assets measured at fair value through profit or loss - net	(223,207)	577,952
Realised gains (losses) on spot and derivative transactions - net	1,300,521	652,241
Gains (losses) on sale of financial assets measured at fair value through profit or loss – net	1,522,513	417,580
	2,854,529	**1,887,500**

32. ADDITION (REVERSAL) OF IMPAIRMENT LOSSES ON ASSETS

	2024	2023
Loans receivable (Note 12g)	2,686,810	1,910,139
Estimated losses from commitments and contingencies (Note 22)	(408,004)	(66,380)
Consumer financing receivables (Note 13)	353,502	172,948
Acceptance receivables (Note 9c)	149,093	(30,449)
Sharia financing	80,802	26,687
Investment securities (Note 14)	8,070	253,674
Others	18,568	(3,570)
	2,888,841	2,263,049
Recoveries on assets previously written-off	(854,388)	(1,206,857)
Addition (reversal) of impairment losses on assets	**2,034,453**	**1,056,192**

33. PERSONNEL EXPENSES

	2024	2023
Salaries and wages	9,066,310	8,306,266
Employees' benefits and compensations	6,098,057	5,649,922
Post-employment benefits (Note 2d)	1,319,538	1,321,118
Pension plan contribution	562,400	503,244
Training	397,937	417,261
	17,444,242	**16,197,811**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

34. GENERAL AND ADMINISTRATIVE EXPENSES

	2024	2023
Office supplies	5,833,053	5,582,286
Repair and maintenance	2,020,849	1,964,982
Depreciation	2,017,454	2,935,074
Communication	1,828,596	1,722,285
Promotion	1,657,278	1,630,166
Rental	1,143,353	1,029,820
Professional fees	777,296	678,770
Water, electricity and fuel	324,939	297,236
Tax	262,826	226,479
Amortisation of intangible assets - software	150,095	276,409
Computer and software	128,701	156,086
Insurance	64,510	54,757
Transportation	59,903	55,462
Research and development	33,155	129,287
Security	21,709	23,452
Others	550,425	543,088
	16,874,142	**17,305,639**

35. BASIC AND DILUTED EARNINGS PER SHARE

Basic and diluted earnings per share are calculated based on the weighted average number of shares outstanding during the year, as follows:

	2024	2023
Net income for the year	54,836,305	48,639,122
Weighted average number of ordinary shares outstanding on the Indonesia Stock Exchange (in full amount)	123,275,050,000	123,275,050,000
Basic earnings per share (in full amount)	445	395

As of 31 December 2024 and 2023, there were no instruments which can potentially be converted into ordinary shares. Therefore, diluted earnings per share is equivalent to basic earnings per share.

36. APPROPRIATION OF NET INCOME

The Annual General Meeting of Shareholders of PT Bank Central Asia Tbk dated 14 March 2024 (minutes prepared by Christina Dwi Utami, S.H., M.Hum., M.Kn., with Minutes No. 87), resolved the appropriation of 2023 net income, as follows:

a. Net profit of 2023 amounting to Rp 486,391 will be appropriated for reserve funds.
b. Distribute cash dividends in the amount of Rp 33,284,264 (Rp 270 (full amount) per share) to shareholders who have the right to receive cash dividends. The total cash dividend that will be paid on 4 April 2024 is Rp 28,045,047 (the 2023 Fiscal Year interim dividend has been paid on 20 December 2023 amounting to Rp 5,239,190).
c. Determine tantiem for members of the Board of Commissioners and Board of Directors who serve in and during the 2023 financial year. The actual amount of tantiem paid is Rp 765,000.
d. Determine the remaining 2023 net profit after deducting dividends as retained earnings.

36. APPROPRIATION OF NET INCOME (continued)

In accordance with the Decree of the Board of Directors Meeting dated 8 November 2024 No. 185 regarding the Distribution of Temporary Dividends (interim dividends) for Fiscal Year 2024, the Board of Directors determines that the Bank will pay temporary dividends (interim dividends) to shareholders for 2024 profits of Rp 50 (full amount) per share. The actual amount of interim dividends paid is Rp 6,163,752.

The Annual General Meeting of Shareholders of PT Bank Central Asia Tbk dated 16 March 2023 (minutes prepared by Christina Dwi Utami, S.H., M.Hum., M.Kn., with Minutes No. 157), resolved the appropriation of 2022 net income, as follows:

a. Net profit of 2022 amounting to Rp 407,357 will be appropriated for reserve funds.
b. Distribute cash dividends in the amount of Rp 25,271,385 (Rp 205 (full amount) per share) to shareholders who have the right to receive cash dividends. The total cash dividend that will be paid on 14 April 2023 is Rp 20,956,758 (the 2022 Fiscal Year interim dividend has been paid on 20 December 2022 amounting to Rp 4,314,627).
c. Determine tantiem for members of the Board of Commissioners and Board of Directors who serve in and during the 2022 financial year. The actual amount of tantiem paid is Rp 660,000.
d. Determine the remaining 2022 net profit after deducting dividends as retained earnings.

In accordance with the Decree of the Board of Directors Meeting dated 21 November 2023 No. 194 regarding the Distribution of Temporary Dividends (interim dividends) for Fiscal Year 2023, the Board of Directors determines that the Bank will pay temporary dividends (interim dividends) to shareholders for 2023 profits of Rp 42.5 (full amount) per share. The actual amount of interim dividends paid is Rp 5,239,190.

37. FINANCIAL INSTRUMENTS

Classification of financial assets and financial liabilities

Financial instruments have been classified based on their respective classifications. The material accounting policies in Note 2g describe how the categories of the financial assets and liabilities are measured and how income and expenses, including fair value gains and losses (changes in fair value of financial instruments) are recognised.

Financial instrument valuation models

The Group measures fair values using the following hierarchy of methods:

- Level 1: inputs that are quoted prices (unadjusted) in active markets for identical instruments that the Group can access at the measurement date;
- Level 2: inputs other than quoted prices included within level 1 that are observable, either directly or indirectly. This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are not active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data;
- Level 3: inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and these unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

37. FINANCIAL INSTRUMENTS (continued)

Financial instrument valuation models (continued)

Fair values of financial assets and financial liabilities that are traded in active market are based on quoted market prices. For all other financial instruments, the Bank determines fair values using valuation techniques.

Valuation techniques include net present value and discounted cash flow models, comparison with similar instruments for which market observable prices exist and other valuation models. Assumptions and inputs used in valuation techniques include risk-free interest rates, benchmark interest rate, credit spreads and other variables used in estimating discount rates, bond prices, foreign currency exchange rates, and expected price volatilities and correlations.

The objective of valuation techniques is to arrive at a fair value measurement that reflects the price that would be received to sell the asset or paid to transfer the liability in an orderly transaction between market participants at the measurement date.

The Group uses widely recognised valuation models for determining the fair values of common and more simple financial instruments, such as interest rate and currency swaps that used only observable market data and require little management judgment and estimation. Observable prices or model inputs are usually available in the market for listed debt securities and simple over-the-counter derivatives such as interest rate swaps. Availability of observable market prices and model inputs reduces the needs for management judgment and estimation and also reduces the uncertainty associated with determining the fair values. Availability of observable market prices and inputs varies depending on the products and markets and is prone to changes based on specific events and general conditions in the financial markets.

Management judgment and estimation are usually required for selection of the appropriate valuation models to be used, determination of expected future cash flows on the financial instruments being valued, determination of the probability of counterparty default, prepayments and selection of appropriate discount rates.

Valuation framework

Valuation of financial assets and financial liabilities are subject to an independent review from the business by Group Accounting (“ACT”) and Risk Management Division. ACT is primarily responsible for ensuring that valuation adjustments have been properly accounted for. Risk Management Division performs an independent price validation to ensure that the Bank uses reliable market data from independent sources, e.g., traded prices and broker quotes.

Valuation model is proposed by Risk Management Division and approved by the management. Risk Management Division performs a periodic review of the feasibility of the market data sources used for valuation. The market data used for price validation may include those sourced from recent trade data involving external counterparties or third parties such as Bloomberg, Reuters, brokers and pricing providers. The market data used should be representative of the market as much as possible, which can evolve over time as markets and financial instruments develop. To determine the quality of the market data inputs, factors such as independence, relevance, reliability, availability of multiple data sources and methodology employed by the pricing providers are taken into consideration.

37. FINANCIAL INSTRUMENTS (continued)

Valuation of financial instruments

Financial instruments measured at fair value

The following table sets out the carrying amounts and fair values of financial instruments of the Group, measured at fair values, and their analysis by the level in the fair value hierarchy.

	2024			
	Carrying amount			Fair value
	Measured at fair value through profit or loss	Measured at fair value through other comprehensive income	Total	Level 2
Financial assets				
Financial assets at fair value - net	21,524,617	-	21,524,617	21,524,617
Investment securities - net	-	98,379,739	98,379,739	98,379,739
	21,524,617	**98,379,739**	**119,904,356**	**119,904,356**
Financial liabilities				
Financial liabilities at fair value	257,613	-	257,613	257,613
	257,613	**-**	**257,613**	**257,613**

	2023			
	Carrying amount			Fair value
	Measured at fair value through profit or loss	Measured at fair value through other comprehensive income	Total	Level 2
Financial assets				
Placements with Bank Indonesia and other banks - net	-	198,245	198,245	198,245
Financial assets at fair value - net	15,058,660	-	15,058,660	15,058,660
Investment securities - net	-	109,895,084	109,895,084	109,895,084
	15,058,660	**110,093,329**	**125,151,989**	**125,151,989**
Financial liabilities				
Financial liabilities at fair value	122,765	-	122,765	122,765
	122,765	**-**	**122,765**	**122,765**

Fair value of placements with Bank Indonesia and other banks which measured at fair value through other comprehensive income were calculated using valuation techniques based on the Bank's internal model, which is a discounted cash flow method. Input used in the valuation techniques is market interest rate for money market instruments which have similar characteristics of credit, maturity, and yield.

As of 31 December 2024 and 2023, the fair value of marketable securities classified in the group measured at fair value through profit or loss, and the fair value of securities classified in the group measured at fair value through other comprehensive income is based on market prices issued by the pricing provider (Penilai Harga Efek Indonesia/"PHEI"). If this information is not available, fair value is estimated using quoted market prices for securities that have similar characteristics of credit, maturity, and yield.

37. FINANCIAL INSTRUMENTS (continued)

Valuation of financial instruments (continued)

Financial instruments measured at fair value (continued)

As of 31 December 2024 and 2023, the fair value of investment securities which measured at fair value through other comprehensive income did not include the fair value of investments in shares amounting to Rp 540,492 and Rp 451,993, respectively, which were valued at cost, since the fair value cannot be measured reliably.

Financial instruments not measured at fair value

The following table sets out the carrying amounts and fair values of financial instruments of the Group, which are not measured at fair values and their analysis by the level in the fair value hierarchy.

	2024				
	Carrying value		Fair value		
	Amortised cost	Total	Level 2	Level 3	Total
Financial assets					
Loans receivables - net	868,686,210	868,686,210	25,116,622	852,431,302	877,547,924
Consumer financing receivables - net	9,435,564	9,435,564	-	9,135,934	9,135,934
Finance lease receivables - net	51,042	51,042	-	48,459	48,459
Assets related to sharia transaction - *murabahah* receivables - net	1,924,884	1,924,884	-	1,924,884	1,924,884
Investment securities - net	272,231,726	272,231,726	271,130,953	-	271,130,953
	1,152,329,426	**1,152,329,426**	**296,247,575**	**863,540,579**	**1,159,788,154**
Financial liabilities					
Deposits from customers	1,120,613,667	1,120,613,667	1,120,613,667	-	1,120,613,667
Sharia deposits	3,935,363	3,935,363	3,935,363	-	3,935,363
Finance lease liabilities	302,470	302,470	302,470	-	302,470
Deposits from other banks	3,656,298	3,656,298	3,656,298	-	3,656,298
Borrowings	2,242,516	2,242,516	2,244,759	-	2,244,759
Subordinated bonds	500,000	500,000	500,000	-	500,000
	1,131,250,314	**1,131,250,314**	**1,131,252,557**	**-**	**1,131,252,557**

	2023				
	Carrying value		Fair value		
	Amortised cost	Total	Level 2	Level 3	Total
Financial assets					
Loans receivables - net	758,887,839	758,887,839	28,011,091	738,167,137	766,178,228
Consumer financing receivables - net	8,713,450	8,713,450	-	8,663,660	8,663,660
Finance lease receivables - net	139,007	139,007	-	138,639	138,639
Assets related to sharia transaction - *murabahah* receivables - net	1,643,051	1,643,051	-	1,643,051	1,643,051
Investment securities - net	201,706,547	201,706,547	201,666,248	-	201,666,248
	971,089,894	**971,089,894**	**229,677,339**	**748,612,487**	**978,289,826**
Financial liabilities					
Deposits from customers	1,090,766,807	1,090,766,807	1,090,766,807	-	1,090,766,807
Sharia deposits	3,201,970	3,201,970	3,201,970	-	3,201,970
Finance lease liabilities	237,344	237,344	237,344	-	237,344
Deposits from other banks	10,070,820	10,070,820	10,070,820	-	10,070,820
Borrowings	1,629,626	1,629,626	1,631,281	-	1,631,281
Subordinated bonds	500,000	500,000	500,000	-	500,000
	1,106,406,567	**1,106,406,567**	**1,106,408,222**	**-**	**1,106,408,222**

37. FINANCIAL INSTRUMENTS (continued)

Financial instruments not measured at fair value (continued)

The financial instruments not measured at fair value are measured at amortised cost.

The following financial instruments are short-term financial instruments or financial instruments which are re-priced periodically to current market rates, therefore, the fair values of financial instruments are reasonable approximation of carrying value.

Financial assets:
- Cash
- Current accounts with Bank Indonesia
- Current accounts with other banks
- Placements with Bank Indonesia and other banks
- Acceptance receivables
- Bills receivables
- Securities purchased under agreements to resell
- Other assets

Financial liabilities:
- Securities sold under agreements to repurchase
- Acceptance payables
- Estimated losses from commitment and contingency
- Other liabilities

As of 31 December 2024 and 2023, the fair values of loans receivable, consumer financing receivables, finance lease receivables and borrowings were determined using discounted cash flows based on internal interest rate.

As of 31 December 2024 and 2023, the fair values of investment securities issued at amortised cost based on market prices issued by pricing provider (Penilai Harga Efek Indonesia/"PHEI", formerly Indonesia Bond Pricing Agency/ “IBPA”) If the information is not available, the fair values were estimated using quoted market prices of securities which have similar characteristics of credit, maturity, and yield.

As of 31 December 2024 and 2023, the fair values of deposits from customers and deposits from other banks are the same with the carrying amount since they are payables on demand in nature.

The fair values calculated are for disclosure purposes only and do not have any impact on the Group’s reported financial performance or position. The fair values calculated by the Group may be different from the actual amount that will be received or paid on the settlement or maturity of the financial instrument. As certain categories of financial instruments are not traded, there is management judgment and estimation involved in calculating their fair values.

38. POST-EMPLOYMENT BENEFITS OBLIGATION

In accordance with Law of the Republic of Indonesia No. 11/2020 concerning Job Creation Act, the Bank is required to provide post-employment benefits to its employees when their employments are terminated or when they retire. These benefits are primarily based on years of services and the employees’ compensation at termination or retirement. These post-employment benefits are defined benefits program.

38. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

The Bank also had a defined contribution pension plan that covers all permanent employees who fulfilled the criteria determined by the Bank. This defined contribution pension plan is managed and administered by Dana Pensiun BCA which was established by the Bank to manage the assets, generate investment income and pay the post-employment benefits to the employees. The establishment of Dana Pensiun BCA had been ratified by the Minister of Finance of Republic of Indonesia in its Decision Letter No. KEP-020/KM.17/1995 dated 25 January 1995. The contribution to the pension plan is computed based on certain percentage of employees' basic salary, for which the contribution from employees and the Bank are 3% (three percent) and 5% (five percent), respectively. During the year ended 31 December 2024 and 2023, the accumulated contributions from the Bank are 2% (two percent) respectively, which are considered as a deduction against the post-employment benefits obligation in accordance with the Manpower Law.

During the years ended 31 December 2024 and 2023, the Bank has set aside funds that will be used to support the fulfilment of employee post-employment benefit obligations amounting to Rp 752,365 and Rp 2,818, respectively. These funds were placed in several insurance companies in the form of saving plan program and Dana Pensiun Lembaga Keuangan ("DPLK") in the form of Program Pensiun Untuk Kompensasi Pesangon ("PPUKP") for the year ended 31 December 2024, and in the forms of saving plan for the year ended 31 December 2023, which meet the criteria to be recorded as plan assets.

The defined benefit pension plan provides actuarial risk exposures to the Bank, e.g., investment risk, interest rate risk and inflation risk.

Post-employment benefits provided by the Bank consist of pension, other long-term compensations in the form of long service benefits and post-employment healthcare benefits. The post-employment benefits obligation as of 31 December 2024 and 2023 were calculated by Kantor Konsultan Aktuaria Steven & Mourits as the Bank's independent actuary, using the projected-unit-credit method. The main assumptions used by independent actuary were as follows:

	2024	2023
Economic assumptions:		
Annual discount rate		
Defined benefit pension plan	7.15%	6.80%
Other long-term compensations – Gold	7.15%	6.80%
Other long-term compensations – Non Gold	7.15%	6.85%
Post-employment healthcare benefits – Self Insured	7.05%	6.70%
Post-employment healthcare benefits – Insurance	7.15%	6.95%
Annual basic salary growth rate	9.00%	9.00%
Annual Self-Insured claim rate	11.60%	11.50%
Healthcare cost rate	11.50%	11.50%

The discount rate is used in determining the present value of the post-employment benefits obligation at valuation date. In general, the discount rate correlates with the yield on high quality government bonds that are traded in active capital markets at the reporting date.

38. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

The future basic salary growth assumption projects the post-employment benefits obligations starting from the valuation date through the normal retirement age. The basic salary growth rate is generally determined by applying inflation adjustment to scales of payment and by taking into account of the years of service.

The Bank's obligation for post-employment benefits for the years ended 31 December 2024 and 2023 were in accordance with the independent actuary reports dated 6 January 2025 and 5 January 2024, respectively.

a. Post-employment benefits obligation

The post-employment benefits obligation as of 31 December 2024 and 2023 were as follows:

	Defined benefit pension plan and other long-term compensations		Post-employment healthcare benefits	
	2024	2023	2024	2023
Present value of obligation for post-employment benefits	11,736,185	11,847,856	183,746	156,844
Fair value of plan assets	(2,976,290)	(3,120,458)	-	-
Net obligation for post-employment benefits - Bank	**8,759,895**	**8,727,398**	**183,746**	**156,844**

The Subsidiaries' obligation for post-employment benefits as of 31 December 2024 and 2023 which were recorded in the consolidated statements of financial position amounting to Rp 154,068 and Rp 147,830, respectively.

b. Movement of post-employment benefits obligation

	Defined benefit pension plan and other long-term compensations		Post-employment healthcare benefits	
	2024	2023	2024	2023
Movement in the defined benefit obligation				
Post-employment benefit obligation, beginning of the year - Bank	8,727,398	7,273,131	156,844	137,461
Included in profit or loss				
Current service cost	796,911	754,821	13,799	6,705
Past service cost - amendment	(159,411)	-	8,751	(12,025)
Interest cost	545,010	511,473	12,221	8,672
Termination cost	37,523	3,165	8,298	-
Liability assumed due to recognition of past services	4,543	2,852	19,558	50
Impact of changes in attribution method in P&L	-	-	-	-
Included in other comprehensive income				
Actuarial gains (losses) arising from:				
Changes in financial assumptions	(225,813)	(41,716)	(15,864)	28,917
Changes in demographic assumptions	-	-	-	-
Experience adjustments	89,470	350,315	-	29,185
Return on plan assets excluding interest income	52,632	187,347	25,119	-
Impact of changes in attribution method in OCI	-	-	-	-
Others				
Fund placements in insurance companies (plan assets)	(752,365)	(2,818)	-	-
Post- employment benefits paid directly by the Bank	(356,003)	(311,172)	(311,172)	(42,121)
Post-employment benefits obligation, end of the year - Bank	**8,759,895**	**8,727,398**	**8,727,398**	**156,844**

38. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

b. Movement of post-employment benefits obligation (continued)

The Subsidiaries' post-employment benefits expenses for the years ended 31 December 2024 and 2023 recorded in the profit or loss amounting to Rp 32,335 and Rp 45,405, respectively.

During the years ended 31 December 2024 and 2023, payments for post-employment benefits in the Subsidiaries amounting to Rp 4,324 and Rp 6,659, respectively, and the Subsidiaries have set aside funds that will be used to support the fulfilment of post-employment benefits obligation for each employee amounting of Rp 7,750 and Rp 6,950 by placing them with several insurance companies, which meet the criteria to be recorded as plan assets.

c. The composition of plan assets

The composition of plan assets from pension fund for the years ended 31 December 2024 and 2023, were as follows:

	Percentage allocation as of 31 December 2024 Quoted market price for severance program			Percentage allocation as of 31 December 2024 Quoted market price for DPLK PDKP		
	AIA	Allianz	Manulife	AIA	Allianz	Manulife
Shares	0.00%	0.00%	0.00%	9,40%	9,79%	9,21%
Bonds	0.00%	37.57%	0.00%	58,83%	59,21%	70,75%
Property	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Derivatives	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash	100.00%	62.43%	100.00%	31,77%	31,00%	20,04%
Others	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

	Percentage allocation as of 31 December 2023 Quoted market price for severance program			Percentage allocation as of 31 December 2023 Quoted market price for DPLK PDKP		
	AIA	Allianz	Manulife	AIA	Allianz	Manulife
Shares	0.00%	0.00%	0.00%	12.86%	10.37%	15.12%
Bonds	0.00%	0.00%	0.00%	69.69%	69.88%	64.52%
Property	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Derivatives	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash	100.00%	100.00%	100.00%	17.45%	19.75%	20.36%
Others	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

d. Changes in fair value of plan assets for post-employment program

	2024	2023
Fair value of plan assets, beginning of the year - Bank	3,120,458	3,952,724
Fund placements in insurance companies	752,365	2,818
Return on plan assets excluding interest income	(52,632)	(187,347)
Interest income on plan assets	202,203	250,604
Post-employment benefits paid	(1,046,104)	(898,341)
Fair value of plan assets, end of the year - Bank	**2,976,290**	**3,120,458**

38. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

e. Historical information - Bank:

	31 December					
	2024	2023	2022	2021	2020	2019
Defined benefits pension plan and other long-term compensation						
Present value of post-employment benefits obligation	11,736,185	11,847,856	11,225,855	11,800,914	12,966,647	11,724,337
Fair value of plan assets	(2,976,290)	(3,120,458)	(3,952,724)	(4,877,681)	(3,664,581)	(4,077,260)
Deficit	8,759,895	8,727,398	7,273,131	6,923,233	9,302,065	7,647,077
Experience adjustment on plan liabilities	89,470	350,315	13,149	(159,362)	(9,914)	116,222
Experience adjustment on plan assets	53,632	187,347	159,472	(440,474)	555,010	(204,650)
Post-employment healthcare benefits						
Present value of post-employment benefits obligation	183,746	156,844	137,462	197,102	214,570	209,355
Experience adjustment on plan liabilities	25,119	29,185	14,093	(15,238)	(15,955)	(7,038)

f. Sensitivity analysis

Changes in 1 (one) percent of actuarial assumptions will have the following impacts:

	2024					
	Defined benefit pension plan		Other long-term compensations		Post-employment healthcare benefits	
	Increase	Decrease	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(397,170)	443,541	(255,558)	295,487	(13,688)	19,379
Basic salary rate (1% movement)	495,259	(451,964)	305,338	(269,456)	-	-
Healthcare cost rate (1% movement)	-	-	-	-	16,152	(14,049)

	2023					
	Defined benefit pension plan		Other long-term compensations		Post-employment healthcare benefits	
	Increase	Decrease	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(404,885)	449,720	(249,099)	286,212	(11,732)	15,778
Basic salary rate (1% movement)	495,698	(454,759)	286,371	(254,360)	-	-
Healthcare cost rate (1% movement)	-	-	-	-	13,314	(11,671)

g. Expected Maturity Analysis

Expected maturity analysis of undiscounted pension benefits and post-employment healthcare benefits is as follows:

	Up to 10 years	10 - 20 years	20 years and beyond
Pension benefit	8,004,344	3,254,667	3,761,907
Other long-term compensations	3,401,256	1,294,407	1,799,701
Post-employment healthcare benefits	149,357	72,617	146,509

h. The weighted-average of period of the defined benefits obligation, other long-term compensations – non gold, other long-term compensations – gold, post-retirement healthcare benefits – self insured and post-retirement healthcare benefits – insurance were 11.89 years; 12.51 years; 15.19 years; 6.54 years; and 18.66 years as of 31 December 2024 (31 December 2023: 11.38 years; 11.98 years; 13.45 years; 7.00 years; and 19.51 years).

39. CUSTODIAL SERVICES

The Bank's Custodial Services Bureau obtained its license to provide custodial services from the Capital Market and Financial Institution Supervisory Agency (Bapepam, currently Financial Services Authority or "OJK") under its Decision Letter No. KEP-148/PM/1991 dated 13 November 1991.

39. CUSTODIAL SERVICES (continued)

The services offered by the Bank's Custodial Services Bureau include of custody services for stocks, government and corporate bonds, deposits, mutual fund administrations, and cash management contracts, which include dividend receives, rates and other rights, finishing securities transactions, and representing account holders included as customers.

As of 31 December 2024 and 2023, assets administered by the Bank's Custodial Services Bureau consist of shares, bonds, deposits, commercial papers and other money market instruments.

40. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES

Balances of monetary assets and liabilities in foreign currencies were as follows:

	2024		2023	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary assets				
Cash				
US Dollar (USD)	70,986	1,142,515	42,260	650,678
Australian Dollar (AUD)	6,098	61,060	17,447	183,555
Singapore Dollar (SGD)	16,093	190,613	16,182	188,941
Hong Kong Dollar (HKD)	4,338	8,992	4,709	9,280
Chinese Yuan (CNH)	7,158	15,737	9,659	20,955
GB Pound (GBP)	1,004	20,306	493	9,684
Japanese Yen (JPY)	265,867	27,392	257,749	28,064
Euro (EUR)	8,752	146,670	6,442	109,754
Others, USD equivalent	1,849	29,767	1,449	22,317
		1,643,052		1,223,228
Current accounts with Bank Indonesia				
US Dollar (USD)	216,181	3,479,439	254,231	3,914,389
		3,479,439		3,914,389
Current accounts with other banks - net				
US Dollar (USD)	74,914	1,205,737	142,447	2,193,255
Australian Dollar (AUD)	32,095	321,383	12,146	127,786
Singapore Dollar (SGD)	63,270	749,408	34,877	407,233
Hong Kong Dollar (HKD)	13,578	28,150	17,677	34,836
Chinese Yuan (CNH)	110,917	243,852	718,431	1,558,637
GB Pound (GBP)	2,095	42,357	4,100	80,459
Japanese Yen (JPY)	10,807,107	1,113,456	8,159,738	888,432
Euro (EUR)	9,233	154,733	9,224	157,154
Others, USD equivalent	10,215	164,413	6,936	106,787
		4,023,489		5,554,579
Placements with Bank Indonesia and other banks - net				
US Dollar (USD)	534,394	8,601,064	463	7,123
Australian Dollar (AUD)	49,973	500,405	-	-
Singapore Dollar (SGD)	59,999	710,666	89,999	1,050,857
Hong Kong Dollar (HKD)	166,315	344,790	31,811	62,691
Chinese Yuan (CNH)	124,998	274,809	184,997	401,351
Euro (EUR)	9,995	167,491	-	-
		10,599,225		1,522,022

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

40. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)

Balances of monetary assets and liabilities in foreign currencies were as follows: (continued)

	2024		2023	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary assets (continued)				
Financial assets at fair value through profit or loss				
US Dollar (USD)	22,847	367,726	236,384	3,639,600
		367,726		3,639,600
Acceptance receivables - net				
US Dollar (USD)	280,067	4,507,683	430,413	6,627,067
Singapore Dollar (SGD)	548	6,486	-	-
Chinese Yuan (CNH)	314,834	692,163	352,314	766,297
Japanese Yen (JPY)	966,736	99,603	471,589	51,347
Euro (EUR)	14,846	248,792	148,587	2,531,673
Others, USD equivalent	1,861	29,952	3,535	54,431
		5,584,679		10,030,815
Bills receivable - net				
US Dollar (USD)	300,269	4,832,833	330,706	5,091,886
Chinese Yuan (CNH)	253,504	557,329	9,270	20,111
Japanese Yen (JPY)	3,392	350	10,786	1,174
Euro (EUR)	236	3,957	1,195	20,353
		5,394,469		5,133,524
Loans receivable - net				
US Dollar (USD)	2,427,065	39,063,609	2,675,843	41,199,949
Australian Dollar (AUD)	3,372	33,762	13	141
Singapore Dollar (SGD)	39,878	472,337	56,795	663,156
Hong Kong Dollar (HKD)	-	-	304,242	599,580
Euro (EUR)	-	-	408	6,955
		39,569,708		42,469,781
Investment securities - net				
US Dollar (USD)	599,316	9,645,985	624,532	9,615,920
Hong Kong Dollar (HKD)	-	-	115,710	228,033
		9,645,985		9,843,953
Other assets - net				
US Dollar (USD)	26,768	430,839	25,866	398,257
Australian Dollar (AUD)	119	1,195	-	-
Singapore Dollar (SGD)	517	6,123	710	8,287
Hong Kong Dollar (HKD)	228	473	4,034	7,951
Chinese Yuan (CNH)	2,399	5,274	260	565
GB Pound (GBP)	1	14	-	1
Japanese Yen (JPY)	1,982	204	1,044	114
Euro (EUR)	72	1,205	1,017	17,331
Others, USD equivalent	-	2	-	1
		445,329		432,507

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

40. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)

Balances of monetary assets and liabilities in foreign currencies were as follows: (continued)

	2024		2023	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary liabilities				
Deposits from customers				
US Dollar (USD)	4,050,424	65,191,578	3,894,004	59,955,974
Australian Dollar (AUD)	79,216	793,234	53,097	558,625
Singapore Dollar (SGD)	387,116	4,585,225	377,233	4,404,702
Hong Kong Dollar (HKD)	12,491	25,895	16,389	32,298
Chinese Yuan (CNH)	723,360	1,590,307	622,275	1,350,026
GB Pound (GBP)	3,430	69,340	3,932	77,172
Japanese Yen (JPY)	10,441,676	1,075,806	8,082,641	880,038
Euro (EUR)	88,693	1,486,328	70,577	1,202,512
Others, USD equivalent	2,932	47,193	1,431	22,026
		74,864,906		68,483,373
Deposits from other banks				
US Dollar (USD)	86,153	1,386,640	104,729	1,612,516
Australian Dollar (AUD)	12,547	125,635	9,998	105,188
Euro (EUR)	-	-	2	30
Singapore Dollar (SGD)	1,592	18,861	3,926	45,839
Chinese Yuan (CNH)	275	606	99	215
		1,531,742		1,763,788
Financial liabilities at fair value through profit or loss				
US Dollar (USD)	2,023	32,568	661	10,178
		32,568		10,178
Acceptance payables				
US Dollar (USD)	152,697	2,457,653	273,710	4,214,319
Singapore Dollar (SGD)	548	6,487	-	-
Chinese Yuan (CNH)	262,802	577,769	323,844	702,579
Japanese Yen (JPY)	587,406	60,521	400,949	43,655
Euro (EUR)	11,806	197,846	12,348	210,393
Others, USD equivalent	1,901	30,590	3,623	55,777
		3,330,866		5,226,723
Securities sold under agreement to repurchase				
Hong Kong Dollar (HKD)	-	-	41,734	82,246
		-		82,246
Borrowings				
US Dollar (USD)	17,747	285,632	15,125	232,885
Hong Kong Dollar (HKD)	-	-	71,112	140,143
Euro (EUR)	595	9,972	-	-
		295,604		373,028

40. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)

Balances of monetary assets and liabilities in foreign currencies were as follows: (continued)

	2024		2023	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary liabilities (continued)				
Estimated losses from commitment and contingencies				
US Dollar (USD)	15,231	245,148	15,828	243,708
Australian Dollar (AUD)	2	16	-	3
Singapore Dollar (SGD)	669	7,922	563	6,573
Hong Kong Dollar (HKD)	-	-	270	532
Chinese Yuan (CNH)	183	401	163	353
GB Pound (GBP)	-	3	-	-
Japanese Yen (JPY)	1,426	147	1,884	205
Euro (EUR)	49	819	77	1,318
Others, USD equivalent	4	60	4	54
		254,516		252,746
Accruals and other liabilities				
US Dollar (USD)	943	15,177	1,302	20,046
Australian Dollar (AUD)	104	1,040	11	119
Singapore Dollar (SGD)	298	3,531	59	689
Hong Kong Dollar (HKD)	1,382	2,865	3,018	5,948
Chinese Yuan (CNH)	1,003	2,205	116	252
GB Pound (GBP)	25	501	1	13
Japanese Yen (JPY)	76,362	7,868	261	28
Euro (EUR)	171	2,870	15	253
Others, USD equivalent	163	2,620	-	-
		38,677		27,348

41. OPERATING SEGMENTS

The Group disclosed the financial information based on the products were as follows:

	2024			
	Loans	Treasury	Others	Total
Assets	868,686,210	459,238,130	121,376,988	1,449,301,328
Interest and sharia income	63,092,902	26,955,707	4,747,845	94,796,454
Fee-based income and others	3,418,479	288,678	19,480,693	23,187,850

	2023			
	Loans	Treasury	Others	Total
Assets	758,887,839	534,025,680	115,193,491	1,408,107,010
Interest and sharia income	54,143,689	28,804,936	4,257,892	87,206,517
Fee-based income and others	4,916,215	258,012	16,517,931	21,692,158

The Group main operations are managed in Indonesian territory. Bank's business segment is classified into 5 (five) main geographic areas, which are Sumatera, Java, Kalimantan, East Indonesia and overseas operation.

41. OPERATING SEGMENTS (continued)

Information regarding segment based on geographic of the Group is presented in table below:

	2024					
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	Total
Interest and sharia income	4,427,250	86,036,942	1,711,892	2,582,953	37,417	94,796,454
Interest and sharia expenses	(565,890)	(11,454,256)	(195,103)	(313,090)	(3,951)	(12,532,290)
Net interest and sharia income	3,861,360	74,582,686	1,516,789	2,269,863	33,466	82,264,164
Net fees and commissions income	1,136,562	15,562,427	461,532	816,852	2,546	17,979,919
Net income from transaction at fair value through profit or loss	(83,918)	2,906,754	5,075	42,112	(15,494)	2,854,529
Other operating income	37,737	5,118,840	12,275	45,528	(6,451)	5,207,929
Total segment income	4,951,741	98,170,707	1,995,671	3,174,355	14,067	108,306,541
Depreciation and amortisation	(44,915)	(2,060,098)	(20,240)	(37,266)	(5,030)	(2,167,549)
Other material non-cash elements:						
Reversal of allowance for impairment losses on asset	179,018	(2,423,564)	141,270	67,000	1,823	(2,034,453)
Other operating expenses	(1,536,804)	(32,725,872)	(546,303)	(1,043,365)	(34,345)	(35,886,689)
Income before tax	3,549,040	60,961,173	1,570,398	2,160,724	(23,485)	68,217,850
Income tax expense						(13,366,576)
Net income for the year						**54,851,274**
Assets	93,995,732	1,262,486,824	34,992,548	57,473,797	352,427	1,449,301,328
Liabilities	93,995,732	990,936,514	34,992,548	57,473,797	4,517	1,177,403,108
Loans receivable - net	38,739,422	788,949,509	16,219,497	24,777,782	-	868,686,210
Deposits from customers	92,838,676	936,118,359	34,725,741	56,930,891	-	1,120,613,667
Sharia deposits	-	3,935,363	-	-	-	3,935,363
Temporary *syirkah* deposits	-	9,063,133	-	-	-	9,063,133

	2023					
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	Total
Interest and sharia income	3,963,081	79,355,186	1,550,536	2,268,692	69,022	87,206,517
Interest and sharia expenses	(573,101)	(11,167,247)	(195,437)	(306,280)	(26,887)	(12,268,952)
Net interest and sharia income	3,389,980	68,187,939	1,355,099	1,962,412	42,135	74,937,565
Net fees and commissions income	1,029,599	14,480,749	407,310	700,711	3,772	16,622,141
Net income from transaction at fair value through profit or loss	53,449	1,756,021	25,012	48,202	4,816	1,887,500
Other operating income	24,505	5,015,689	7,511	26,687	(4,914)	5,069,478
Total segment income	4,497,533	89,440,398	1,794,932	2,738,012	45,809	98,516,684
Depreciation and amortisation	(51,723)	(3,091,741)	(22,719)	(39,657)	(5,643)	(3,211,483)
Other material non-cash elements:						
Reversal of allowance for impairment losses on asset	(304,435)	(741,859)	(252,159)	241,515	746	(1,056,192)
Other operating expenses	(1,465,271)	(31,063,173)	(524,237)	(989,230)	(27,341)	(34,069,252)
Income before tax	2,676,104	54,543,625	995,817	1,950,640	13,571	60,179,757
Income tax expense						(11,521,662)
Net income for the year						**48,658,095**
Assets	93,124,817	1,229,535,237	33,270,213	51,266,184	910,559	1,408,107,010
Liabilities	93,124,817	979,786,929	33,270,213	51,266,184	227,402	1,157,675,545
Loans receivable - net	32,404,446	690,431,115	13,653,762	21,798,936	599,580	758,887,839
Deposits from customers	91,866,574	915,420,224	32,928,122	50,551,887	-	1,090,766,807
Sharia deposits	-	3,201,970	-	-	-	3,201,970
Temporary *syirkah* deposits	-	7,893,872	-	-	-	7,893,872

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

42. FINANCIAL RISK MANAGEMENT

The Bank has exposures to the following risks:
- Asset and liability risk
- Credit risk
- Liquidity risk
- Market risk
- Operational risk
- Consolidated risk

The following notes present information about the Bank's exposure to each of the above risks, the Bank's objectives, policies and process which are undertaken by the Bank in measuring and managing risk.

a. Risk management framework

The Bank recognises that in operating its business, there are inherent risks in its financial instruments, i.e. credit risk, liquidity risk, market risk which consists of foreign exchange risk and interest rate risk, operational risk and other risk.

In order to control those risks, the Bank implemented an integrated Risk Management Framework which is stated in its Basic Policy of Risk Management ("KDMR"). This framework is used as a tool for determining the strategies, organisation, policies and guidances as well as the Bank's infrastructures to ensure that all risks faced by the Bank can be properly identified, measured, controlled and reported.

To implement an effective risk management, the Bank has established a Risk Management Committee whose functions are to address overall risk issues faced by the Bank and recommend risk management policies to the Board of Directors.

In addition to the above-mentioned committee, the Bank also has other committees which are responsible to handle specific risks, such as: Credit Policy Committee, Credit Committee and Asset and Liability Committee ("ALCO").

The Bank always conducts a thorough risk assessment on management plan to release new products and/or activities in accordance with the type of risks regulated by the prevailing Bank Indonesia Regulations ("PBI"), Financial Services Authority Regulation ("POJK") and other prevailing regulations.

b. Assets and liabilities risk management

ALCO is responsible for evaluating, recommending and establishing the Bank's funding and investing strategies. Included in the scope of ALCO activities are managing liquidity risk, interest rate risk and foreign exchange risk; minimising funding cost and at the same time maintaining liquidity; and optimising the Bank's interest income by allocating the funds to productive assets in a prudent manner.

ALCO is chaired by the President Director (concurrently a member), with other members consisting of 10 (ten) Directors, as well as the Executive Vice President in charge of Treasury and International Banking, the Executive Vice President in charge of Corporate Banking & Transactions, the Executive Vice President of CFO Office, Head of International Banking, Head of Treasury, Head of Corporate Strategy & Planning, Head of Corporate Banking, Transaction & Finance, Head of Commercial & SME Banking, Head of Transaction Banking Product Development, Head of Transaction Banking Business Development, Head of Transaction Banking Partnership Solution Development, Head of Consumer Finance, and Head of Risk Management.

42. FINANCIAL RISK MANAGEMENT (continued)

b. Assets and liabilities risk management (continued)

The Bank's asset and liability management process begins with an assessment of economic parameters affecting the Bank, which primarily consist of inflation rate, market liquidity, yield curve, US Dollar-Rupiah exchange rate, and other macroeconomic factors. Liquidity risks, foreign currency exchange risks and interest rate risks are reviewed by the Risk Management Division and reported to ALCO. ALCO then decides the pricing strategy for the interest rates on deposits and loans based on the conditions and competition in the market.

c. Credit risk management

The credit organisation is continuously being improved with an emphasis on the four eyes principle, in which the credit decision is determined with the considerations of 2 (two) functions, i.e. business development function and credit risk analysis function.

The Bank has Basic Policy of Bank's Credit ("KDPB") which are continuously being improved, in line with the Bank's development, PBI, POJK and in accordance with "International Best Practices".

The improvement on procedures and credit risk management system are conducted through the development of "Loan Origination System" which is a policy that regulates the workflow on loan origination process (end-to-end) in order to achieve an effective and efficient credit process. Risk profile measurement system is continuously being developed to determine the risk of debtor completely. The credit database development process is also continuously being conducted and improved.

The Credit Policy Committee is responsible for formulating credit policies, especially those that relate to prudence principles in credit, monitoring and evaluating the implementation of credit policies so that it can be applied consistently and in accordance with credit policy, and give advice and corrective actions to resolve problems in the implementation.

The Credit Committee was established to assist the Board of Directors in evaluating and/or providing credit decisions in accordance with their level of authorisation through the Credit Committee Meeting or Directors' Circular Letter. The main functions of Credit Committee are as follows:

- providing further guidance if a thorough and comprehensive credit analysis is needed;
- making a decision or giving a recommendation on credit proposal which submitted by recommenders/proposer related to big debtors and specific industries; and
- coordinating with ALCO, especially when it relates with sources of funding for credits.

The Bank has developed a debtor's risk rating system, which is known as the Internal Credit Risk Rating/Scoring System. The Internal Credit Risk Rating/Scoring System consists of 11 (eleven) categories of risk rating ranging from RR1 to RR10, and the worst (Loss). The Bank also implements debtor risk rating system for consumptive segment, which is also called as Internal Credit Risk Scoring System, consists of 10 (ten) risk rating categories ranging from RR1 (the best/the lowest) to RR10 (the worst/the highest). Debtor's risk rating provides an authorised officer with valuable input for a better and more appropriate credit decision.

42. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

To maintain the credit quality, monitoring over credit quality is performed regularly on each credit category (Corporate, Commercial, Small & Medium Enterprise ("SME") and Consumer) as well as to overall credit portfolio. The Bank also sets limits in loans so that it can maintain the suitability of credit extension with the Bank's risk appetite and prevailing regulations.

The Bank has developed credit risk management tools through credit portfolio stress testing analysis and monitoring the results of such stress testing. Stress testing is used by the Bank as a tool to estimate the impact of stressful condition in order to enable the Bank creating appropriate strategies to mitigate the risks as part of its contingency plan implementation.

The Bank has developed credit risk management tools through credit portfolio stress testing analysis and monitoring the results of such stress testing. Stress testing is used by the Bank as a tool to estimate the impact of stressful condition in order to enable the Bank creating appropriate strategies to mitigate the risks as part of its contingency plan implementation.

The Bank has developed the necessary infrastructure for calculation of Risk Weighted of Assets ("RWAs") Considering Credit Risk using a standard approach that have been effectively implemented in January 2023 in accordance with SEOJK No. 24/SEOJK.03/2021.

In order to monitor and control credit risk of the Subsidiaries, the Bank monitors the Subsidiaries' credit risk regularly, to ensure that the Subsidiaries have a good and effective Credit Risk Management Policy.

With the end of the OJK relaxation on the impact of COVID-19 disaster in late March 2024. Nevertheless, BCA continues to monitor debtors who have previously obtained restructuring of COVID-19, with the measures taken by the Bank:

1. Monitoring regularly and proactively to see the progress of restructured debtors, as well as maintaining good relationships with debtors.
2. Continue to provide new and additional loans while still paying attention to the Bank's prudential principles and being more selective, including by paying attention to the introduction of potential debtors, their industrial sectors, financial conditions and good business prospects, and collateral requirements.
3. Carry out more routine coordination between related work units at the head office, including the Board of Directors, together with regional offices and branch offices to speed up the necessary steps and find solutions to problems faced in the debtor credit process.

i. Maximum exposure to credit risk

For financial assets recognised in the consolidated statements of financial position, the maximum exposure to credit risk generally equals their carrying amount. For bank guarantees and irrevocable Letters of Credit issued, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay if the obligations of the bank guarantees and irrevocable Letters of Credit issued are called upon. For credit commitments, the maximum exposure to credit risk is the full amount of the unused committed loan facilities granted to customers.

42. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

i. Maximum exposure to credit risk (continued)

The following table presents maximum exposure to the Group's credit risk of financial instruments in the consolidated statements of financial position (on-balance sheet) and consolidated administrative accounts (off-balance sheet).

	2024	2023
Consolidated financial position:		
Current accounts with Bank Indonesia	36,408,142	92,617,705
Current accounts with other banks - net	4,097,199	5,614,353
Placements with Bank Indonesia and other banks - net	15,714,884	5,201,661
Financial assets at fair value through profit or loss	21,524,617	15,058,660
Acceptance receivables - net	9,621,047	14,659,624
Bills receivable - net	8,891,769	10,383,524
Securities purchased under agreements to resell - net	1,449,562	93,096,153
Loans receivable - net	868,686,210	758,887,839
Consumer financing receivables - net	9,435,564	8,713,450
Finance lease receivables - net	51,042	139,007
Assets related to sharia transactions - *murabahah* receivables - net	1,924,884	1,643,051
Investment securities - net	371,151,957	312,053,624
Other assets - net		
Accrued interest income	8,326,105	7,289,568
Transactions related to ATM and credit card	3,906,220	6,332,552
Unaccepted bills receivable	163,769	112,738
Receivables from customer transactions	341,152	485,157
Receivables from insurance transactions	588,163	656,060
Others	390,568	74,555
	1,362,672,854	**1,333,019,281**
Consolidated administrative account - net:		
Unused credit facilities to customers - committed	315,308,816	286,036,900
Unused credit facilities to other banks - committed	2,411,712	429,010
Irrevocable Letters of Credit facilities	10,009,892	11,206,964
Bank guarantees issued to customers	26,694,505	22,731,661
	354,424,925	**320,404,535**
	1,717,097,779	**1,653,423,816**

42. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

ii. Concentration of credit risk analysis

The Bank encourages the diversification of its credit portfolio among a variety of geographic area, industries and credit products in order to minimise the credit risk.

The concentration of loans by type of loan, currency and economic sector is disclosed in Note 12.

Based on counterparty

The following table presents concentration of credit risk of the Group by counterparty:

	2024				
	Corporate	Government and Bank Indonesia	Bank	Individual	Total
Consolidated financial position:					
Current accounts with Bank Indonesia	-	36,408,142	-	-	36,408,142
Current accounts with other banks	-	-	4,097,837	-	4,097,837
Placement with Bank Indonesia and other banks	-	8,646,539	7,070,057	-	15,716,596
Financial assets at fair value through profit or loss	555,573	20,804,466	164,578	-	21,524,617
Acceptance receivables	9,508,319	799	541,930	10,694	10,061,742
Bills receivable	640,986	-	8,253,899	-	8,894,885
Securities purchased under agreements to resell	-	47,809	1,366,281	36,513	1,450,603
Loans receivable	614,612,475	5,500,000	25,116,622	256,081,756	901,310,853
Consumer financing receivables	633,718	-	165	9,164,965	9,798,848
Finance lease receivables	50,660	-	-	895	51,555
Assets related to sharia transactions - *murabahah* receivables	820,454	-	-	1,118,269	1,938,723
Investment securities	46,780,829	317,652,887	7,270,807	-	371,704,523
Other assets					
Accrued interest income	2,846,813	4,483,982	203,850	791,460	8,326,105
Transactions related to ATM and credit card	3,906,220	-	-	-	3,906,220
Unaccepted bills receivable	164,760	-	-	-	164,760
Receivables from customer transactions	55,625	-	-	285,527	341,152
Receivables from insurance transactions	526,773	-	25,015	36,375	588,163
Others	351,231	-	-	61,540	412,771
Total	681,454,436	395,544,624	54,111,041	267,587,994	1,396,698,095
Less:					
Allowance for impairment losses					(34,025,241)
					1,362,672,854
Commitments and contingencies with credit risk:					
Unused credit facilities - committed	260,424,847	-	2,411,462	57,782,545	320,618,854
Irrevocable Letters of Credit facilities	10,053,228	-	-	2,280	10,055,508
Bank guarantees issued to customers	24,926,592	-	807,284	991,874	26,725,750
Total	295,404,667	-	3,218,746	58,776,699	357,400,112
Less:					
Allowance for impairment losses					(2,975,187)
					354,424,925

42. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

ii. Concentration of credit risk analysis (continued)

Based on counterparty (continued)

The following table presents concentration of credit risk of the Group by counterparty: (continued)

	2023				
	Corporate	Government and Bank Indonesia	Bank	Individual	Total
Consolidated financial position:					
Current accounts with Bank Indonesia	-	92,617,705	-	-	92,617,705
Current accounts with other banks	-	-	5,615,252	-	5,615,252
Placement with Bank Indonesia and other banks	-	751,891	4,450,454	-	5,202,345
Financial assets at fair value through profit or loss	746,277	14,183,900	128,483	-	15,058,660
Acceptance receivables	14,234,147	285	705,553	2,754	14,942,739
Bills receivable	636,068	-	9,751,972	-	10,388,040
Securities purchased under agreements to resell	-	88,641,048	4,420,689	35,414	93,097,151
Loans receivable	535,931,754	538,895	28,011,091	227,714,974	792,196,714
Consumer financing receivables	441,739	-	24	8,599,633	9,041,396
Finance lease receivables	136,124	-	-	4,282	140,406
Assets related to sharia transactions - *murabahah* receivables	875,555	-	-	779,027	1,654,582
Investment securities	39,612,884	264,597,502	8,387,718	-	312,598,104
Other assets					
Accrued interest income	2,279,748	4,084,056	214,214	711,550	7,289,568
Transactions related to ATM and credit card	6,332,552	-	-	-	6,332,552
Unaccepted bills receivable	112,938	-	-	-	112,938
Receivables from customer transactions	219,186	-	-	265,971	485,157
Receivables from insurance transactions	607,009	-	12,757	36,294	656,060
Others	77,376	-	-	-	77,376
Total	602,243,357	465,415,282	61,698,207	238,149,899	1,367,506,745
Less:					
Allowance for impairment losses					(34,487,464)
					1,333,019,281
Commitments and contingencies with credit risk:					
Unused credit facilities - committed	231,689,526	3,961,105	429,010	53,687,627	289,767,268
Irrevocable Letters of Credit facilities	11,259,633	-	-	-	11,259,633
Bank guarantees issued to customers	20,958,545	-	768,491	1,022,272	22,749,308
Total	263,907,704	3,961,105	1,197,501	54,709,899	323,776,209
Less:					
Allowance for impairment losses					(3,371,674)
					320,404,535

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

42. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis

The following table presents the financial assets classified into stage 1, stage 2 and stage 3:

	2024			
	Carrying Value			
	Stage 1	Stage 2	Stage 3	Total
Measured at amortised cost:				
Current accounts with Bank Indonesia	36,408,142	-	-	36,408,142
Current accounts with other banks - net	4,097,199	-	-	4,097,199
Placement with Bank Indonesia and other banks - net	15,714,884	-	-	15,714,884
Acceptance receivables - net	9,619,854	905	288	9,621,047
Bills receivables - net	8,891,768	-	1	8,891,769
Securities purchased under agreements to resell - net	1,449,562	-	-	1,449,562
Loans receivable - net	852,946,444	10,448,386	5,291,380	868,686,210
Investment securities - net	272,215,470	16,256	-	272,231,726
Consumer financing receivables - net	9,253,219	68,484	113,861	9,435,564
Finance lease receivables - net	48,774	81	2,187	51,042
Assets related to sharia transactions - *murabahah* receivables - net	1,897,288	22,348	5,248	1,924,884
Other assets - net				
Accrued interest income	8,326,105	-	-	8,326,105
Transactions related to ATM and credit card	3,906,220	-	-	3,906,220
Unaccepted bills receivable	163,769	-	-	163,769
Receivables from customer transactions	341,152	-	-	341,152
Receivables from insurance transactions	588,163	-	-	588,163
Others	350,180	11,315	29,073	390,568
	1,226,218,193	**10,567,775**	**5,442,038**	**1,242,228,006**
Measured at fair value through profit or loss (FVPL):				
Financial assets at fair value through profit or loss	21,524,617	-	-	21,524,617
	21,524,617	**-**	**-**	**21,524,617**
Measured at fair value through other comprehensive income (FVOCI):				
Investment securities - net	98,882,721	22,808	14,702	98,920,231
	98,882,721	**22,808**	**14,702**	**98,920,231**
	1,346,625,530	**10,590,584**	**5,456,740**	**1,362,672,854**

42. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis (continued)

The following table presents the financial assets classified into stage 1, stage 2 and stage 3: (continued)

	2023			
	Carrying Value			
	Stage 1	Stage 2	Stage 3	Total
Measured at amortised cost:				
Current accounts with Bank Indonesia	92,617,705	-	-	92,617,705
Current accounts with other banks - net	5,614,353	-	-	5,614,353
Placement with Bank Indonesia and other banks - net	5,003,416	-	-	5,003,416
Acceptance receivables - net	14,601,986	21,975	35,663	14,659,624
Bills receivables - net	10,383,524	-	-	10,383,524
Securities purchased under agreements to resell - net	93,096,153	-	-	93,096,153
Loans receivable - net	744,413,069	9,786,032	4,688,738	758,887,839
Investment securities - net	201,690,291	16,256	-	201,706,547
Consumer financing receivables - net	8,501,838	68,000	143,612	8,713,450
Finance lease receivables - net	137,557	384	1,066	139,007
Assets related to sharia transactions - *murabahah* receivables - net	1,635,705	7,346	-	1,643,051
Other assets - net				
Accrued interest income	7,289,568	-	-	7,289,568
Transactions related to ATM and credit card	6,332,552	-	-	6,332,552
Unaccepted bills receivable	112,738	-	-	112,738
Receivables from customer transactions	485,157	-	-	485,157
Receivables from insurance transactions	656,060	-	-	656,060
Others	74,555	-	-	74,555
	1,192,646,227	**9,899,993**	**4,869,079**	**1,207,415,299**
Measured at fair value through profit or loss (FVPL):				
Financial assets at fair value through profit or loss	15,058,660	-	-	15,058,660
	15,058,660	**-**	**-**	**15,058,660**
Measured at fair value through other comprehensive income (FVOCI):				
Placement with Bank Indonesia and other banks - net	198,245	-	-	198,245
Investment securities - net	110,321,247	25,830	-	110,347,077
	110,519,492	**25,830**	**-**	**110,545,322**
	1,318,224,379	**9,925,823**	**4,869,079**	**1,333,019,281**

Classification of Financial Assets

The classification of financial assets is based on a business model and tests of cash flows characteristics (Solely Payment of Principal & Interest (“SPPI”)), The Bank's financial assets are classified as follows:

- Fair Value Through Profit/Loss (“FVPL”)
- Fair Value Through Other Comprehensive Income (“FVOCI”)
- Amortised Cost

42. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis (continued)

Measurement of Expected Credit Loss

The calculation of Bank provisions refers to SFAS 109 which introduces the expected credit loss method to measure the loss of a financial instrument resulting from the impairment of financial instruments, SFAS 109 requires immediate recognition for the impact of expected credit loss changes after initial recognition of the financial asset,

If at the reporting date, credit risk on a financial instrument has not increased significantly since initial recognition, the Bank shall measure the allowance for losses for that financial instrument at the amount of 12 (twelve) months expected losses, The Bank shall measure the allowance for losses on a financial instrument at the amount of expected credit losses over its lifetime, if the credit risk on that financial instrument has increased significantly since initial recognition,

The Bank develops risk parameter modelling such as PD (Probability of Default), LGD (Loss Given Default) and EAD (Exposure at Default) which are used as components for calculating expected credit losses,

Staging Criteria

SFAS 109 requires entity to classify financial instruments into three stages of impairment (stage 1, stage 2, and stage 3) by determining whether there is a significant increase in credit risk,

The Bank measures the allowance for losses of an expected 12 months credit loss for financial assets with low credit risk at the reporting date (stage 1) and lifetime credit losses for financial assets with a significant increase in credit risk (stage 2),

At each reporting date, the Bank assesses whether the credit risk of the financial instrument has increased significantly (“SICR”) since initial recognition, In making that assessment, the Bank compares the risk of default on initial recognition and considers the reasonable and supportable information available without undue cost or effort, which is an indication of a significant increase in credit risk (“SICR”) since initial recognition,

In general, financial assets with arrears of 30 days or more and not yet experiencing an impairment will always be considered to have significant increase credit risk (“SICR”),

Financial assets are only considered impaired and expected credit losses over their lifetime are recognised, if there is observable objective evidence of impairment, including, among others, default or experiencing significant financial difficulties,

42. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis (continued)

Forward-looking Information

In calculating expected credit losses, the Bank considers the effect of the macroeconomic forecast, In addition, the Bank also determines a probability weighted for the possibility of such macro scenario,

Various macroeconomic variables ("MEV") are used in the modelling of SFAS 109 depending on the results of statistical analysis of the suitability of the MEV with historical data for impairment model development, The calculation of the expected credit loss and the macroeconomic forecast ("MEV") are reviewed by the Bank periodically, MEV used by the Bank includes GDP, inflation rate, exchange rate and others,

Related to the COVID-19 pandemic which has created global and domestic economic uncertainty, the Bank continues to identify and monitor on an ongoing basis and stay alert to keep making allowances for impairment losses if debtors who have restructured perform well initially, is expected to decline due to the impact of COVID-19 and are unable to recover after the restructuring/impact of COVID-19,

Individually impaired financial assets

Individually impaired financial assets are financial assets that are individually significant and there is objective evidence that impairment loss has incurred after initial recognition of the financial assets,

Based on the Bank's internal policy, loans that are determined to be individually significant are loans to corporate and commercial debtors,

Individual measurements are made by considering the difference between all contractual cash flows that are due to the entity in accordance with the contract and all cash flows that the Bank expects to receive (i,e, all cash shortfalls), discounted with the effective interest rate,

Financial assets that are not individually significant and assessed for collective impairment

Financial assets that are not individually significant consist of loans and receivables of the Group to retail debtors, i,e, Small & Medium Enterprise ("SME") debtors, consumer financing receivables (including joint financing) debtors, mortgage and its housing renovation loans, vehicle loans and credit card,

The Group determines that impairment losses of financial assets that are not individually significant are assessed collectively, by grouping those financial assets based on similar risk characteristics,

Collective measurement is done statistically using the parameters PD (Probability of Default), LGD (Loss Given Default) and EAD (Exposure at Default),

42. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis (continued)

Financial assets that are past due and impaired

Receivables that are due are all receivables that are past due for more than 90 (ninety) days, either for principal payments and/or interest payments, Meanwhile, impaired receivables are financial assets that have significant value individually and there is objective evidence that individual impairment occurs after the initial recognition of the financial assets,

In accordance with the quality, loans, acceptances, and bills receivable are grouped into 3 (three) categories, namely high grade, standard grade, and low grade, based on the Bank's internal estimate of probability defaults on certain debtors or portfolios which are assessed based on a number of qualitative and quantitative factors,

Loans, acceptances and bills receivable with a rating scale internal risk RR1 through RR7 according to the internal credit risk rating/scoring system is included in the high grade category, High category grade is a loan whose debtor has a strong capacity in terms of repayment of all obligations in a timely manner because they are supported by Appropriate or solid sound fundamental factors and are not easily influenced by changes in unfavourable economic conditions,

Loans, acceptances and bills receivable with a rating scale internal risks RR8 through RR9 according to the internal credit risk rating/scoring system are included in the standard grade category, Standard grade category is a loan whose debtor is deemed to have adequate capacity in terms of interest and principal payments, but is quite sensitive against changes in unfavourable economic conditions,

Loans, acceptances and notes receivable with a rating scale internal risk RR10 and loss according to the internal credit risk rating/scoring system are included in the low grade category, Low grade category is a loan whose debtor is vulnerable in terms of interest and principal payment capacity due to unfavourable fundamental factors and/or very sensitive to unfavourable economic conditions,

iv. Collateral

Collateral is held to mitigate credit risk exposures and risk mitigation policies determine the eligibility of collateral types that can be accepted by the Bank, The Bank differentiates collateral types based on its liquidity and existence into solid collaterals and non-solid collaterals, Solid collaterals are collaterals which have relatively high liquidity value and/or the existence is permanent (is not easily moved) i,e,, cash collaterals and land/building, and therefore, the collaterals can be repossessed or taken over by the Bank when the loan to debtor/group debtor becomes non-performing, Non-solid collaterals are collaterals which have relatively low liquidity value and/or the existence is temporary (easily moveable) i,e,, vehicles, machineries, inventories, receivables, etc, As of 31 December 2024 and 2023, the Bank held collaterals against loans receivables in the form of cash, properties (land/building), motor vehicles, guarantees, machineries, inventories, debt securities, etc,

42. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iv. Collateral (continued)

The Bank's policy in connection with collateral as mitigation of credit risk depends on the credit category or facilities provided, For SME loans, all loans should be supported with collateral (collateral based lending) whereby at least 50% (fifty percent) of it are solid collaterals, For corporate and commercial loans, the collateral values are determined based on analysis of the individual debtor credit worthiness, The collateral value is determined based on the appraisal value at the time of loan approval and periodically reviewed,

For mortgage facility ("KPR"), the Bank requires that all facilities should be supported by collateral properties (land/building), The Bank applies the Loan-to-Value ("LTV") regulation gradually, starting from the first mortgage facility and so forth, in accordance with the rules imposed by the regulator, Value of the collateral for KPR is calculated based on the collateral value when credit is granted and renewed every 30 (thirty) months, For auto loan facility ("KKB"), the Bank requires that all facilities should be supported by collateral vehicles, The Bank applied the down payment rule, in accordance with the regulation imposed by the regulator,

Subsidiaries' consumer financing receivables are secured by the related certificates of ownership ("BPKB") of the vehicles being financed,

For foreign exchange transactions, either spot or forward, the Bank requires cash collaterals which are set at a certain percentage of facility provided, If the debtor has other credit facilities in the Bank, the debtor may use the collateral that has been given previously to be crossed with each other, The policy on percentage of the required collateral will be reviewed periodically, in line with the fluctuation and volatility of Rupiah currency to foreign currency exchange rate,

Details of financial and non-financial assets obtained by the Bank during the year by taking possession of collaterals held as security against financial assets as of 31 December 2024 and 2023, presented in other assets at the lower of carrying amount and net realisable value, were as follows:

	2024	2023
Land	169,858	111,780
Building	1,454,484	1,491,158
Other commercial properties	170,326	56,439
Fair value	**1,794,668**	**1,659,377**

The Bank generally does not use repossessed non-cash foreclosed assets for its own operations, The Bank's policy is to realise foreclosed assets as part of the settlement of credit,

42. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iv. Collateral (continued)

As of 31 December 2024 and 2023, foreclosed assets owned by the Subsidiaries amounting to Rp 64,552 and Rp 47,990, respectively,

v. Financial assets measured at fair value through profit or loss

As of 31 December 2024 and 2023, the Group had financial assets measured at the fair value through profit or loss amounting to Rp 21,524,617 and Rp 15,058,660, respectively (Note 8), Information on credit quality of the maximum exposure to credit risk of financial assets at fair value through profit or loss) was as follows:

	2024	2023
Government securities:		
Investment grade	20,799,789	14,183,900
Corporate bonds:		
Investment grade	242,150	135,689
Derivative assets:		
Other banks as counterparties	2,289	71,298
Corporates as counterparties	218,919	146,216
Others	261,470	521,557
Fair value	**21,524,617**	**15,058,660**

vi. Investment securities

As of 31 December 2024 and 2023, the Group had investment securities at the carrying value amounting to Rp 371,151,957 and Rp 312,053,624, respectively (Note 14). Information on credit quality of the maximum exposure to credit risk of investment securities was as follows:

	2024	2023
Government securities:		
Investment grade	322,134,558	266,017,517
Corporate bonds:		
Investment grade	33,407,575	32,562,414
Non-Investment grade	3,788	42,086
Others	15,606,036	13,431,607
Carrying value	**371,151,957**	**312,053,624**

42. FINANCIAL RISK MANAGEMENT (continued)

d. Liquidity risk management

The following table presents the undiscounted contractual cash flows of financial liabilities and administrative accounts of the Group based on remaining period to contractual maturity as of 31 December 2024 and 2023:

	2024						
	Carrying value	Gross nominal inflow/ (outflow)	Up to 1 month	> 1 - 3 months	> 3 months - 1 year	> 1 – 5 years	> 5 years
Non-derivative financial liabilities							
Deposits from customers	(1,120,613,667)	(1,120,871,522)	(1,073,604,905)	(42,976,722)	(4,289,895)	-	-
Sharia deposits	(3,935,363)	(3,935,460)	(3,935,460)	-	-	-	-
Deposits from other banks	(3,656,298)	(3,656,327)	(3,621,195)	(35,132)	-	-	-
Acceptance payables	(4,651,955)	(4,651,955)	(1,953,035)	(1,784,655)	(902,423)	(11,842)	-
Securities sold under agreements to repurchase	(1,330,996)	(1,330,996)	(1,330,996)	-	-	-	-
Borrowings	(2,242,516)	(2,244,833)	(298,499)	-	(1,650,000)	(296,334)	-
Estimated losses from commitments and contingencies	(2,975,187)	(2,975,187)	(250,713)	(534,449)	(1,497,920)	(636,589)	(55,516)
Accruals and other liabilities	(3,303,470)	(3,303,470)	(2,966,364)	(23,549)	(34,526)	(232,750)	(46,281)
Subordinated bonds	(500,000)	(500,296)	(9,296)	-	(435,000)	-	(65,000)
	(1,143,209,452)	**(1,143,479,046)**	**(1,087,970,463)**	**(45,354,507)**	**(8,809,764)**	**(1,177,515)**	**(166,797)**
Derivative financial liabilities							
Financial liabilities at fair value through profit or loss:	(257,613)						
Outflow		(33,439,150)	(26,618,772)	(6,218,655)	(601,723)	-	-
Inflow		33,152,453	26,411,154	6,151,332	589,967	-	-
	(257,613)	**(286,697)**	**(207,618)**	**(67,323)**	**(11,756)**	-	-
Administrative accounts							
Unused credit facilities to customers - committed		(318,207,142)	(318,207,142)	-	-	-	-
Unused credit facilities to other banks - committed		(2,411,712)	(2,411,712)	-	-	-	
Irrevocable Letters of Credit facilities		(10,055,508)	(2,902,168)	(5,172,370)	(1,850,411)	(130,559)	-
Bank guarantees issued to customers		(26,725,750)	(2,824,369)	(6,462,513)	(12,954,144)	(4,477,494)	(7,230)
		(357,400,112)	(326,345,391)	(11,634,883)	(14,804,555)	(4,608,053)	(7,230)
	(1,143,467,065)	**(1,501,165,855)**	**(1,414,523,472)**	**(57,056,713)**	**(23,626,075)**	**(5,785,568)**	**(174,027)**

	2023						
	Carrying value	Gross nominal inflow/ (outflow)	Up to 1 month	> 1 - 3 months	> 3 months - 1 year	> 1 – 5 years	> 5 years
Non-derivative financial liabilities							
Deposits from customers	(1,090,766,807)	(1,091,075,101)	(1,027,832,600)	(57,161,198)	(6,081,303)	-	-
Sharia deposits	(3,201,970)	(3,201,973)	(3,201,973)	-	-	-	-
Deposits from other banks	(10,070,820)	(10,070,862)	(10,066,730)	(4,132)	-	-	-
Acceptance payables	(6,701,256)	(6,701,256)	(2,107,358)	(3,462,693)	(991,754)	(139,451)	-
Securities sold under agreements to repurchase	(1,054,780)	(1,056,596)	(1,056,596)	-	-	-	-
Borrowings	(1,629,626)	(1,631,732)	(127,264)	(174,649)	(1,043,798)	(286,021)	-
Estimated losses from commitments and contingencies	(3,371,674)	(3,371,674)	(282,315)	(564,629)	(1,781,710)	(708,138)	(34,882)
Accruals and other liabilities	(6,673,819)	(6,673,819)	(6,425,625)	(27,643)	(7,110)	(157,943)	(55,498)
Subordinated bonds	(500,000)	(509,296)	(9,296)	-	-	(435,000)	(65,000)
	(1,123,970,752)	**(1,124,292,309)**	**(1,051,109,757)**	**(61,394,944)**	**(9,905,675)**	**(1,726,553)**	**(155,380)**
Derivative financial liabilities							
Financial liabilities at fair value through profit or loss:	(122,765)						
Outflow		(19,582,565)	(10,875,916)	(8,043,541)	(663,108)	-	-
Inflow		19,449,061	10,821,462	7,972,699	654,900	-	-
	(122,765)	**(133,504)**	**(54,454)**	**(70,842)**	**(8,208)**	**-**	**-**
Administrative accounts							
Unused credit facilities to customers - committed		(289,338,258)	(289,338,258)	-	-	-	-
Unused credit facilities to other banks - committed		(429,010)	(429,010	-	-	-	-
Irrevocable Letters of Credit facilities		(11,259,633)	(3,980,695)	(5,839,161)	(1,409,549)	(30,228)	-
Bank guarantees issued to customers		(22,749,308)	(2,190,519)	(4,955,896)	(12,028,167)	(3,571,096)	(3,630)
		(323,776,209)	(295,938,482)	(10,795,057)	(13,437,716)	(3,601,324)	(3,630)
	(1,124,093,517)	**(1,448,202,022)**	**(1,347,102,693)**	**(72,260,843)**	**(23,351,599)**	**(5,327,877)**	**(159,010)**

42. FINANCIAL RISK MANAGEMENT (continued)

d. Liquidity risk management (continued)

The tables above were prepared based on remaining contractual maturities of the financial liabilities and irrevocable Letters of Credit facility, while for issued guarantee contracts and unused committed credit facility were based on its earliest possible contractual maturity. The Bank's and Subsidiaries' expected cash flows from these instruments vary significantly from the above analysis. For example, current accounts and saving accounts are expected to have a stable or increasing balance, or unused committed credit facility to customers/other banks are not all expected to be drawn down immediately.

The nominal inflow and outflow disclosed in the above table represents the contractual undiscounted cash flows relating to the principal and interest on the financial liabilities or commitments. The disclosure for derivatives shows a gross inflow and outflow amount for derivatives that have simultaneous gross settlement (e.g., foreign currency forward).

Analysis on the carrying value of financial assets and liabilities based on remaining contractual maturities as of 31 December 2024 and 2023 are disclosed in Note 43.

e. Market risk management

i. Foreign exchange risk

The Bank conducts foreign currency trading in accordance with its internal policies and regulations from Bank Indonesia ("PBI") regarding Net Open Position ("NOP"). In managing its foreign exchange risk, the Bank centralises the management of its NOP at the Treasury Division, which consolidates daily NOP reports from all branches. In general, each branch is required to square its foreign exchange risk at the end of each business day, although there is a NOP tolerance limit set for each branch depending on the volume of its foreign exchange activity. The Bank prepares its daily NOP report which combines the NOP from consolidated statements of financial position and administrative accounts. Bank has considered Domestic Non delivery Forward ("DNDF") and Option transactions (Structured Product) as part of NOP report in managing foreign exchange risk.

The Bank's revenue from foreign currency trading is mainly obtained from customer-related transactions and sometimes the Bank has NOP in certain amount to fulfil the customer's needs, in accordance with the Bank's internal guidelines. Trading for profit-taking purposes (proprietary trading) can only be performed for limited foreign currencies with small limits.

The Bank's foreign currency liabilities mainly consist of deposits and borrowings denominated in US Dollar. To comply with the NOP regulations, the Bank maintains its assets which consist of placements with other banks and loans receivable in USD.

To measure foreign exchange risk on trading book, the Bank uses Value at Risk ("VaR") method with Historical Simulation approach for the purpose of internal reporting, meanwhile for the purpose of Bank's Capital Adequacy Ratio ("CAR") report, the Bank used OJK standard method.

42. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management (continued)

i. Foreign exchange risk (continued)

Bank's sensitivity towards foreign currency is taken into account by using NOP information translated to major foreign currency of the Bank, which is USD. The table below summarises the Bank's profit before tax sensitivity on changes of foreign exchange rate as of 31 December 2024 and 2023:

	Impact on profit before tax	
	+5%	-5%
31 December 2024	(32,644)	32,644
31 December 2023	11,926	(11,926)

Information about Bank's NOP as of 31 December 2024 and 2023 were disclosed in Note 51.

ii. Interest rate risk

Interest Rate Risk in the Banking Book

The calculation of interest rate risk in the banking book ("IRRBB") uses 2 (two) perspectives, which are the economic value perspective and the earnings perspective. It is intended so the Bank can identify risks more accurately and perform appropriate corrective actions.

To mitigate IRRBB, the Bank has set nominal limits for fixed rate loans and banking book securities, IRRBB limits and pricing strategies.

The measurement of IRRBB using 2 (two) methods is in accordance to Circular Letter of OJK No. 12/SEOJK.03/2018 regarding the Implementation of Risk Management and Standard Approach for Risk Measurement of Interest Rate Risk in Banking Book for Conventional Banks:

a. Measurement based on the changes in the economic value of equity, which measures the impact of changes in interest rates on the economic value of Bank equity; and
b. Measurement based on the changes in net interest income, which measures the impact of changes in interest rates on the Bank's earnings.

The Bank measures IRRBB for significant currencies, which are Rupiah and USD. In total of IRRBB, the value of the two currencies is aggregated by adding up the potential loss value of each currency for each of the same shock scenarios.

Interest Rate Risk in the Trading Book

The risk measurement is performed on Rupiah and USD which are then reported to ALCO. To measure interest rate risk on the trading book, the Bank uses VaR method with Historical Simulation approach for internal reporting purposes, while for the Minimum Capital Adequacy Ratio calculation, the Bank uses OJK's standard approach.

42. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management (continued)

ii. Interest rate risk (continued)

Interest Rate Risk in the Trading Book (continued)

Cash flow interest rate risk is the risk that future cash flow from financial instruments fluctuates due to the movement in market interest rates. Fair value interest rate risk is the risk that the fair value of financial instruments fluctuates due to the movement in market interest rates. The Bank has exposure to the prevailing market interest rates fluctuation, both to the fair value risk and cash flows risk. The Board of Directors have set VaR limits for trading book to mitigate this risk, which are monitored by the Risk Management Division on a daily basis.

The Subsidiary is exposed to interest rate risk arising from consumer financing receivables, factoring receivables, other receivables, the issuance of fixed rate bonds payable. The Subsidiary manages the interest rate risk by diversifying its financing sources to find the most suitable fixed interest rate to minimise mismatch.

The table below summarises the Group financial assets and liabilities (not measured at fair value through profit or loss) at carrying amounts, categorised by the earlier of contractual re-pricing or maturity dates:

	2024						
	Floating interest rate		Fixed interest rate				
	Up to 3 months	> 3 months - 1 year	Up to 3 months	> 3 months - 1 year	More than 1 year	Non-interest bearing	Total
Financial assets							
Current accounts with Bank Indonesia	27,698,665	-	-	-	-	8,709,477	36,408,142
Current accounts with other banks - net	4,097,199	-	-	-	-	-	4,097,199
Placements with Bank Indonesia and other banks - net	-	-	15,666,963	47,921	-	-	15,714,884
Acceptance receivables - net	1,955,788	806,752	-	-	-	6,858,507	9,621,047
Bills receivable - net	-	-	7,277,349	1,614,420	-	-	8,891,769
Securities purchased under agreements to resell - net	-	-	1,419,546	30,016	-	-	1,449,562
Loans receivable - net	576,467,962	25,747,716	4,157,149	18,869,541	243,443,842	-	868,686,210
Consumer financing receivables - net	-	-	1,128,167	3,396,858	4,910,539	-	9,435,564
Finance lease receivables - net	-	-	12,234	21,776	17,032	-	51,042
Assets related to sharia transactions - *murabahah* receivables - net	-	-	1,296,757	628,127	-	-	1,924,884
Investment securities - net	14,372,963	-	13,387,463	121,488,798	221,362,242	540,491	371,151,957
Other assets	-	-	150,653	152,646	-	13,412,678	13,715,977
Total	**624,592,577**	**26,554,468**	**44,496,281**	**146,250,103**	**469,733,655**	**29,521,153**	**1,341,148,237**
Financial liabilities							
Deposits from customers	(919,057,475)	-	(197,232,396)	(4,323,796)	-	-	(1,120,613,667)
Sharia deposits	-	-	-	-	-	(3,935,363)	(3,935,363)
Deposits from other banks	(3,610,441)	-	(45,857)	-	-	-	(3,656,298)
Acceptance payables	-	-	-	-	-	(4,651,955)	(4,651,955)
Securities sold under agreements to repurchase	-	-	(1,330,996)	-	-	-	(1,330,996)
Borrowings	-	-	(1,946,182)	-	(296,334)	-	(2,242,516)
Estimated losses from commitments and contingencies	-	-	-	-	-	(2,975,187)	(2,975,187)
Accruals and other liabilities	-	-	-	-	-	(3,303,470)	(3,303,470)
Subordinated bonds	-	-	-	-	(500,000)	-	(500,000)
Total	**(922,667,916)**	**-**	**(200,555,431)**	**(4,323,796)**	**(796,334)**	**(14,865,975)**	**(1,143,209,452)**
Interest rate re-pricing gap	**(298,075,339)**	**26,554,468**	**(156,059,150)**	**141,926,307**	**468,937,321**	**14,655,178**	**197,938,785**

42. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management (continued)

ii. Interest rate risk (continued)

Interest Rate Risk in the Trading Book (continued)

The table below summarises the Group financial assets and liabilities (not measured at fair value through profit or loss) at carrying amounts, categorised by the earlier of contractual re-pricing or maturity dates: (continued)

	2023						
	Floating interest rate		Fixed interest rate				
	Up to 3 months	> 3 months - 1 year	Up to 3 months	> 3 months - 1 year	More than 1 year	Non-interest bearing	Total
Financial assets							
Current accounts with Bank Indonesia	74,991,659	-	-	-	-	17,626,046	92,617,705
Current accounts with other banks - net	5,614,353	-	-	-	-	-	5,614,353
Placements with Bank Indonesia and other banks - net	-	-	4,540,789	660,872	-	-	5,201,661
Acceptance receivables - net	-	-	-	-	-	14,659,624	14,659,624
Bills receivable - net	-	-	6,399,357	3,983,705	462	-	10,383,524
Securities purchased under agreements to resell - net	-	-	36,683,658	56,412,495	-	-	93,096,153
Loans receivable - net	502,104,955	25,877,534	2,721,474	15,760,539	212,423,337	-	758,887,839
Consumer financing receivables - net	-	-	1,112,422	3,141,838	4,459,190	-	8,713,450
Finance lease receivables - net	-	-	47,166	58,135	33,706	-	139,007
Assets related to sharia transactions - *murabahah* receivables - net	-	-	1,242,532	400,519	-	-	1,643,051
Investment securities - net	12,549,549	-	14,675,206	70,046,022	214,330,855	451,992	312,053,624
Other assets	-	-	75,473	182,595	-	14,692,562	14,950,630
Total	**595,260,516**	**25,877,534**	**67,498,077**	**150,646,720**	**431,247,550**	**47,430,224**	**1,317,960,621**
Financial liabilities							
Deposits from customers	(880,501,905)	-	(204,436,627)	(5,828,275)	-	-	(1,090,766,807)
Sharia deposits	-	-	-	-	-	(3,201,970)	(3,201,970)
Deposits from other banks	(10,025,963)	-	(44,857)	-	-	-	(10,070,820)
Acceptance payables	-	-	-	-	-	(6,701,256)	(6,701,256)
Securities sold under agreements to repurchase	-	-	(1,054,780)	-	-	-	(1,054,780)
Borrowings	-	-	(299,807)	(1,043,798)	(286,021)	-	(1,629,626)
Estimated losses from commitments and contingencies	-	-	-	-	-	(3,371,674)	(3,371,674)
Accruals and other liabilities	-	-	-	-	-	(6,673,819)	(6,673,819)
Subordinated bonds	-	-	-	-	(500,000)	-	(500,000)
Total	**(890,527,868)**	**-**	**(205,836,071)**	**(6,872,073)**	**(786,021)**	**(19,948,719)**	**(1,123,970,752)**
Interest rate re-pricing gap	**(295,267,352)**	**25,877,534**	**(138,337,994)**	**143,774,647**	**430,461,529**	**27,481,505**	**193,989,869**

Fundamental reforms to benchmark interest rates are being carried out globally, including the replacement of some Interbank Offered Rates (“IBORs”) with alternative interest rates (referred to as the 'IBOR reform'). In Indonesia, JIBOR interest rates are being reformed with Indonesia Overnight Index Average (“IndONIA”). will be effective on 1 January 2025 determined as the alternative interest rates. The Bank has no exposure derivative transactions that use JIBOR as a reference.

The Bank has prepared systems, procedures, valuations and market risk measurements to accommodate new transactions using IndoNIA.

42. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management (continued)

ii. Interest rate risk (continued)

Interest Rate Risk in the Trading Book (continued)

The main risk facing the Group as a result of the IBOR reform is operational, e.g. renegotiation of loan contracts through bilateral negotiations with customers, renewal of contract terms, renewal of the system using the IBOR curve and revision of operational controls related to the reforms. The rate convention that will be used will take into account the characteristics of the product, both derivative and non-derivative assets, as well as see input and recommendations from representatives of financial associations and working groups in force, in order to be able to provide accurate prices and mitigate risks arising from interest rate risk.

f. Operational risk management

The Bank has an Operational Risk Management Policy, which is a basic guideline for implementing operational risk management in all bank work units in general. To manage operational risk arising from the use of information technology, the Bank has a Basic Risk Management Policy on the Use of Information Technology, Information Technology Implementation, Information Security Policy and Cyber Security Risk Management Policy. These policies are reviewed regularly and aligned with the provisions issued by the regulators.

The Bank performs a risk assessment process in product or activity development implemented by the Bank as well as measuring or assessing in terms of materiality the increase of risk exposures from product or activity development owned by the previous Bank. This is regulated through:

1. Product/Activity Publishing Policy and Provision of Information Technology Systems and Their Supports,
2. Assessment Policy for Increasing Bank Product Development Risk Exposure.

In digital services development for customers, the Bank also refers to Financial Services Authority Regulation ("POJK") No. 21 Year 2023 dated 19 December 2023 regarding Digital Services by Commercial Banks who pay attention to the aspects of risk management, customer data security, and consumer protection.

Bank has qualified infrastructure to support implementation of operational risk management, named Operational Risk Management Information System (“ORMIS”), which consists of Risk and Control Self Assessment (“RCSA”), Loss Event Database (“LED”), and Key Risk Indicator (“KRI”). This web-based application can be used by all working units to help them in managing operational risk. In order to make implementation of operational risk management more effective and efficient, the bank continuously enhance the ORMIS in accordance with the latest bank operational activities.

Risk and Control Self Assessment (“RCSA”)

RCSA is used by Risk Owner to identify, measure, monitor, and risk control with the purpose of improving the awareness culture in managing operational risk from each employee in conducting their daily activities.

42. FINANCIAL RISK MANAGEMENT (continued)

f. Operational risk management (continued)

Risk and Control Self Assessment ("RCSA") (continued)

RCSA is conducted regularly in all working units (branches and head office) at least once a year.

The Bank regularly reviews and revalidates operational risk that may occur in working unit and also assess impact and likelihood grading that is used for RCSA so that the assessment of operational risk can provide more precise overview of activities and risk profiles of each working unit and bankwide.

Loss Event Database ("LED")

LED is used to administer and analyze occurred operational events that incur losses for the Bank and as an operational losses database to calculate the cost of capital from risk operational losses and to monitor operational events to take action immediately.

To obtain quality data, in recording operational loss events the Bank has internal policy that regulates input of loss data which refers to qualitative requirements as regulated in circular letter of OJK about RWA No. 6/SEOJK.03/2020 concerning Calculation of Risk Weighted of Assets Considering Operational Risk using a standard approach for commercial banks, and also has dual control mechanism in an application that has role for data entry and approver, moreover the Bank always conducts an independent review of operational risk loss data comprehensively to maintain the validity of data which are provided by working units.

Key Risk Indicator ("KRI")

KRI can provide an early warning sign of increasing operational risk in a working unit to authorized officer and used as a source data to identify process, procedure, and weak control.

The Bank regularly reviews and revalidates KRI parameters and thresholds to ensure KRI effectiveness in providing early warning signs of increased operational risk in working units.

The Bank presents implementation of operational risk management and conducts Risk Awareness Program to embed and enhance the awareness culture in managing operational risk in working units including risk awareness of system security and information technology.

In order to mitigate the impact of disruptions/failures that may be caused by technology, disease outbreaks, or other disasters on the operational activities of the Bank services to customers, the Bank already has a Business Continuity Management ("BCM"). In order for the implementation of BCM to run effectively, Bank prepared a Business Continuity Plan ("BCP") to facilitate the Bank in preparing for disruption and performing recovery processes, which includes crisis management plan and crisis communication, as well as regularly conduct socialization of Business Continuity ("BC") awareness and testing on BCP including simulation of cyber incidents. To support the implementation of the BCP, the Bank has a Disaster Recovery Center connected to 2 (two) major Data Centers, the Secondary Operation Center, Secondary Work Place, and the Command and Crisis Center.

42. FINANCIAL RISK MANAGEMENT (continued)

f. Operational risk management (continued)

Risk management related to Cybersecurity

With the rapid development of the current information technology ("IT"), the Bank is necessary to undergo digital transformation, as well as the use of IT to improve the efficiency of the Bank's operational activities, and to provide better service to its customers. However, the use of IT also increases the risk of system disruption, potential cyber attacks, data leaks, and social engineering. To mitigate such risks, the Bank has implemented IT and cyber security risk management supported by an organizational structure that refers to the concept of a three lines model which have IT Security Group, Cyber Security Risk Management, and Audit Information Technology as a unity of the concept of a three lines model to apply risk management regarding cyber security. The Bank will continue to observe the risk and control of People, Process, and Technology aspect to see the sufficient application of cyber security risk management, which are:

1. Formed The Bank already has a risk management policy and procedure for cyber security and information security which refer to regulatory provisions and international standard. Furthermore, to determine the reliability and management of the IT infrastructure, the Bank performs a review of risk management implementation and an assessment of the digital maturity rate and cyber security maturity level referring to the regulatory provisions.
2. The Bank has taken advantage of technology to help identify, detect, and monitor and analyze risk regarding cyber security since recent such as the implementation of firewall, IPS, antivirus, anti DDOS, and other security technology that are relevant. Moreover, the Bank has a Security Monitoring Center (“SMC”) to monitor any potential system disruptions or cyber attacks that could have implications and disrupt services to customers.
3. The bank also regularly undertakes socialization and providing education to encourage a culture of cyber security awareness to employees, customers and third parties continuously with relevant material.

In addition, in connection with Law Number 27 of 2022 concerning Personal Data Protection (“UU PDP”), as well as the increased availability of digital services has led to a high demand for customer personal data process, the Bank has implemented several policies and procedures that include the use of technology, updating system periodically, as well as training for employees and awareness related to PDP. The Bank also actively carries out evaluations to ensure that the steps taken are always in line with regulatory developments and customer needs. Some of the owned policies/procedures are regarding PDP Policies, such as Consumer Protection, Data Loss Prevention, and Information Security. The Bank also has Officials of Personal Data Protection in accordance with regulatory provisions.

g. Consolidated risk management

In accordance with Financial Services Authority Regulation (“POJK”) No. 38/POJK.03/2017 dated 12 July 2017 regarding the Implementation of Consolidated Risk Management for Banks with Control over Subsidiaries, the Bank is required to implement consolidated risk management.

Implementation of consolidated risk management in the Bank is performed based on the above-mentioned Financial Services Authority regulation, including:

- Active supervision of Board of Commissioners and Board of Directors;
- Adequate policies and procedures and setting limits;
- Adequacy of the process of identification, measurement, monitoring and risk control, as well as risk management information system; and
- A comprehensive internal control system.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

42. FINANCIAL RISK MANAGEMENT (continued)

g. Consolidated risk management (continued)

Referring to the concept of implementation of consolidated risk management, implementation of consolidated risk management duties and responsibilities are one of the functions of the Risk Management Division. In carrying out its duties, the Risk Management Division coordinates with the work units that carry out Risk Management functions at each Financial Services Institution ("LJK") - Subsidiaries in the financial conglomerate.

In accordance with Financial Services Authority Regulation (“POJK”) No. 17/POJK.03/2014 dated 19 November 2014 regarding the Implementation of Integrated Risk Management for Financial Conglomeration, a financial conglomeration should implement a comprehensive and effective integrated risk management, in this case the Bank as the Main Entity is obliged to integrate the implementation of risk management within the financial conglomeration.

Referring to the implementation of integrated risk management concept, implementation of tasks and responsibilities of Integrated Risk Management Working Unit is one of the functions of the existing Risk Management Working Unit. In performing their duties, Integrated Risk Management Working Unit coordinates with working units that conduct Risk Management function on the respective Financial Service Institution (“LJK”) in Subsidiaries financial conglomeration.

In addition to implement risk management in accordance with the regulations of their respective regulators, Subsidiaries have also implemented risk management in line with the implementation of risk management in the Main Entity. The purpose of implementing risk management in Subsidiaries is to provide added value and increase the competitiveness of companies, considering this is one of the fulfilments of the Bank's compliance with regulations and international standard practices.

In order to implement of integrated risk management effectively, the Bank also has Accounting Information System and Risk Management System which is used to identify, measure, monitor and risk control.

The Bank as the Main Entity has:

1. Formed Integrated Risk Management Committee (“KMRT”) with the aim of ensuring that the risk management framework has provided adequate protection to all Bank’s and Subsidiaries’ risks in integrated manner;
2. Compiled Basic Policy of Integrated Risk Management (“KDMRT”);
3. Compiled several policies related to the implementation of Integrated Risk Management, including policies governing Integrated Capital, Intra-group Transactions Risk, Integrated Risk Profile Reports, Integrated Risk Limit and others;
4. Submitted to OJK:
   a. Reports regarding the Main Entity and LJK included as members of the financial conglomeration;
   b. Integrated Risk Profile Report;
   c. Integrated Capital Sufficiency Report;
   d. Report on Changes in Members of the Financial Conglomeration.

In addition, the financial conglomerate has performed an integrated Stress Test to ensure that capital and liquidity at the level of each entity and in an integrated manner are still adequate in dealing with the worst scenario (stress).

43. MATURITY GAP OF FINANCIAL ASSETS AND LIABILITIES

The following table summarises the maturity gap profile of the Group financial assets and liabilities based on the remaining period until the contractual maturity date as of 31 December 2024 and 2023:

	2024						
	Up to 1 month	> 1 - 3 months	> 3 months - 1 years	> 1 - 5 years	More than 5 years	No contractual maturity	Total
Financial assets							
Cash	-	-	-	-	-	29,315,878	29,315,878
Current accounts with Bank Indonesia	-	-	-	-	-	36,408,142	36,408,142
Current accounts with other banks - net	4,097,199	-	-	-	-	-	4,097,199
Placement with Bank Indonesia and other banks - net	15,516,794	150,169	47,921	-	-	-	15,714,884
Financial assets at fair value through profit or loss	739,047	277,077	18,003,066	864,695	1,613,660	27,072	21,524,617
Acceptance receivables - net	3,108,244	3,461,596	3,039,495	11,712	-	-	9,621,047
Bills receivable - net	2,915,617	4,363,069	1,613,083	-	-	-	8,891,769
Securities purchased under agreements to resell - net	1,368,661	51,834	29,067	-	-	-	1,449,562
Loans receivable	43,784,733	65,293,004	212,886,628	289,307,914	290,038,574	-	901,310,853
Less:							
Allowance for impairment losses							(32,624,643)
Consumer financing receivable - net	152,256	516,518	1,007,550	7,516,496	242,744	-	9,435,564
Finance lease receivable - net	903	1,044	20,753	28,342	-	-	51,042
Assets related to sharia transactions - *murabahah* receivables - net	512,710	784,048	628,126	-	-	-	1,924,884
Investment securities - net	11,553,498	3,716,110	121,794,187	204,087,279	29,460,391	540,492	371,151,957
Other assets - net	4,641,823	379,403	1,257,897	5,202,181	1,799,609	435,064	13,715,977
	88,391,485	**78,993,872**	**360,327,773**	**507,018,619**	**323,154,978**	**66,726,648**	**1,391,988,732**
Financial liabilities							
Deposits from customers	(1,073,347,050)	(42,976,722)	(4,289,895)	-	-	-	(1,120,613,667)
Sharia deposits	(3,935,363)	-	-	-	-	-	(3,935,363)
Deposits from other banks	(3,621,166)	(35,132)	-	-	-	-	(3,656,298)
Financial liabilities at fair value through profit or loss	(176,640)	(68,348)	(12,625)	-	-	-	(257,613)
Securities sold under agreement to repurchase	(1,330,996)	-	-	-	-	-	(1,330,996)
Acceptance payables	(1,953,035)	(1,784,655)	(902,423)	(11,842)	-	-	(4,651,955)
Borrowings	(296,182)	-	(1,650,000)	(296,334)	-	-	(2,242,516)
Estimated losses from commitments and contingencies	(250,713)	(534,449)	(1,497,920)	(636,589)	(55,516)	-	(2,975,187)
Accruals and other liabilities	(2,966,364)	(23,549)	(34,526)	(232,750)	(46,281)	-	(3,303,470)
Subordinated bonds	-	-	(435,000)	-	(65,000)	-	(500,000)
	(1,087,877,509)	**(45,422,855)**	**(8,822,389)**	**(1,177,515)**	**(166,797)**	**-**	**(1,143,467,065)**
Net position	**(999,486,024)**	**33,571,017**	**351,505,384**	**505,841,104**	**322,988,181**	**66,726,648**	**248,521,667**

	2023						
	Up to 1 month	> 1 - 3 months	> 3 months - 1 years	> 1 - 5 years	More than 5 years	No contractual maturity	Total
Financial assets							
Cash	-	-	-	-	-	21,701,514	21,701,514
Current accounts with Bank Indonesia	-	-	-	-	-	92,617,705	92,617,705
Current accounts with other banks - net	5,614,353	-	-	-	-	-	5,614,353
Placement with Bank Indonesia and other banks - net	4,124,893	415,934	660,834	-	-	-	5,201,661
Financial assets at fair value through profit or loss	3,356,225	821,811	9,533,881	95,312	946,388	305,043	15,058,660
Acceptance receivables - net	3,791,875	6,195,679	4,536,673	135,397	-	-	14,659,624
Bills receivable - net	2,133,856	4,292,167	3,957,042	459	-	-	10,383,524
Securities purchased under agreements to resell - net	18,710,499	17,974,157	56,411,497	-	-	-	93,096,153
Loans receivable	42,228,343	60,251,604	202,500,248	255,215,141	232,001,378	-	792,196,714
Less:							
Allowance for impairment losses							(33,308,875)
Consumer financing receivable - net	30,149	140,437	948,064	7,073,223	521,577	-	8,713,450
Finance lease receivable - net	446	1,438	19,686	117,437	-	-	139,007
Assets related to sharia transactions - *murabahah* receivables - net	399,141	843,391	400,519	-	-	-	1,643,051
Investment securities - net	3,042,215	13,769,682	70,020,559	172,429,845	52,339,330	451,993	312,053,624
Other assets - net	7,174,994	625,102	1,297,941	3,621,452	1,697,743	533,398	14,950,630
	90,606,989	**105,331,402**	**350,286,944**	**438,688,266**	**287,506,416**	**115,609,653**	**1,354,720,795**

43. MATURITY GAP OF FINANCIAL ASSETS AND LIABILITIES (continued)

The following table summarises the maturity gap profile of the Group financial assets and liabilities based on the remaining period until the contractual maturity date as of 31 December 2024 and 2023: (continued)

	2023 (continued)						
	Up to 1 month	> 1 - 3 months	> 3 months - 1 years	> 1 - 5 years	More than 5 years	No contractual maturity	Total
Financial liabilities							
Deposits from customers	(1,027,524,306)	(57,161,198)	(6,081,303)	-	-	-	(1,090,766,807)
Sharia deposits	(3,201,970)	-	-	-	-	-	(3,201,970)
Deposits from other banks	(10,066,688)	(4,132)	-	-	-	-	(10,070,820)
Financial liabilities at fair value through profit or loss	(46,758)	(68,245)	(7,762)	-	-	-	(122,765)
Securities sold under agreement to repurchase	(1,054,780)	-	-	-	-	-	(1,054,780)
Acceptance payables	(2,107,358)	(3,462,693)	(991,754)	(139,451)	-	-	(6,701,256)
Borrowings	(125,158)	(174,649)	(1,043,798)	(286,021)	-	-	(1,629,626)
Estimated losses from commitments and contingencies	(282,315)	(564,629)	(1,781,710)	(708,138)	(34,882)	-	(3,371,674)
Accruals and other liabilities	(6,425,625)	(27,643)	(7,110)	(157,943)	(55,498)	-	(6,673,819)
Subordinated bonds	-	-	-	(435,000)	(65,000)	-	(500,000)
	(1,050,834,958)	**(61,463,189)**	**(9,913,437)**	**(1,726,553)**	**(155,380)**	**-**	**(1,124,093,517)**
Net position	**(960,227,969)**	**43,868,213**	**340,373,507**	**436,961,713**	**287,351,036**	**115,609,653**	**230,627,278**

44. CAPITAL MANAGEMENT

The primary objective of the Bank's capital management policy is to ensure that the Bank has a strong capital to support the Bank's current business expansion strategy and to sustain future development of the business, to meet regulatory capital adequacy requirements and also to ensure the efficiency of the Bank's capital structure.

The Bank prepares the Capital Plan based on assessment of and review over the capital situation in terms of the legal capital adequacy requirement, combined with current economic outlook assessment and the result of stress testing method. The Bank will continue to link financial goals and capital adequacy to risk appetite through the capital planning process and stress testing and assess the businesses based on Bank's capital and liquidity requirements.

The Bank's capital needs are also planned and discussed on a routine basis, supported by data analysis.

The Capital Plan is prepared by the Board of Directors as part of the Bank's Business Plan and approved by the Board of Commissioners. This plan is expected to ensure an adequate level of capital and optimum capital structure.

Based on BI Regulation No. 8/6/PBI/2006 dated 30 January 2006 and BI Circular Letter No. 8/27/DPNP dated 27 November 2006 requires all banks to meet Capital Adequacy Ratio ("CAR") requirements for the bank on an individual and consolidated basis. The calculation of minimum CAR on consolidated basis is performed by calculating capital and Risk-Weighted Assets ("RWAs") based on risks from consolidated financial statements as provided in the prevailing Bank Indonesia Regulations.

44. CAPITAL MANAGEMENT (continued)

BI Circular Letter No. 11/3/DPNP dated 27 January 2009 requires all banks in Indonesia with certain qualification to take into account operational risk in the CAR calculation.

The Bank is required to provide minimum capital according to the risk profile on December 31, 2024 and 2023 in accordance with Financial Services Authority Regulation No. 27 Year 2022 dated 26 December 2022 concerning the Second Amendment to Financial Services Authority Regulation No. 11/POJK.03/2016 concerning Minimum Capital Adequacy Requirements for Commercial Banks, Financial Services Authority Regulation No. 34/POJK.03/2016 dated 22 September 2016 concerning Amendments to Financial Services Authority Regulation No. 11/POJK.03/2016 concerning Minimum Capital Adequacy Requirements for Commercial Banks, and Financial Services Authority Regulation No. 11/POJK.03/2016 dated 29 January 2016 concerning Minimum Capital Adequacy Requirement for Commercial Banks.

The Bank calculates its capital requirements based on the prevailing OJK Regulations, where the regulatory capital consisted of two tiers:

- Core Capital (Tier 1), which includes:
  1. Common Equity (CET 1), which includes issued and fully paid-up capital (after deduction of treasury stock), additional paid-up capital, allowable non-controlling interest and deductions from Common Equity.
  2. Additional Core Capital.

- Supplementary Capital (Tier 2), which includes capital instrument in form of shares or other allowable instruments, agio or disagio from supplementary capital issuance, required general allowance for productive assets (maximum of 1.25% RWAs credit risk), and deductions from tier 2 capital.

The information regarding the Capital Adequacy Ratio (CAR) as of 31 December 2024 and 2023 is disclosed in Note 51.

45. NON-CONTROLLING INTEREST

The movement of non-controlling interest in net assets of Subsidiaries was as follows:

	2024	2023
Balance, beginning of year	181,337	163,049
Non-controlling interest portion of Subsidiaries net profit during the year	14,969	18,973
Increase (decrease) of non-controlling interest from other comprehensive income of Subsidiaries during the year	(1,840)	(685)
Balance, end of year	**194,466**	**181,337**

46. TRANSACTIONS AND BALANCES WITH RELATED PARTIES

Related parties	Nature of relationship	Nature of transaction
PT Dwimuria Investama Andalan	Shareholder	Deposits from customers
Dana Pensiun BCA	Employer pension fund	Pension fund contribution, deposits from customers
Konsorsium Iforte HTS	Owned by the same ultimate shareholder	Deposits from customers
PT Abadi Tambah Mulia Internasional	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Adiwisesa Mandiri Building Product Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Agregasi Cermat Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Agro Sinarjaya	Owned by the same ultimate shareholder	Deposits from customers
PT Akar Inti Data	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Akar Inti Investama	Owned by the same ultimate shareholder	Deposits from customers
PT Akar Inti Solusi	Owned by the same ultimate shareholder	Deposits from customers, bank guarantee issuance
PT Akar Inti Teknologi	Owned by the same ultimate shareholder	Deposits from customers, bank guarantee issuance
PT Alpha Merah Kreasi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Altius Bahari Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Alto Halodigital International	Owned by the same ultimate shareholder	Deposits from customers
PT Alto Network	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issuance
PT Andil Bangunsekawan	Owned by the same ultimate shareholder	Deposits from customers
PT Aneka Bumi Cipta	Owned by the same ultimate shareholder	Deposits from customers
PT Angkasa Komunikasi Global Utama	Owned by the same ultimate shareholder	Deposits from customers, bank guarantee issuance
PT Ardijaya Karya Appliances Product Manufacturing	Owned by the same ultimate shareholder	Deposits from customers
PT Arta Karya Adhiguna	Owned by the same ultimate shareholder	Deposits from customers
PT Arta Cipta Niaga	Owned by the same ultimate shareholder	Deposits from customers
PT Artha Cipta Swadaya	Owned by the same ultimate shareholder	Deposits from customers
PT Artha Dana Teknologi	Owned by the same ultimate shareholder	Deposits from customers
PT Artha Investa Teknologi	Owned by the same ultimate shareholder	Deposits from customers
PT Artha Mandiri Investama	Owned by the same ultimate shareholder	Deposits from customers
PT Astama Loka Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Bach Multi Global	Owned by the same ultimate shareholder	Deposits from customers
PT Bahtera Maju Selaras	Owned by the same ultimate shareholder	Deposits from customers

46. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Bangun Loka Indah	Owned by the same ultimate shareholder	Deposits from customers
PT Bangun Media Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Bangun Mustika Pratama	Owned by the same ultimate shareholder	Deposits from customers
PT Berjaya Agung Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Bhumi Mahardika Jaya	Owned by the same ultimate shareholder	Deposits from customers
PT Bit Teknologi Nusantara	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Broadband Wahana Asia	Owned by the same ultimate shareholder	Deposits from customers
PT Bukit Muria Jaya	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Bukit Muria Jaya Estate	Owned by the same ultimate shareholder	Deposits from customers
PT Bumi Aman Sejahtera	Owned by the same ultimate shareholder	Deposits from customers
PT Bumi Raya Sakti	Owned by the same ultimate shareholder	Deposits from customers
PT Caturguwiratna Sumapala	Owned by the same ultimate shareholder	Deposits from customers
PT Cipta Karya Bumi Indah	Owned by the same ultimate shareholder	Deposits from customers
PT Ciptakreasi Buana Persada	Owned by the same ultimate shareholder	Deposits from customers
PT Citra Teknologi Pintar	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Darta Media Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Dasakreasi Anekacipta	Owned by the same ultimate shareholder	Deposits from customers
PT Dekoruma Niaga Sejahtera	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issuance
PT Digital Data Teknologi Terdepan	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Digital Otomotif Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Digital Tangguh Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Djarum	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Djelas Tandatangan Bersama	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Dwi Cermat Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Dwi Putri Selaras	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Dynamo Media Network	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Ecogreen Oleochemicals	Owned by the same ultimate shareholder	Deposits from customers, bank guarantee issuance, letter of credit

46. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Energi Batu Hitam	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Eragraha Pirantimegah	Owned by the same ultimate shareholder	Deposits from customers
PT Fajar Surya Perkasa	Owned by the same ultimate shareholder	Deposits from customers
PT Farindo Investama Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Fira Makmur Sejahtera	Owned by the same ultimate shareholder	Deposits from customers
PT Fokus Solusi Proteksi	Owned by the same ultimate shareholder	Deposits from customers
PT Futami Food & Beverages	Owned by the same ultimate shareholder	Deposits from customers, bank guarantee issuance
PT Gajah Merah Terbang	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT General Buditekindo	Owned by the same ultimate shareholder	Deposits from customers
PT Global Astha Niaga	Owned by the same ultimate shareholder	Deposits from customers
PT Global Dairi Alami	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Danapati Niaga	Owned by the same ultimate shareholder	Deposits from customers
PT Global Digital Niaga Tbk	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issuance
PT Global Digital Prima	Owned by the same ultimate shareholder	Deposits from customers
PT Global Digital Ritelindo	Owned by the same ultimate shareholder	Deposits from customers
PT Global Distribusi Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Global Distribusi Paket	Owned by the same ultimate shareholder	Deposits from customers
PT Global Distribusi Pusaka	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issuance
PT Global Fortuna Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Global Harapan Nawasena	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Indonesia Komunikatama	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Infrastruktur Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Global Investama Andalan	Owned by the same ultimate shareholder	Deposits from customers
PT Global Kassa Sejahtera	Owned by the same ultimate shareholder	Deposits from customers
PT Global Media Visual	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Poin Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Teknologi Niaga	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Telekomunikasi Prima	Owned by the same ultimate shareholder	Deposits from customers

46. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Global Tiket Network	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issuance
PT Global Visi Media	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Visitama Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Globalnet Aplikasi Indotravel	Owned by the same ultimate shareholder	Deposits from customers
PT Globalnet Sejahtera	Owned by the same ultimate shareholder	Deposits from customers
PT Gonusa Prima Distribusi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issuance
PT Graha Padma Internusa	Owned by the same ultimate shareholder	Deposits from customers
PT Grand Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issuance, office rental transactions
PT Grand Teknologi Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Griya Karya Mandiri	Owned by the same ultimate shareholder	Deposits from customers
PT Griya Muria Kencana	Owned by the same ultimate shareholder	Deposits from customers
PT Halmahera Jaya Feronikel	Owned by the same ultimate shareholder	Deposits from customers
PT Hartono Istana Teknologi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, letter of credit
PT Hartono Plantation Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Hidup Bermakna Selamanya	Owned by the same ultimate shareholder	Deposits from customers
PT Iforte Energi Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Iforte Global Internet	Owned by the same ultimate shareholder	Deposits from customers
PT Iforte Payment Infrastructure	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Iforte Solusi Infotek	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Indah Bumi Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Indo Paramita Sarana	Owned by the same ultimate shareholder	Deposits from customers
PT Indodana Multi Finance	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Intershop Prima Center	Owned by the same ultimate shareholder	Deposits from customers
PT Inti Bangun Sejahtera Tbk	Owned by the same ultimate shareholder	Deposits from customers
PT Istana Kencana Mulia	Owned by the same ultimate shareholder	Deposits from customers
PT Jasa Semesta Utama	Owned by the same ultimate shareholder	Deposits from customers
PT Kalimusada Motor	Owned by the same ultimate shareholder	Deposits from customers

46. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Kartika Sanur Cemerlang	Owned by the same ultimate shareholder	Deposits from customers
PT Karya Muria Cemerlang	Owned by the same ultimate shareholder	Deposits from customers
PT Kencana Muria Jaya	Owned by the same ultimate shareholder	Deposits from customers
PT Komet Infra Nusantara	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Kudos Istana Furniture	Owned by the same ultimate shareholder	Deposits from customers
PT Kumparan Kencana Electrindo	Owned by the same ultimate shareholder	Deposits from customers
PT Kurio	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Legal Tekno Digital	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Legian Paradise	Owned by the same ultimate shareholder	Deposits from customers
PT Lingkarmulia Indah	Owned by the same ultimate shareholder	Deposits from customers
PT Lintas Cipta Media	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Lunar Inovasi Teknologi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Marga Sadhya Swasti	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Margo Hotel Development	Owned by the same ultimate shareholder	Deposits from customers
PT Margo Property Development	Owned by the same ultimate shareholder	Deposits from customers
PT Mars Multi Mandiri	Owned by the same ultimate shareholder	Deposits from customers
PT Media Digital Historia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Merah Cipta Media	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Merah Putih Colony	Owned by the same ultimate shareholder	Deposits from customers
PT Mitra Media Integrasi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Momentum Global Pratama	Owned by the same ultimate shareholder	Deposits from customers
PT Multigraha Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Muria Mekar Indah	Owned by the same ultimate shareholder	Deposits from customers
PT Muria Sumba Manis	Owned by the same ultimate shareholder	Deposits from customers
PT Nagaraja Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Narasi Akal Jenaka	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Narasi Citra Sahwahita	Owned by the same ultimate shareholder	Deposits from customers

46. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Natura Perisa Aroma	Owned by the same ultimate shareholder	Deposits from customers
PT Nova Digital Perkasa	Owned by the same ultimate shareholder	Deposits from customers
PT Orbit Abadi Sakti	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Pindaruma Casa Sentosa	Owned by the same ultimate shareholder	Deposits from customers
PT Pradipta Mustika Cipta	Owned by the same ultimate shareholder	Deposits from customers
PT Prema Gandharva Asia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Prima Top Boga	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issuance
PT Profesional Telekomunikasi Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Promedia Punggawa Satu	Owned by the same ultimate shareholder	Deposits from customers
PT Promoland Indowisata	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issuance
PT Prosa Solusi Cerdas	Owned by the same ultimate shareholder	Deposits from customers
PT Puri Bumi Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Puri Dibya Property	Owned by the same ultimate shareholder	Deposits from customers
PT Puri Padma Management	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Puri Zuqni	Owned by the same ultimate shareholder	Deposits from customers
PT Quattro International	Owned by the same ultimate shareholder	Deposits from customers
PT Raharja Dipta Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Rajawali Inti Selular	Owned by the same ultimate shareholder	Deposits from customers
PT Resinda Prima Entertama	Owned by the same ultimate shareholder	Deposits from customers
PT Sapta Adhikari Investama	Owned by the same ultimate shareholder	Deposits from customers
PT Sarana Kencana Mulya	Owned by the same ultimate shareholder	Deposits from customers, letter of credit
PT Sarana Menara Nusantara Tbk	Owned by the same ultimate shareholder	Deposits from customers
PT Sasana Cipta Mulia	Owned by the same ultimate shareholder	Deposits from customers
PT Savoria Adi Rasa	Owned by the same ultimate shareholder	Deposits from customers
PT Savoria Kreasi Rasa	Owned by the same ultimate shareholder	Deposits from customers, bank guarantee issuance
PT Semesta Cipta Internasional	Owned by the same ultimate shareholder	Deposits from customers, bank guarantee issuance
PT Semesta Industri Pratama	Owned by the same ultimate shareholder	Deposits from customers

46. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Seminyak Mas Propertindo	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Sentral Investama Andalan	Owned by the same ultimate shareholder	Deposits from customer
PT Sewu Nayaga Tembaya	Owned by the same ultimate shareholder	Deposits from customers
PT Sinergi Nasional Rakyat Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Solusi Sentra Niaga	Owned by the same ultimate shareholder	Deposits from customers
PT Solusi Tunas Pratama Tbk	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Solusi Verifikasi Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Subang Sarana Investasi	Owned by the same ultimate shareholder	Deposits from customers
PT Subang Sejahtera Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Sumber Kopi Prima	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Supra Boga Lestari Tbk	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Supra Kreatif Mandiri	Owned by the same ultimate shareholder	Deposits from customers
PT Supra Mas Mandiri	Owned by the same ultimate shareholder	Deposits from customers
PT Surya Centra Industri	Owned by the same ultimate shareholder	Deposits from customers
PT Surya Energi Parahita	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Surya Siti Indotama	Owned by the same ultimate shareholder	Deposits from customers
PT Surya Subang Smartpolitan	Owned by the same ultimate shareholder	Deposits from customers
PT Suryacipta Swadaya	Owned by the same ultimate shareholder	Deposits from customers
PT Suryacipta Swadaya Infrastruktur	Owned by the same ultimate shareholder	Deposits from customers
PT Timur Persada Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Tira Timur Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Tricipta Mandhala Gumilang	Owned by the same ultimate shareholder	Deposits from customers
PT Trigana Putra Mandiri	Owned by the same ultimate shareholder	Deposits from customers
PT Tunas Nusantara Persada	Owned by the same ultimate shareholder	Deposits from customers
PT Varnion Technology Semesta	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Verve Persona Estetika	Owned by the same ultimate shareholder	Deposits from customers

46. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Visinema Pictures	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
Key management personnel	Bank's Board of Commissioners and Board of Directors	Loans receivable, deposits from customers, employee benefits
The Bank's controlling individuals and their family members	Shareholder	Loans receivable, deposits from customers

In the normal course of business, the Bank has transactions with related parties due to their common ownership and/or management. All transactions with related parties are conducted with agreed terms and conditions.

The details of significant balances and transactions with related parties that were not consolidated as of 31 December 2024 and 2023, and for the years then ended were as follows:

	2024		2023	
	Amount	Percentage to total	Amount	Percentage to total
Loans receivable*) (Note 12)	7,230,509	0.80%	8,478,521	1.07%
Right-of-use asset - net**) (Note 16)	243,940	0.86%	213,815	0.80%
Other assets***) (Note 18)	9,511	0.04%	9,121	0.04%
Deposits from customers (Note 19)	3,235,633	0.29%	2,639,237	0.24%
Unused credit facilities to customers (Note 27)	3,941,255	0.96%	4,903,860	1.29%
Letter of credit facilities to customers (Note 27)	811,681	8.07%	134,261	1.19%
Bank guarantee issued to customers (Note 27)	373,742	1.40%	184,854	0.81%
Interest and sharia income (Note 28)	487,674	0.51%	505,037	0.58%
Interest and sharia expenses (Note 29)	42,367	0.34%	38,627	0.31%
Pension plan contribution (Note 33)	484,182	86.09%	431,993	85.84%
Rental expenses (Note 34)	13,398	1.17%	13,398	1.30%

*) Before allowance for impairment losses.
**) Represent right-of-use asset to PT Grand Indonesia.
***) Represent security deposits to PT Grand Indonesia.

Compensations for key management personnel of the Bank (Note 1e) were as follows:

	2024	2023
Short-term employee benefits (including tantiem)	1,125,485	912,218
Long-term employee benefits	40,680	40,780
Total	**1,166,165**	**952,998**

Rental agreement with PT Grand Indonesia

On 11 April 2006, the Bank signed a rental agreement with PT Grand Indonesia (a related party), in which the Bank agreed to lease, on a long-term basis, the office space from PT Grand Indonesia with a total area of 28,166.88 sqm at an amount of USD 35,631,103.20, including Value Added Tax ("VAT"), with an option to lease for long-term additional space of 3,264.80 sqm at an amount of USD 4,129,972, including VAT. This rental transaction was approved by the Board of Directors and Shareholders in the Bank's Extraordinary General Meeting of Shareholders on 25 November 2005 (the minutes of meeting was drawn up by Notary Hendra Karyadi, S.H., with Deed No. 11). This rental agreement started on 1 July 2007 and will end on 30 September 2035.

As of 31 December 2024 and 2023, right-of-use asset to PT Grand Indonesia amounted to Rp 243,940 and Rp 213,815, of these amount, Rp 144,024 and Rp 157,422, respectively has been fully paid. The finance lease obligation to PT Grand Indonesia which was recorded on 31 December 2024 and 2023 were Rp 103,298 and Rp 58,065, respectively.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

47. NET PAYABLE RECONCILIATION

	2024			
	Subordinated bonds	Debt securities issued	Borrowings	Securities sold under agreements to repurchase
Net payable 31 December 2023	**500,000**	**-**	**1,629,626**	**1,054,780**
Cash flow:				
Payment of debt securities issued	-	-	-	-
Proceeds from borrowings	-	-	73,287,728	-
Payment of borrowings	-	-	(72,680,017)	-
Proceeds from securities sold under agreements to repurchase	-	-	-	559,231
Payment of securities sold under agreements to repurchase	-	-	-	(286,805)
Non-cash changes:				
Amortisation of deferred bonds issuance costs	-	-	-	-
Adjustment of foreign currency	-	-	5,179	3,790
Net payable 31 December 2024	**500,000**	**-**	**2,242,516**	**1,330,996**

	2023			
	Subordinated bonds	Debt securities issued	Borrowings	Securities sold under agreements to repurchase
Net payable 31 December 2022	**500,000**	**-**	**1,316,951**	**255,962**
Cash flow:				
Payment of debt securities issued	-	-	49,928,825	-
Proceeds from borrowings	-	-	(49,607,671)	-
Payment of borrowings	-	-	-	-
Proceeds from securities sold under agreements to repurchase	-	-	-	2,332,995
Payment of securities sold under agreements to repurchase	-	-	-	(1,528,882)
Non-cash changes:				
Amortisation of deferred bonds issuance costs	-	-	-	-
Adjustment of foreign currency	-	-	(8,479)	(5,295)
Net payable 31 December 2023	**500,000**	**-**	**1,629,626**	**1,054,780**

48. GUARANTEES ON THE OBLIGATIONS OF DOMESTIC BANKS

Based on Law No. 24 regarding Deposit Insurance Corporation ("LPS") dated 22 September 2004, effective since 22 September 2004, the LPS was established to provide guarantee on certain deposits from customers based on prevailing guarantee schemes, the amount of which is subject to change if they meet certain applicable schemes. The law was changed with the Government Regulation as the Replacement of Law No. 3 Year 2008, which was stipulated as a law since 13 January 2009 based on the Republic of Indonesia Law No. 7 Year 2009.

48. GUARANTEES ON THE OBLIGATIONS OF DOMESTIC BANKS (continued)

Based on the Government of Republic of Indonesia Regulation No. 66/2008 dated 13 October 2008 regarding the deposit amount guaranteed by LPS, as of 31 December 2024 and 2023, the deposit amount guaranteed by LPS for every customer in a bank was a maximum of Rp 2,000.

As of 31 December 2024 and 2023, the Bank was the participant of this guarantee scheme.

49. ACCOUNTING STANDARD ISSUED BUT NOT YET EFFECTIVE

Financial Accounting Standard Board of Indonesian Institute of Accountants ("DSAK-IAI") has issued the following new standards, amendments and interpretations, but not yet effective for the financial year beginning 1 January 2024 as follows:

- SFAS 117 "Insurance Contract";
- Amendments of SFAS 117 "Insurance Contracts on Initial Application of SFAS 117 and SFAS 109 – Comparative Information"; and
- SFAS 221 "The Effect of Changes in Foreign Exchange Rates".

The above standard will be effective on 1 January 2025.

As at the authorisation date of these consolidated financial statements, the Group is still evaluating the potential impact from the implementation of these new standards and the effect on the Group's consolidated financial statements.

50. ACCOUNT RECLASSIFICATION

Few accounts in the consolidated statements of profit or loss and other comprehensive income for the year ended 31 December 2023 were reclassified in order to be in conformity with presentation of the consolidated statements of profit or loss and other comprehensive income for the year ended ended 31 December 2024:

	31 December 2023		
	Before Reclassification	Reclassification	After Reclassification
OPERATING INCOME AND EXPENSES			
Interest and sharia income			
Sharia income	855,189	(191,257)	663,932
OTHER OPERATING INCOME			
Fees and commissions income – net	16,652,716	(30,575)	16,622,141
Others	6,276,335	(1,206,857)	5,069,478
Impairment losses on assets	(2,263,049)	1,206,857	(1,056,192)
OTHER OPERATING EXPENSES			
General and administrative expenses	(17,496,896)	191,257	(17,305,639)
Others	(3,807,860)	30,575	(3,777,285)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

51. ADDITIONAL INFORMATION NOT REQUIRED BY THE FINANCIAL ACCOUNTING STANDARDS

This additional information is required by the applicable regulations and is not mandated by the Financial Accounting Standards in Indonesia. This additional information is part of Note 51 to the consolidated financial statements:

a. Reserve Requirements ("RR") and Macroprudential Liquidity Buffer ("MPLB")

Current accounts with Bank Indonesia are provided to comply with the Reserve Requirement ("RR") of Bank Indonesia, On 31 December 2024 and 2023, the Ratio of Rupiah and Foreign Currencies RR as well as the Ratio of Macroprudential Liquidity Buffer ("MPLB") that must be met by the Bank are as follows:

	2024	2023
Rupiah		
- RR	5.00%	6.20%
(i) RR on daily basis	0.00%	0.00%
(ii) RR on average basis	9.00%	9.00%
(iii) RR reduction incentives	-4.00%	-2.80%
- MIR	0.72%	1.96%
- MPLB	5.00%	5.00%
Foreign currencies		
- RR	4.00%	4.00%
(i) RR on daily basis	2.00%	2.00%
(ii) RR on average basis	2.00%	2.00%

RR is a minimum reserve that should be maintained by the Bank in the form of current accounts with Bank Indonesia, MPLB is a minimum liquidity reserves that should be maintained by Bank, in the form of Bank Indonesia Certificates ("SBI"), Bank Indonesia Deposit Certificates ("SDBI"), Treasury Bills ("SBN"), *Sekuritas Rupiah Bank Indonesia* ("SRBI") which is determined by Bank Indonesia at certain percentage of the Bank's Third Party Fund.

As of 31 December 2024 and 2023, the Bank has fulfilled the RR ratios in Rupiah and foreign currencies, and MPLB ratios as follows:

	2024	2023
Rupiah		
- RR	5.04%	6.40%
(i) RR on daily basis	0.00%	0.00%
(ii) RR on average basis	5.04%	6.40%
- MIR	0.72%	1.96%
- MPLB	30.56%	33.89%
Foreign currencies		
- RR	4.22%	4.71%
(i) RR on daily basis	2.00%	2.00%
(ii) RR on average basis	2.22%	2.71%

b. Legal Lending Limit

As of 31 December 2024 and 2023, the Bank at individual level and at consolidated level, complied with Legal Lending Limit ("LLL") requirements for both related parties and third parties.

c. Ratio of Small Enterprises Loans to Loans Receivable

Ratio of small enterprises loans to loans receivable provided by Bank as of 31 December 2024 and 2023 was 6.24% and 6.09%, respectively.

51. ADDITIONAL INFORMATION NOT REQUIRED BY THE FINANCIAL ACCOUNTING STANDARDS (continued)

This additional information is required by the applicable regulations and is not mandated by the Financial Accounting Standards in Indonesia. This additional information is part of Note 51 to the consolidated financial statements: (continued)

d. Non-Performing Loan

The Bank's non-performing loans (classified as sub-standard, doubtful and loss) as of 31 December 2024 and 2023 amounting to Rp 15,498,016 and Rp 14,147,246, respectively.

As of 31 December 2024, the ratio of gross non-performing loan ("NPL") and net NPL was 1.78% and 0.59% (2023: 1.86% and 0.58%), which was calculated based on prevailing POJK.

e. Net Open Position

The Bank's net foreign exchange positions (Net Open Position or "NOP") as of 31 December 2024 and 2023 were calculated based on prevailing Bank Indonesia Regulations. Based on those regulations, banks are required to maintain the NOP (including all domestic and overseas branches) at the maximum of 20% (twenty percent) of capital.

The aggregate NOP represents the sum of the absolute values of (i) the net difference between assets and liabilities denominated in each foreign currency and (ii) the net difference of receivables and liabilities of both commitments and contingencies recorded in the administrative account (administrative account transactions) denominated in each foreign currency, which are all stated in Rupiah. The NOP for statement of financial position represents the sum of the net differences of assets and liabilities on the statements of financial position for each foreign currency, which are all stated in Rupiah.

The Bank's NOP as of 31 December 2024 and 2023 were as follows:

	2024		
	NOP for statement of financial position (net difference between assets and liabilities)	Net difference between receivables and liabilities in administrative accounts	Overall NOP (absolute amount)
USD	3,357,291	(3,912,311)	555,020
SGD	(2,501,631)	2,506,155	4,524
CNH	(951,871)	924,221	27,650
MYR	2,444	-	2,444
CHF	38,985	(32,337)	6,648
JPY	41,919	(30,225)	11,694
SEK	(1)	(3,187)	3,188
EUR	(989,097)	999,677	10,580
HKD	7,535	-	7,535
CAD	14,590	(16,111)	1,521
AUD	(47,807)	44,550	3,257
GBP	(8,237)	15,164	6,927
DKK	8,999	(7,926)	1,073
SAR	12,415	(16,097)	3,682

51. ADDITIONAL INFORMATION NOT REQUIRED BY THE FINANCIAL ACCOUNTING STANDARDS (continued)

This additional information is required by the applicable regulations and is not mandated by the Financial Accounting Standards in Indonesia. This additional information is part of Note 51 to the consolidated financial statements: (continued)

e. Net Open Position (continued)

The Bank's NOP as of 31 December 2024 and 2023 were as follows: (continued)

	2024 (continued)		
	NOP for statement of financial position (net difference between assets and liabilities)	**Net difference between receivables and liabilities in administrative accounts**	**Overall NOP (absolute amount)**
NZD	22,059	(22,670)	611
THB	3,725	(454)	3,271
Others	3,250	-	3,250
Total			**652,875**
Total capital			**249,056,422**
Percentage of NOP to capital			0.26 %

	2023		
	NOP for statement of financial position (net difference between assets and liabilities)	**Net difference between receivables and liabilities in administrative accounts**	**Overall NOP (absolute amount)**
USD	6,789,863	(6,962,722)	172,859
SGD	(2,178,903)	2,197,588	18,685
CNH	101,620	(86,350)	15,270
MYR	(1,526)	7,692	6,166
CHF	21,690	(15,945)	5,745
JPY	25,973	(22,066)	3,907
SEK	3,318	-	3,318
EUR	1,367,157	(1,369,468)	2,311
HKD	9,425	(7,698)	1,727
CAD	16,874	(15,340)	1,534
AUD	(384,371)	383,100	1,271
GBP	2,595	(1,472)	1,123
DKK	7,125	(6,245)	880
SAR	14,539	(15,401)	862
NZD	9,171	(9,765)	594
THB	(197)	-	197
Others	2,065	-	2,065
Total			**238,514**
Total capital			**226,426,139**
Percentage of NOP to capital			0.10%

51. ADDITIONAL INFORMATION NOT REQUIRED BY THE FINANCIAL ACCOUNTING STANDARDS (continued)

This additional information is required by the applicable regulations and is not mandated by the Financial Accounting Standards in Indonesia. This additional information is part of Note 51 to the consolidated financial statements: (continued)

f. Capital Adequacy Ratio

The CAR as of 31 December 2024 and 2023, calculated in accordance with the prevailing regulations, taking into account the credit risk, market risk and operational risk, were as follows:

	2024		2023	
	Bank	Consolidated	Bank	Consolidated
Core Capital (Tier 1)	239,468,855	255,311,302	217,686,126	233,701,580
Supplementary Capital (Tier 2)	9,587,567	9,886,723	8,740,013	8,992,596
Total Capital	**249,056,422**	**265,198,025**	**226,426,139**	**242,694,176**
Risk-Weighted Assets (RWAs)				
RWAs Considering Credit Risk	787,719,400	816,782,306	719,410,464	744,418,973
RWAs Considering Market Risk	8,559,151	9,849,977	1,465,254	3,074,120
RWAs Considering Operational Risk	51,903,001	83,551,413	48,325,210	78,117,459
Total RWAs	**848,181,552**	**910,183,696**	**769,200,928**	**825,610,552**
Minimum Capital Requirement based on risk profile	**9.99%**	**9.99%**	**9.99%**	**9.99%**
CAR ratio				
CET 1 ratio	28.23%	28.05%	28.30%	28.31%
Tier 1 ratio	28.23%	28.05%	28.30%	28.31%
Tier 2 ratio	1.13%	1.09%	1.14%	1.09%
CAR ratio	29.36%	29.14%	29.44%	29.40%
CET 1 for Buffer	**19.37%**	**19.15%**	**19.45%**	**19.41%**
Regulatory Minimum Capital Requirement Allocation based on risk profile				
From CET 1	8.86%	8.90%	8.85%	8.90%
From AT 1	0.00%	0.00%	0.00%	0.00%
From Tier 2	1.13%	1.09%	1.14%	1.09%
Regulatory Buffer percentage required by Bank				
Capital Conservation Buffer	2.50%	2.50%	2.50%	2.50%
Countercyclical Buffer	0.00%	0.00%	0.00%	0.00%
Capital Surcharge for Systemic Bank	2.50%	2.50%	2.50%	2.50%

52. ADDITIONAL INFORMATION

Information presented in schedule 6/1 - 6/7 are additional financial information of PT Bank Central Asia Tbk, (Parent Entity), which presented investment in Subsidiaries according to cost method and are an integral part of the consolidated financial statements of the Group.

ADDITIONAL INFORMATION
STATEMENTS OF FINANCIAL POSITION (PARENT ENTITY ONLY)
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	2024	2023
ASSETS		
Cash	29,285,819	21,655,553
Current accounts with Bank Indonesia	35,165,855	91,333,237
Current accounts with other banks - net of allowance for impairment losses of Rp 520 as of 31 December 2024 (31 December 2023: Rp 608)	4,019,739	5,603,146
Placements with Bank Indonesia and other banks - net of allowance for impairment losses of Rp 1,708 as of 31 December 2024 (31 December 2023: Rp 643)	14,246,183	2,649,867
Financial assets at fair value through profit or loss	21,044,715	14,144,470
Acceptance receivables - net of allowance for impairment losses of Rp 440,695 as of 31 December 2024 (31 December 2023: Rp 283,115)	9,621,047	14,659,624
Bills receivable - net of allowance for impairment losses of Rp 3,116 as of 31 December 2024 (31 December 2023: Rp 4,516)	8,891,769	10,383,524
Securities purchased under agreements to resell	862,849	90,780,368
Loans receivable - net of allowance for impairment losses of Rp 32,382,006 as of 31 December 2024 (31 December 2023: Rp 33,168,491)		
Related parties	7,296,837	8,803,131
Third parties	855,233,239	745,527,767
Investment securities - net of allowance for impairment losses of Rp 374,454 as of 31 December 2024 (31 December 2023: Rp 351,296)	352,643,621	298,289,259
Prepaid expenses	617,971	716,210
Prepaid tax	1,532,246	24,117
Fixed assets - net of accumulated depreciation of Rp 9,244,266 as of 31 December 2024 (31 December 2023: Rp 9,486,999)	27,347,687	25,962,532
Intangible assets - net of accumulated amortisation of Rp 662,728 as of 31 December 2024 (31 December 2023: Rp 836,816)	586,410	393,556
Deferred tax assets - net	5,181,176	7,207,737
Investment in shares - net of allowance for impairment losses of Rp 105,260 as of 31 December 2024 (31 December 2023: Rp 104,366)	10,245,537	10,157,038
Other assets - net of allowance for impairment losses of Rp 991 as of 31 December 2024 (31 December 2023: Rp 200)		
Related parties	9,511	26,978
Third parties	22,497,679	22,552,825
TOTAL ASSETS	**1,406,329,890**	**1,370,870,939**

ADDITIONAL INFORMATION
STATEMENTS OF FINANCIAL POSITION (PARENT ENTITY ONLY)
31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	2024	2023
LIABILITIES AND EQUITY		
LIABILITIES		
Deposits from customers		
Related parties	3,260,838	2,700,327
Third parties	1,105,647,994	1,079,151,832
Deposits from other banks	3,698,286	10,146,440
Financial liabilities at fair value through profit or loss	257,613	120,630
Acceptance payables	4,651,955	6,701,256
Securities sold under agreements to repurchase	1,330,996	972,534
Tax payables	493,568	1,434,752
Borrowings	43,672	60,477
Estimated losses from commitments and contingencies	2,967,583	3,369,458
Post-employment benefits obligation	8,943,641	8,884,242
Accruals and other liabilities	21,466,054	23,904,545
Subordinated bonds	500,000	500,000
TOTAL LIABILITIES	**1,153,262,200**	**1,137,946,493**
EQUITY		
Share capital - par value per share of Rp 12.50 (full amount)		
Authorised capital: 440,000,000,000 shares		
Issued and fully paid-up capital: 123,275,050,000 shares	1,540,938	1,540,938
Additional paid-in capital	5,711,368	5,711,368
Revaluation surplus of fixed assets	11,003,529	10,801,590
Unrealised gains (losses) on financial assets at fair value through other comprehensive income	280,866	933,879
Retained earnings		
Appropriated	3,720,540	3,234,149
Unappropriated	230,810,449	210,702,522
TOTAL EQUITY	**253,067,690**	**232,924,446**
TOTAL LIABILITIES AND EQUITY	**1,406,329,890**	**1,370,870,939**

ADDITIONAL INFORMATION
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
(PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	2024	2023
OPERATING INCOME AND EXPENSES		
Interest income	88,406,720	81,809,757
Interest expenses	(11,668,707)	(11,573,524)
INTEREST INCOME - NET	76,738,013	70,236,233
OTHER OPERATING INCOME		
Fees and commission income - net	17,891,823	16,531,444
Net income from transaction at fair value through profit or loss	2,814,418	1,803,589
Others	3,582,854	3,077,812
Total other operating income	24,289,095	21,412,845
Impairment losses on assets	(1,273,883)	(766,426)
OTHER OPERATING EXPENSES		
Personnel expenses	(15,454,514)	(14,470,340)
General and administrative expenses	(15,094,669)	(15,743,363)
Others	(1,786,044)	(1,787,639)
Total other operating expenses	(32,335,227)	(32,001,342)
INCOME BEFORE TAX	67,417,998	58,881,310
INCOME TAX EXPENSE	(12,711,616)	(10,895,738)
NET INCOME	**54,706,382**	**47,985,572**
OTHER COMPREHENSIVE INCOME:		
Items that will not be reclassified to profit or loss:		
Remeasurements of defined benefit obligation	74,456	(554,048)
Income tax on remeasurements of defined benefit liability	(14,146)	105,269
	60,310	(448,779)
Revaluation surplus of fixed assets	238,391	230,830
	298,701	(217,949)
Items that will be reclassified to profit or loss:		
Unrealised gains (losses) on financial assets at fair value through other comprehensive income	(806,189)	(1,063,085)
Income tax	153,176	201,986
	(653,013)	(861,099)
OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX	(354,312)	(1,079,048)
TOTAL COMPREHENSIVE INCOME	**54,352,070**	**46,906,524**
BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (in full amount)	444	389

PT BANK CENTRAL ASIA Tbk **Schedule 6/4**

ADDITIONAL INFORMATION
STATEMENTS OF CHANGES IN EQUITY (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	2024						
	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Unrealised gains (losses) on financial assets at fair value through other comprehensive income-net	Retained earnings		Total equity
					Appropriated	Unappropriated	
Balance, 31 December 2023	**1,540,938**	**5,711,368**	**10,801,590**	**933,879**	**3,234,149**	**210,702,522**	**232,924,446**
Net income for the year	-	-	-	-	-	54,706,382	54,706,382
Revaluation surplus of fixed assets	-	-	201,939	-	-	36,452	238,391
Unrealised gains (losses) on financial assets at fair value through other comprehensive income - net	-	-	-	(653,013)	-	-	(653,013)
Remeasurement of defined benefit liability - net	-	-	-	-	-	60,310	60,310
Total comprehensive income for the year	-	-	201,939	(653,013)	-	54,803,144	54,352,070
General reserve	-	-	-	-	486,391	(486,391)	-
Cash dividends	-	-	-	-	-	(34,208,826)	(34,208,826)
Balance, 31 December 2024	**1,540,938**	**5,711,368**	**11,003,529**	**280,866**	**3,720,540**	**230,810,449**	**253,067,690**

PT BANK CENTRAL ASIA Tbk **Schedule 6/5**

ADDITIONAL INFORMATION
STATEMENTS OF CHANGES IN EQUITY (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	2023						
					Retained earnings		
	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Unrealised gains (losses) on financial assets at fair value through other comprehensive income-net	Appropriated	Unappropriated	Total equity
Balance, 31 December 2022	**1,540,938**	**5,711,368**	**10,579,223**	**1,794,978**	**2,826,792**	**189,760,571**	**212,213,870**
Net income for the year	-	-	-	-	-	47,985,572	47,985,572
Revaluation surplus of fixed assets	-	-	222,367	-	-	8,463	230,830
Unrealised gains (losses) on financial assets at fair value through other comprehensive income - net	-	-	-	(861,099)	-	-	(861,099)
Remeasurement of defined benefit liability - net	-	-	-	-	-	(448,779)	(448,779)
Total comprehensive income for the year	-	-	222,367	(861,099)	-	47,545,256	46,906,524
General reserve	-	-	-	-	407,357	(407,357)	-
Cash dividends	-	-	-	-	-	(26,195,948)	(26,195,948)
Balance, 31 December 2023	**1,540,938**	**5,711,368**	**10,801,590**	**933,879**	**3,234,149**	**210,702,522**	**232,924,446**

ADDITIONAL INFORMATION
STATEMENTS OF CASH FLOWS (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts of interest income, fees and commissions	105,037,385	100,562,554
Other operating income	2,010,746	2,300,444
Payments of interest expenses, fees and commissions	(11,720,323)	(11,495,240)
Payments of post-employment benefits	(1,153,347)	(356,111)
Gains from foreign exchange transactions - net	2,975,882	(513,573)
Other operating expenses	(31,440,800)	(30,056,445)
Payment of tantiem to Board of Commissioners and Board of Directors	(765,000)	(660,000)
Other increases (decreases) affecting cash:		
Placements with Bank Indonesia and other banks - mature more than 3 (three) months from the date of acquisition	210,000	477,882
Financial assets at fair value through profit or loss	(5,468,509)	(12,068,137)
Acceptance receivables	4,880,997	572,359
Bills receivable	1,718,437	(4,489,425)
Securities purchased under agreements to resell	89,917,519	61,628,430
Loans receivable	(109,243,514)	(99,473,782)
Other assets	172,726	(7,104,585)
Deposits from customers	23,900,650	58,951,046
Deposits from other banks	(6,515,643)	2,159,930
Acceptance payables	(2,049,301)	(2,965,392)
Accruals and other liabilities	(2,394,916)	8,047,642
Net cash provided by (used in) operating activities before income tax	60,072,989	65,517,597
Payment of income tax	(11,399,598)	(11,232,056)
Net cash provided by (used in) operating activities	**48,673,391**	**54,285,541**
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisition of investment securities	(169,737,224)	(103,742,809)
Proceeds from investment securities that matured during the year	118,649,450	40,540,445
Cash dividends received from investment in shares	2,402,602	1,914,400
Paid-in capital on Subsidiary	-	-
Acquisition of fixed assets	(3,450,738)	(4,562,590)
Acquisition of right-of-use assets	(532,867)	(329,269)
Proceeds from sale of fixed assets	1,276	7,705
Net cash provided by (used in) investing activities	**(52,667,501)**	**(66,172,117)**

ADDITIONAL INFORMATION
STATEMENTS OF CASH FLOWS (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2024 AND 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	2024	2023
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from borrowings	-	48,013
Payment of borrowings	(16,805)	-
Payment of cash dividends	(34,208,826)	(26,195,948)
Proceeds from securities sold under agreements to repurchase	358,462	972,534
Net cash provided by (used in) financing activities	**(33,867,169)**	**(25,175,401)**
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(37,861,279)	(37,061,977)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	121,044,773	157,378,246
EFFECT OF FOREIGN EXCHANGE RATE FLUCTUATIONS ON CASH AND CASH EQUIVALENTS	(463,670)	728,503
CASH AND CASH EQUIVALENTS, END OF YEAR	**82,719,824**	**121,044,772**
Cash and cash equivalents consist of:		
Cash	29,285,819	21,655,553
Current accounts with Bank Indonesia	35,165,855	91,333,237
Current accounts with other banks	4,020,259	5,603,754
Placement with Bank Indonesia and other banks - mature within 3 (three) months or less from the date of acquisition	14,247,891	2,452,228
Total cash and cash equivalents	**82,719,824**	**121,044,772**

Financial Statements

PT DWIMURIA INVESTAMA ANDALAN AND SUBSIDIARIES

PT Dwimuria Investama Andalan and Subsidiaries

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
As of December 31, 2024 and 2023
(in millions of Rupiah)

No.	ACCOUNTS	Audited Dec 31, 2024	Audited Dec 31, 2023
	ASSETS		
1.	Cash	29,315,883	21,701,514
2.	Current accounts with Bank Indonesia	36,408,142	92,617,705
3.	Current accounts with other banks - net of allowance	6,550,871	12,741,973
4.	Placements with Bank Indonesia and other banks - net of allowance	22,754,005	8,950,806
5.	Financial assets measured at fair value through profit or loss	27,283,734	21,753,493
6.	Acceptance receivable - net of allowance	9,621,047	14,659,624
7.	Bills receivable - net of allowance	8,891,769	10,383,524
8.	Securities purchased under agreements to resell - net of allowance	1,449,562	93,096,153
9.	Loans receivable - net of allowance	868,686,210	758,887,839
10.	Consumer financing receivable - net of allowance	9,435,564	8,713,450
11.	Finance lease receivable - net of allowance	51,042	139,007
12.	Assets related to sharia transactions - net of allowance	10,206,637	8,590,618
13.	Investment securities - net of allowance	372,085,027	312,803,045
14.	Prepaid expenses	971,636	1,039,107
15.	Prepaid tax	1,563,199	24,869
16.	Fixed assets - net of accumulated depreciation	28,253,506	26,824,840
17.	Intangible assets - net of accumulated amortisation	126,411,162	126,141,448
18.	Deferred tax assets - net	5,496,515	7,452,071
19.	Other assets - net of allowance	26,921,808	27,084,266
	TOTAL ASSETS	**1,592,357,319**	**1,553,605,352**
	LIABILITIES, TEMPORARY *SYIRKAH* DEPOSITS, DAN EQUITY		
	LIABILITIES		
1.	Deposits from customers	1,119,987,754	1,090,743,053
2.	Sharia deposits	3,929,755	3,200,075
3.	Deposits from other banks	3,656,298	10,070,820
4.	Financial liabilities measured at fair value through profit or loss	257,613	122,765
5.	Acceptance payables	4,651,955	6,701,256
6.	Securities sold under agreements to repurchase	1,330,996	1,054,780
7.	Debt securities issued	-	-
8.	Tax payable	642,506	1,780,937
9.	Borrowings	2,242,516	1,629,626
10.	Deferred tax liabilities	-	-
11.	Estimated losses on commitments and contingencies	2,975,187	3,371,674
12.	Accrued expenses and other liabilities	27,621,306	29,575,869
13.	Post-employment benefits obligation	9,099,608	9,033,017
14.	Subordinated bonds	500,000	500,000
	TOTAL LIABILITIES	**1,176,895,494**	**1,157,783,872**
15.	**Temporary *syirkah* deposits**	**9,063,133**	**7,893,872**
	EQUITY		
16.	Share capital	210,619,700	210,619,700
17.	Additional paid in capital	(24,720,526)	(24,720,821)
18.	Revaluation surplus of fixed assets	2,553,839	2,442,617
19.	Foreign exchange differences arising from translation of financial statements in foreign currency	58,948	39,561
20.	Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income	(61,897)	309,189
21.	Retained earnings	98,952,584	89,405,763
22.	Other equity components	(5,073)	(5,073)
	Total equity attributable to equity holders of the parent entity	**287,397,575**	**278,090,936**
23.	Non-controlling interest	119,001,117	109,836,672
	TOTAL EQUITY	**406,398,692**	**387,927,608**
	TOTAL LIABILITIES, TEMPORARY *SYIRKAH* DEPOSITS, AND EQUITY	**1,592,357,319**	**1,553,605,352**

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For The Years Ended December 31, 2024 and 2023
(in millions Rupiah, unless earnings per share)

No.	ACCOUNTS	Audited Dec 31, 2024	Audited Dec 31, 2023
	OPERATING INCOME AND EXPENSES		
	Interest and sharia income		
1.	Interest income	94,978,401	87,345,628
2.	Sharia income	805,105	663,932
	Total interest and sharia income	95,783,506	88,009,560
	Interest and sharia expense		
3.	Interest expense	(12,134,967)	(11,959,844)
4.	Sharia expense	(394,843)	(313,134)
	Total interest and sharia expense	(12,529,810)	(12,272,978)
	NET INTEREST AND SHARIA INCOME	83,253,696	75,736,582
	OTHER OPERATING INCOME		
5.	Fee and commission income - net	17,791,753	16,482,674
6.	Net income from transaction at fair value through profit or loss	1,500,163	1,598,565
7.	Others	5,496,860	5,674,315
	Total other operation income	24,788,776	23,755,554
8.	Impairment losses on assets	(2,034,453)	(1,056,192)
	OTHER OPERATING EXPENSES		
9.	Personnel expenses	(17,479,907)	(16,223,814)
10.	General and administrative expenses	(16,923,414)	(17,353,307)
11.	Others	(3,740,411)	(3,992,898)
	Total other operating expenses	(38,143,732)	(37,570,019)
	INCOME BEFORE TAX	67,864,287	60,865,925
	INCOME TAX EXPENSE	(13,402,919)	(11,597,835)
	NET INCOME	**54,461,368**	**49,268,090**
	OTHER COMPREHENSIVE INCOME:		
12.	Items that will not be reclassified to profit or loss:		
	a. Remeasurements of defined benefit liability	71,847	(559,418)
	b. Income tax	(13,509)	106,450
	Remeasurements of defined benefit liability - net of income tax	58,338	(452,968)
	c. Revaluation surplus of fixed assets	238,886	231,837
		297,224	(221,131)
13.	Items that will be reclassified to profit or loss:		
	a. Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income	(824,292)	(1,083,532)
	b. Income tax	146,807	206,344
	Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income - net of income tax	(677,485)	(877,188)
	c. Foreign exchange differences arising from translation of financial statements in foreign currency	35,287	(7,866)
		(642,198)	(885,054)
	OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX	**(344,974)**	**(1,106,185)**
	TOTAL COMPREHENSIVE INCOME	**54,116,394**	**48,161,905**
	NET INCOME ATTRIBUTABLE TO:		
	Equity holders of parent entity	29,737,878	27,332,570
	Non-controlling interest	24,723,490	21,935,520
		54,461,368	**49,268,090**
	COMPREHENSIVE PROFIT ATTRIBUTABLE TO:		
	Equity holders of parent entity	29,549,344	26,725,195
	Non-controlling interest	24,567,050	21,436,710
		54,116,394	**48,161,905**
	BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY	**141,192**	**129,772**

Financial Statements

PT DWIMURIA INVESTAMA ANDALAN AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
For The Years Ended December 31, 2024 and 2023
(in millions of Rupiah)

ACCOUNTS	For The Years Ended December 31, 2024 and 2023 (Audited)									
	Attributable to equity holders of the parent entity									
	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Foreign exchange differences arising from translation of financial statements in foreign currency	Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income - net	Retained earnings	Other equity components	Total equity attributable to equity holders of the parent entity	Non-controlling interest	Total equity
Balance, 31 December 2022	**210,619,700**	**(24,720,821)**	**2,319,891**	**43,883**	**790,683**	**72,177,478**	**(5,073)**	**261,225,741**	**100,203,295**	**361,429,036**
Net income for the year	-	-	-	-	-	27,332,570	-	27,332,570	21,935,520	49,268,090
Revaluation surplus of fixed assets	-	-	122,726	-	-	4,650	-	127,376	104,461	231,837
Foreign exchange differences arising from translation of financial statements in foreign currency	-	-	-	(4,322)	-	-	-	(4,322)	(3,544)	(7,866)
Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income - net	-	-	-	-	(481,494)	-	-	(481,494)	(395,694)	(877,188)
Remeasurements of defined benefit liability - net	-	-	-	-	-	(248,935)	-	(248,935)	(204,033)	(452,968)
Total comprehensive income for the year	-	-	122,726	(4,322)	(481,494)	27,088,285	-	26,725,195	21,436,710	48,161,905
Difference on transaction amount from business combination of entity under common control	-	-	-	-	-	-	-	-	1	1
Cash dividends	-	-	-	-	-	(9,860,000)	-	(9,860,000)	(11,803,334)	(21,663,334)
Balance, 31 December 2023	**210,619,700**	**(24,720,821)**	**2,442,617**	**39,561**	**309,189**	**89,405,763**	**(5,073)**	**278,090,936**	**109,836,672**	**387,927,608**
Balance, 31 December 2023	**210,619,700**	**(24,720,821)**	**2,442,617**	**39,561**	**309,189**	**89,405,763**	**(5,073)**	**278,090,936**	**109,836,672**	**387,927,608**
Net income for the year	-	-	-	-	-	29,737,878	-	29,737,878	24,723,490	54,461,368
Revaluation surplus of fixed assets	-	-	111,222	-	-	20,027	-	131,249	107,637	238,886
Foreign exchange differences arising from translation of financial statements in foreign currency	-	-	-	19,387	-	-	-	19,387	15,900	35,287
Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income - net	-	-	-	-	(371,086)	-	-	(371,086)	(306,399)	(677,485)
Remeasurements of defined benefit liability - net	-	-	-	-	-	31,916	-	31,916	26,422	58,338
Total comprehensive income for the year	-	-	111,222	19,387	(371,086)	29,789,821	-	29,549,344	24,567,050	54,116,394
Differences on transactions regarding the disposal of Subsidiary	-	295	-	-	-	-	-	295	(1)	294
Paid-in capital on Subsidiary	-	-	-	-	-	-	-	-	11,161	11,161
Cash dividends	-	-	-	-	-	(20,243,000)	-	(20,243,000)	(15,413,765)	(35,656,765)
Balance, 31 December 2024	**210,619,700**	**(24,720,526)**	**2,553,839**	**58,948**	**(61,897)**	**98,952,584**	**(5,073)**	**287,397,575**	**119,001,117**	**406,398,692**

CONSOLIDATED STATEMENTS OF COMMITMENTS AND CONTINGENCIES
As of December 31, 2024 and 2023
(in millions of Rupiah)

No.	ACCOUNTS	Audited Dec 31, 2024	Audited Dec 31, 2023
	COMMITMENTS		
	Committed receivables:		
1.	Unused borrowing/financing facilities	2,878,190	5,265,835
2.	Foreign currency positions to be received from spot and derivatives/forward transactions	29,456,807	19,638,294
3.	Others	524,255	478,890
		32,859,252	**25,383,019**
	Committed liabilities:		
1.	Unused credit/financing facilities		
	- Committed	320,618,854	289,767,268
	- Uncommitted	93,421,932	91,068,656
2.	Outstanding irrevocable letters of credit	10,055,508	11,259,633
3.	Foreign currency positions to be submitted for spot and derivatives/forward transactions	28,755,848	25,389,401
4.	Others	1,091,414	871,058
		453,943,556	**418,356,016**
	CONTINGENCIES		
	Contingent receivables:		
1.	Received guarantees	529,573	559,089
2.	Others	-	-
		529,573	**559,089**
	Contingent liabilities:		
1.	Issued guarantees	26,725,750	22,749,308
2.	Others	89	89
		26,725,839	**22,749,397**

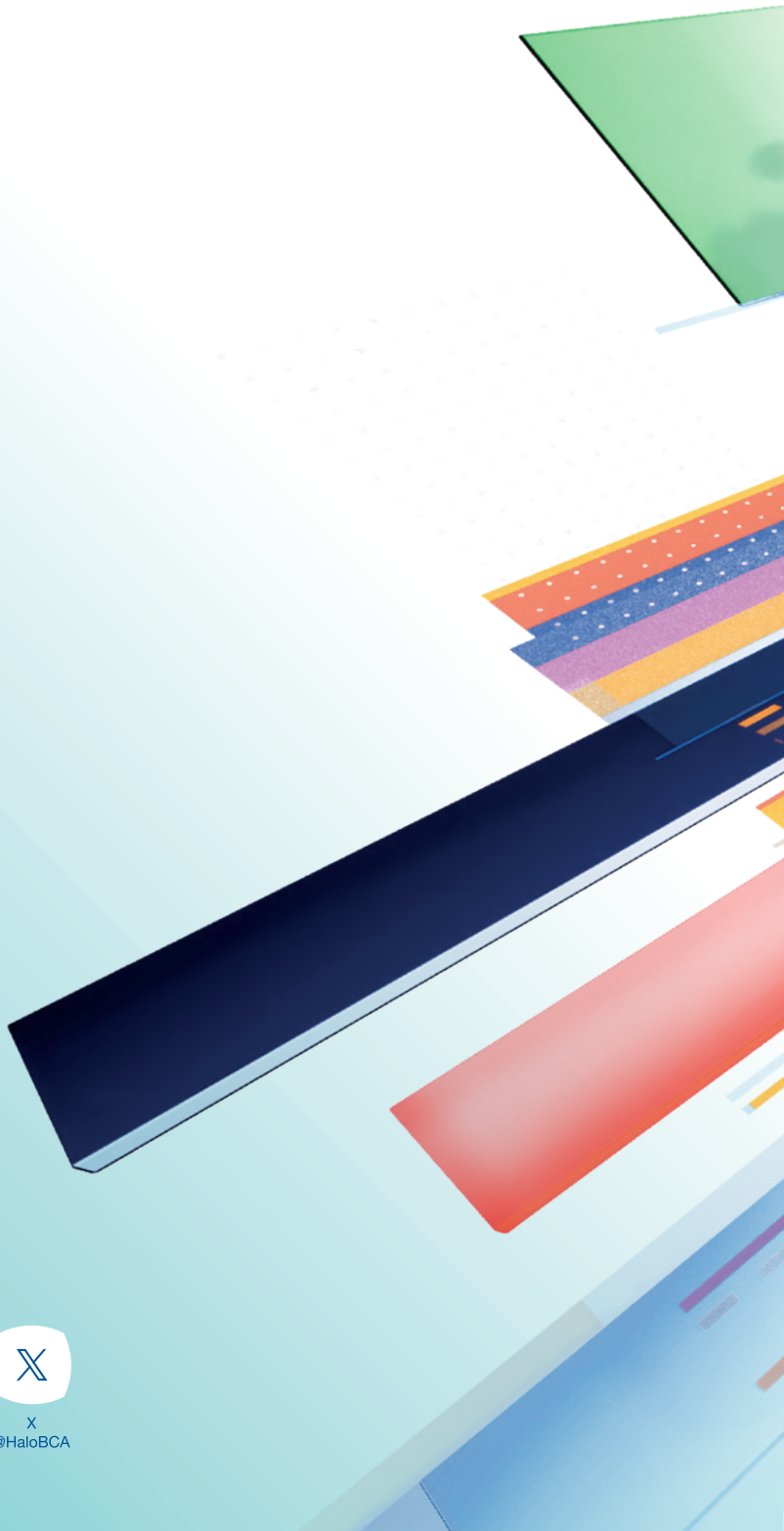
Jakarta, February 11, 2025

Honky Harjo
President Director

Agus Santoso Suwanto
Director

Propelled by **Trust**

2024 ANNUAL REPORT



BCA
Always by your side

PT Bank Central Asia Tbk
Head Office
Menara BCA, Grand Indonesia
Jl. M.H. Thamrin No. 1
Jakarta 10310, Indonesia

Tel. : (+62 21) 2358 8000
Fax. : (+62 21) 2358 8300

www.bca.co.id

haloBCA
1500-888

haloBCA Apps
Chat & Call
(toll free)

Bank BCA
+62-811-1500-998

Email
halobca@bca.co.id

X
@HaloBCA