



Optimizing Acceleration

Annual Report
2023





Theme Explanation

2023

Optimizing Acceleration

Challenges in 2023 have prompted PT Bank BCA Syariah (BCAS) to adapt to changes by continuing to innovate. In order to achieve quality and sustainable performance, BCAS implemented various strategies by accelerating in all areas, including accelerating the growth of its customer base, financing distribution, and Information Technology adoption.

In 2023, BCAS introduced a new online account opening feature on BCA Syariah Mobile, which helped to attract

more customers. BCAS also made sure its customers feel safe and comfortable when doing transactions by modernizing its Information Technology infrastructure and aligning our Information Security Management System with the global standard.

Our commitment to accelerating and strengthening our growth will optimize added value to all stakeholders, particularly in delivering excellent products and services to our customers.

Theme Continuity



2022

Move Faster, Grow Stronger

The year 2022 brought renewed hope for Indonesia's and the world's economic recovery after two years of struggling with the COVID-19 pandemic. However, global geopolitical turmoil, mainly caused by the conflict between Russia and Ukraine, made it remain challenging, with inflation rates on the rise. Despite this, the Indonesian Government has managed to maintain the country's economic performance amidst global volatility, and BCAS continues to support the economy by delivering outstanding performance.

As a Sharia Bank, BCAS is present in Indonesia to provide customers with solutions and support the national economy. As the economy recovers, BCAS is committed to being a solid partner for all its customers, including those affected by the pandemic, by upholding the prudential principle. In 2022, we upgraded our BCA Syariah Mobile app with an additional feature to enhance customer experience. BCAS also focused on simplifying its financing processes by implementing Robotic Process Automation (RPA) technology. We also improved public financial literacy and supported women-owned MSMEs through the WEpreneur programme. We reinforced our sustainable finance initiative to support eco-friendly businesses. The year 2022 became a momentum for BCAS to move faster and grow stronger to create high value for our customers and stakeholders.



2021

Strengthening Synergy and Maintaining Sustainable Growth

After going through 2020, which was full of challenges due to the COVID-19 pandemic, Indonesia entered 2021 with optimism but remained alert. The pandemic began to subside in early 2021 as a result of the government's handling of the pandemic and the acceleration of vaccination. However, the outbreak of the Delta variant in the middle of the year presented new challenges for Indonesia, both from economic and humanitarian aspects. Moreover, the policy of limiting community activities affected the business world and the financial industry.

BCAS aware the importance of understanding and anticipating our customers' needs, particularly as digital transactions continue to increase. BCAS improved its synergies with BCA and other strategic partners in 2021 to develop leading technology infrastructure and services. In distributing financing, BCAS focused on the best solutions for its customers' situation and consistently practised prudent banking and sound risk management. Strengthening synergy and prioritising the needs of customers and other stakeholders are key to BCAS's success in maintaining quality and sustainable growth momentum for long-term business development.



2020

Committed to be A Reliable Partner During The Uncertainties

COVID-19 has weakened the economic sector and created uncertainty for the banking industry, including BCAS. Despite this challenge, BCAS remains committed to prioritising partnerships with its customers and understanding their needs in tackling the economic slowdown.

We carefully designed and took strategic steps prudently throughout 2020. BCAS always keep a close eye on economic trends and business growth opportunities, and we work to create synergies with all our partners. Internally, we focus on enhancing our capacity, building reliable infrastructure, and managing risks. Our commitment to being a reliable partner in the face of economic uncertainty is key to BCAS' success in achieving quality and sustainable growth.



2019

Maintaining Quality and Sustainable Growth

The year 2019 presented both challenges and opportunities for the Indonesian banking industry, particularly for BCAS. Banks had to demonstrate their best performance to deliver added value for all stakeholders. Still, at the same time, the Bank must also remain cautious to ensure business continuity.

BCAS consistently implements strategic policies aimed at maintaining a high-quality financing and funding portfolio, strong capital, and a healthy liquidity position. All of our efforts are directed towards keeping the momentum of quality growth and long-term business development of the Bank.

Significant Events and Appreciations

Significant Events

January



25 JANUARY 2023

BCAS won nine awards during the Infobank 6th Satisfaction Loyalty Engagement Awards 2023

March



21 MARCH 2023

BCAS won an award as the Best Zakat Payment Service Provider Bank from BAZNAS RI



21 MARCH 2023

BCAS announced the company's 2022 performance results, which showed positive growth in assets, third-party funds, and profit

March



30 MARCH 2023

BCAS received an award as The Most Innovative Sharia Bank for Providing Reliable Digital Banking Solutions (in the category of Sharia Bank) in the Warta Ekonomi Indonesia Digital Innovation Award event

April



21 APRIL 2023

BCAS won five awards during the Infobank Banking Service Excellence Awards 2022

June



6 JUNE 2023

BCAS publicly introduced the Online Account Opening feature on the BCA Syariah Mobile app

August



7 AUGUST 2023

BCAS announced positive performance delivery in the first half of 2023



10 AUGUST 2023

BCAS expanded its branch network in Surabaya by relocating its Surabaya Branch Office and opening the Sungkono Sub-branch Office



21 AUGUST 2023

BCAS received an award as the "Best KEJAR-implementing Bank" in the category of Sharia Bank from the Financial Services Authority

September



25 AUGUST 2023

BCAS won the Excellent Financial Performance Bank in 10 Consecutive Years (2013-2022) award during the Infobank 26th Award 2023



12 SEPTEMBER 2023

BCAS obtained the ISO 27001:2013 certificate

October



16 OCTOBER 2023

BCAS obtained the idAA+/Stable Outlook rating from Pefindo



23 OCTOBER 2023

BCAS won the Top 3 Best Halal Financial Support Indonesia Halal Industry Award



27 OCTOBER 2023

BCAS signed a cooperation agreement with three sharia banks on Sharia-Compliant Interbank Fund Management Certificates (SIPA)

November



2 NOVEMBER 2023

BCAS signed a partnership agreement for Wakalah Bi Al-Istitsmar Transactions Involving State Sharia Securities (SBSN) with the Directorate of State Asset Management, the Directorate General of Treasury, the Ministry of Finance



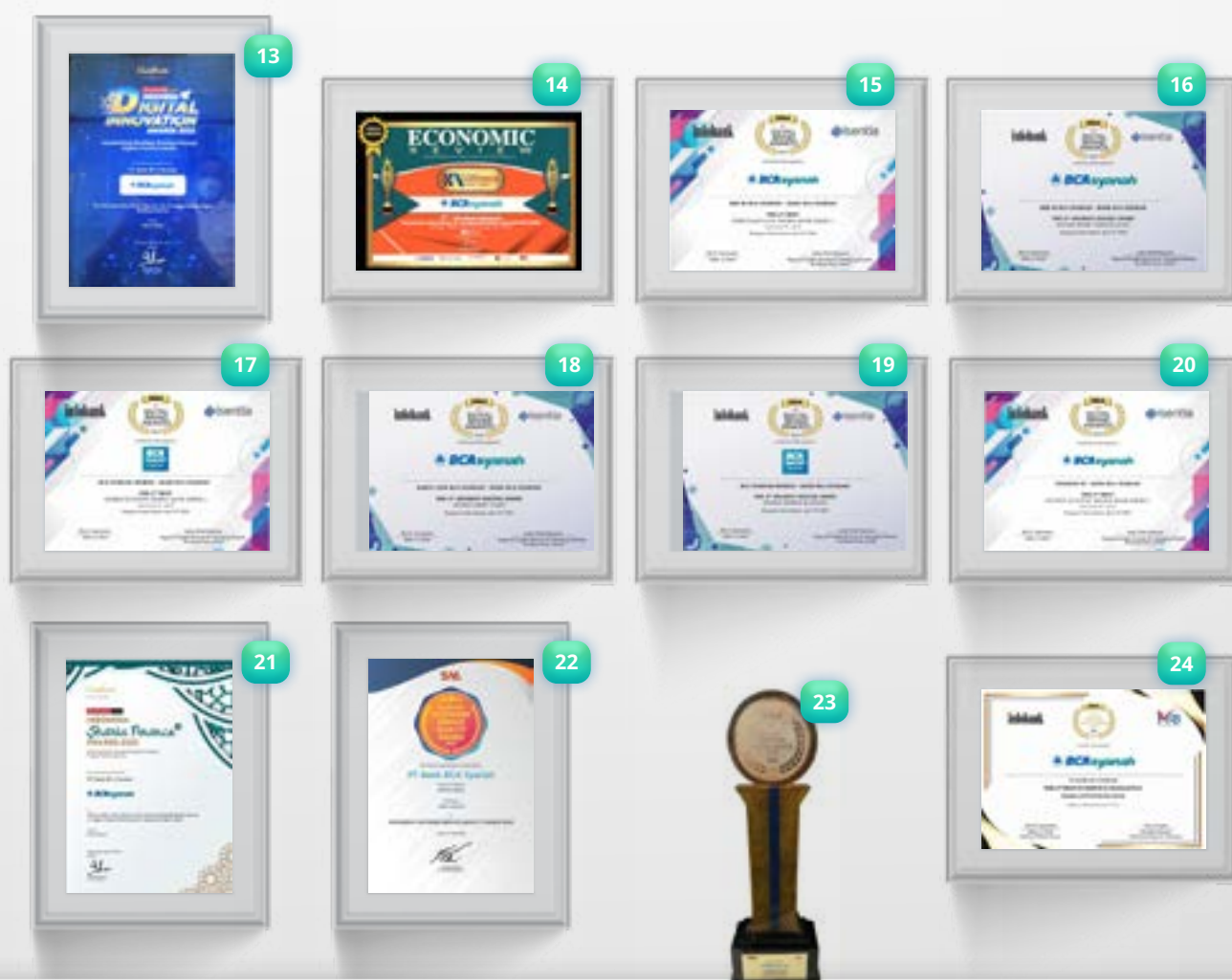
16 NOVEMBER 2023

BCAS opened a sub-branch office in Metro, Lampung

Awards and Certifications



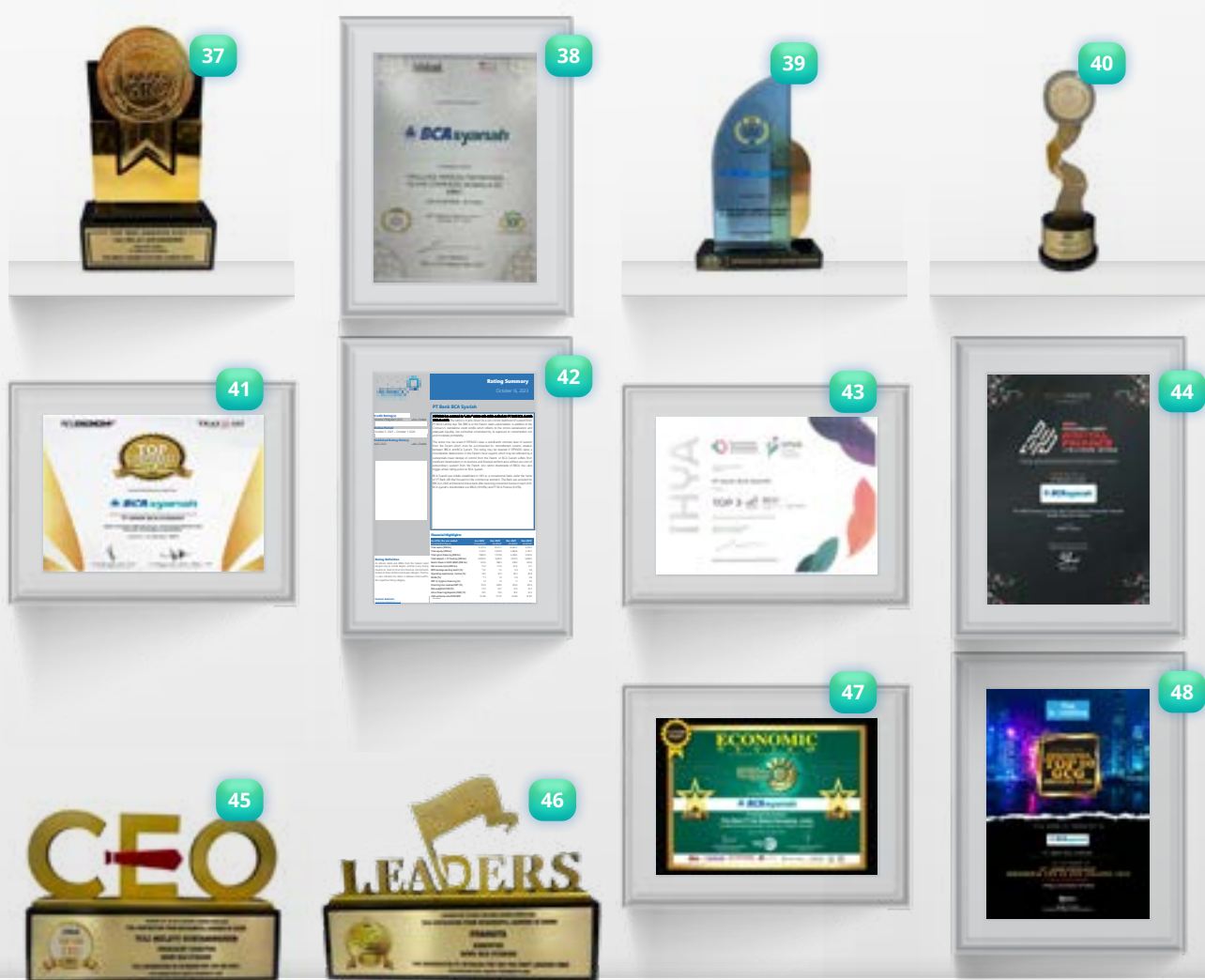
No.	Date	Organizer	Awards
1	25 January 2023	Infobank	3rd Best Sharia Commercial Bank
2	25 January 2023	Infobank	2nd Best Sharia Commercial Bank in Marketing Engagement
3	25 January 2023	Infobank	The Best Sharia Banking in Customer Satisfaction
4	25 January 2023	Infobank	3rd Rank Satisfaction (Customer Service) for Sharia Commercial Bank
5	25 January 2023	Infobank	2nd Rank Satisfaction (Teller) for Sharia Commercial Bank
6	25 January 2023	Infobank	2nd Rank Satisfaction (Branch Office) for Sharia Commercial Bank
7	25 January 2023	Infobank	2nd Rank Satisfaction (ATMs) for Islamic Commercial Bank
8	25 January 2023	Infobank	2nd Rank Satisfaction (Mobile Banking) for Sharia Commercial Bank
9	25 January 2023	Infobank	The 3rd Rank Sharia Bank In Satisfaction, Loyalty & Engagement 2023
10	17 February 2023	Iconomics	Top Sharia Business Unit in the Core Capital Bank Group 1
11	17 February 2023	Iconomics	Most Popular Leader in Sharia Financial
12	21 March 2023	BAZNAS	The Best Zakat Reception Bank Selected by BAZNAS RI



No.	Date	Organizer	Awards
13	30 March 2023	Warta Ekonomi	The Most Innovative Sharia Bank for the Providing Reliable Digital Banking Solutions, (Category: Sharia Bank)
14	5 April 2023	Economic Review	1st The Best Corporate Secretary & Communication Award VIII 2023
15	12 April 2023	Infobank	KPR iB - 2nd Best Mortgage Loan Sharia Bank- KBMI1
16	12 April 2023	Infobank	KKB iB - 3rd Highest Digital Index Sharia Bank Vehicle Loan - KBMI 1
17	12 April 2023	Infobank	BCA Syariah Mobile - 2nd Best Mobile Banking Sharia - KBMI 1
18	12 April 2023	Infobank	Kartu ATM BCA Syariah - 3rd Highest Digital Index Sharia Debit Card
19	12 April 2023	Infobank	BCA Syariah Mobile - 3rd Highest Digital Index Sharia Mobile Banking
20	12 April 2023	Infobank	Tahapan iB - 2nd Best Savings Account Sharia Bank - KBMI 1
21	10 May 2023	Warta Ekonomi	Indonesia Best Sharia Finance 2023 With Outstanding Banking Programs to Support Financial Inclusion dan Community Empowerment
22	30 May 2023	SWA	Very Good, Sharia Bank Category
23	20 June 2023	Infobank	Golden Recognition – 5 Consecutive years in Service Excellence, Rank: Golden, Sharia Commercial Bank
24	20 June 2023	Infobank	The 2nd Best In Service Excellence, Rank: 2nd Sharia Commercial Bank



No.	Date	Organizer	Awards
25	20 June 2023	Infobank	The 1st Best Customer Service in Service Excellence, Rank: 1st Sharia Commercial Bank
26	20 June 2023	Infobank	The 1st Best Teller in Service Excellence, Rank: 1st Sharia Commercial Bank
27	20 June 2023	Infobank	The 1st Best Walk-in Channel, Rank: 1st Sharia Commercial Bank
28	20 June 2023	Infobank	The 2nd BEST WALK-IN CHANNEL & DIGITAL CHANNEL IN SERVICE EXCELLENCE, Rank: 2nd Sharia Commercial Bank
29	20 June 2023	Infobank	The 1st Best- E-mail, Rank: 1st Sharia Commercial Bank
30	20 June 2023	Infobank	The 2nd Best - Internet Banking, Rank: 2nd Sharia Commercial Bank
31	28 July 2023	Warta Ekonomi	Indonesia Best Bank 2023 for the Inclusive Sharia Banking Services
32	5 August 2023	Peluang	A Bank with the 'Very Excellent' Rating in the Core Capital Bank Group 1
33	20 August 2023	OJK	The Best Sharia Commercial Bank in Its KEJAR Implementation
34	25 August 2023	Infobank	Excellent Financial Performance Bank in 2022
35	25 August 2023	Infobank	Excellent Financial Performance Bank in 10 Consecutive Years (2013-2022)
36	6 September 2023	Majalah Top Business	Top GRC Awards 2023 #4 Stars



No.	Date	Organizer	Awards
37	6 September 2023	Majalah Top Business	The Most Committed GRC Leader 2023
38	27 September 2023	Infobank	Excellence Financial Performance Islamic Commercial Banking in 2022 KBMI 1 (Asset Class IDR 10 Trillion -< IDR 25 Trillion)
39	27 September 2023	Infobank	The Best Islamic Commercial Banking in Governance, Risk and Compliance
40	27 September 2023	Infobank	Excellence Financial Performance Islamic Banking in 5 Consecutive Year (2018-2022)
41	18 October 2023	InfoEkonomi.ID	Top Corporate Finance Award Kategori Banking
42	6 October 2023	Pefindo	idAA+ rating with stable outlook
43	23 October 2023	Kementerian Perindustrian Republik Indonesia	Top 3 Best Halal Financial Support
44	29 November 2023	Warta Ekonomi	Best Digital Finance for Ease and Convenience of Transactions Through Reliable Electronic Channels
45	5 December 2023	Infobank	The Recognition of Infobank Top 100 CEO 2023
46	5 December 2023	Infobank	The Recognition of Infobank Top 200 The Next Leaders 2023
47	8 December 2023	Economic Review	The Best IT for Bank Company 2023 Category Sharia Bank
48	15 December 2023	Iconomics	Indonesia TOP GCG Award 2023, Sharia Bank Category

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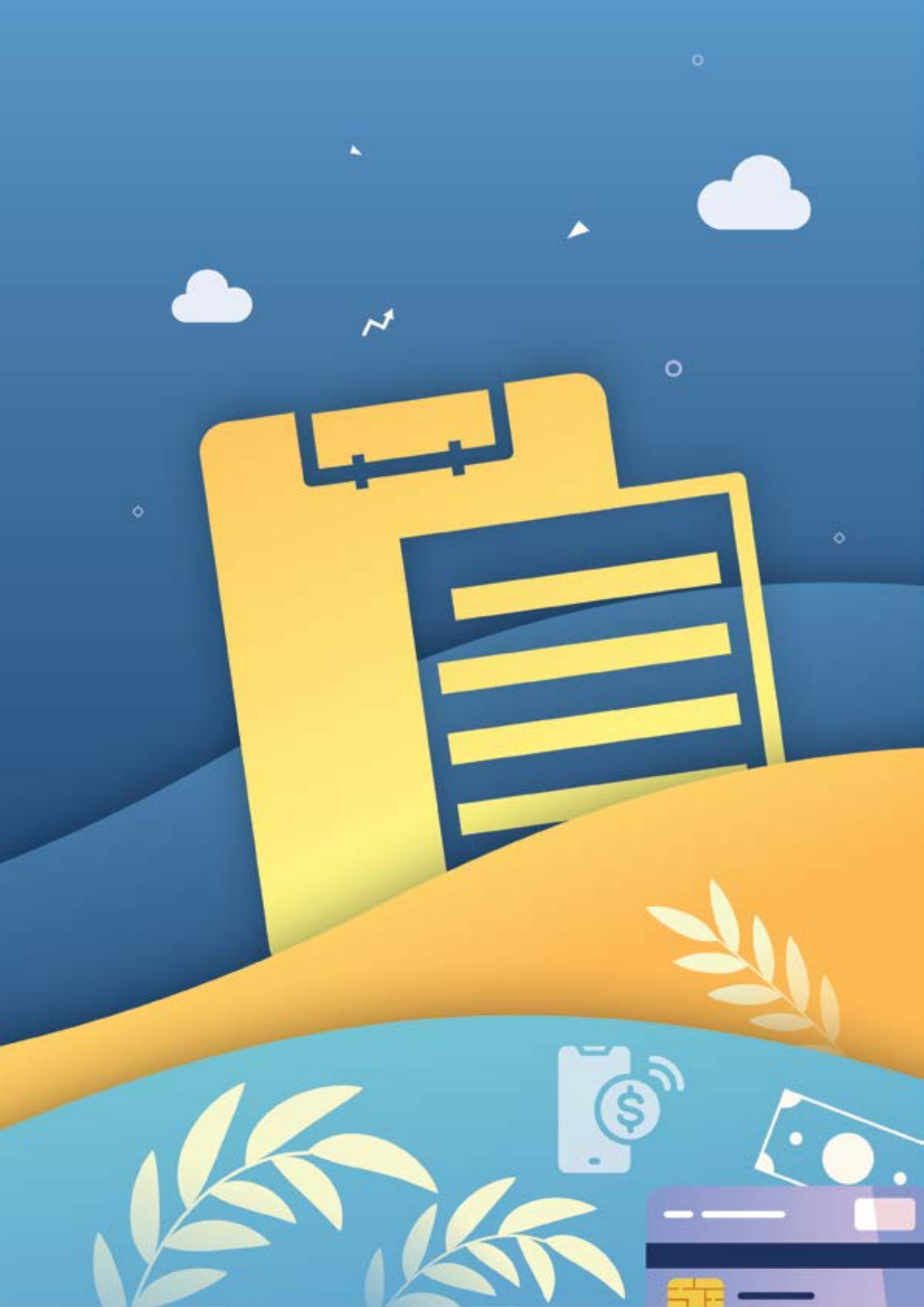
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Highlights





Quality Financing

Financing Growth at All-Segment



Financing Portfolio

Rp **9,013.6** billion

▲ 18.8% YoY



RPIM (Macroprudential Inclusive Financing Ratio)

28.7%

Sustainable Business Activities (SBA) Financing

Rp **2,712.0** billion

▲ 4.7% YoY

30.1% of the total financing

Asset Quality Recovery



Financing at Risk

6.3%

better than 13.0% in 2022



NPF

1.04%



(0.38%) YoY
(1.42% in 2022)

Solid Capital and Liquidity



Capital Adequacy Ratio (CAR)

34.8%



Financing to Deposit Ratio (FDR)

82.3%

Reliable Digital Transactions

Development of the Online Account
Opening Feature

268,062

accounts opened online

Mobile Banking
User Growth

373,753 users

▲ 267.6% YoY

Mobile Banking Transactions

9.9 million transactions

▲ 67.6% YoY

66%

customer transactions through
Mobile & Internet Banking

Mobile Banking Transaction

Rp **15,529.9**
billion

▲ 32.3% YoY

Performance Achievements in 2023

Total Assets

Rp**14,471.7**
billion

▲ **14.2%** YoY

Net Income

Rp**153.8**
billion

▲ **30.8%** YoY

Equity

Rp**3,082.5**
billion

▲ **Rp151.7** billion (5.2% YoY)

Third-Party Funds

Rp**10,949.5**
billion

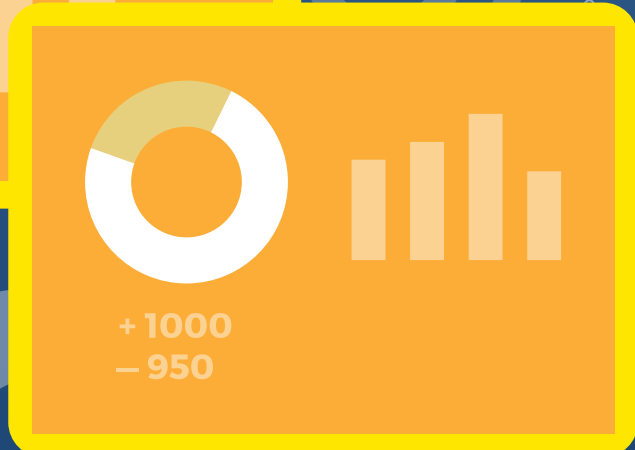
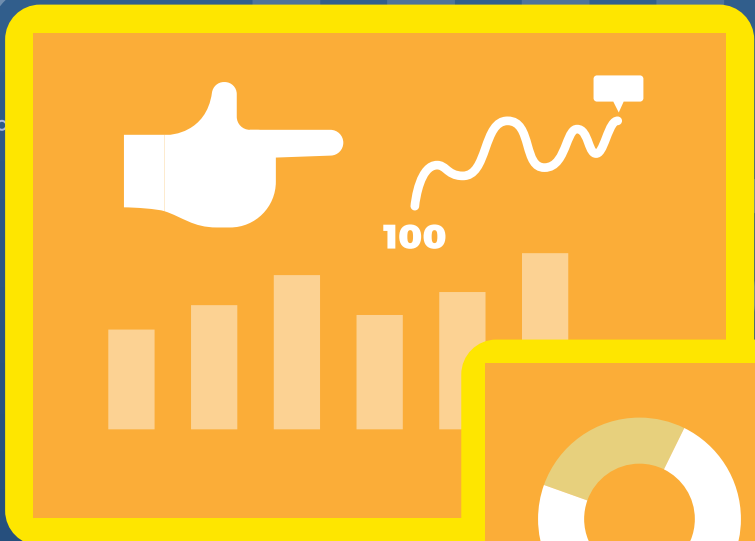
▲ **15.5%** YoY

Growth in the number
of customers

170.1% YoY

CASA

38.1%



Financial Performance Highlights

In billion Rupiah, unless stated otherwise

Description	2023	2022	2021	2020	2019	Growth 2022-2023
Total assets	14,471.7	12,669.9*	10,642.3	9,720.3	8,634.4	14.2%
Total earning assets	14,434.8	12,679.1*	10,269.3	9,342.0	8,010.0	13.8%
Placements with Bank Indonesia	1,056.6	935.4	1,138.2	2,436.9	1,537.8	80.1%
Marketable securities	4,288.9	4,110.9	3,103.5	1,229.6	966.9	4.3%
Financing	9,013.6	7,585.9*	6,248.5	5,569.2	5,645.4	18.8%
Total liabilities	11,389.2	9,739.0*	7,801.5	6,968.1	6,306.1	16.9%
Third-party funds	10,949.5	9,481.6	7,677.9	6,848.5	6,204.9	15.5%
Current accounts	2,076.1	2,104.0	1,209.5	1,013.0	1,094.3	(1.3%)
Savings accounts	2,096.6	1,556.1	1,373.0	880.1	657.3	34.7%
Time deposit	6,776.8	5,821.6	5,095.3	4,955.4	4,453.4	16.4%
Financing received	-	-	-	-	-	-
Total equity	3,082.5	2,930.9	2,840.8	2,752.1	2,328.3	5.2%

Note:

*) Restatement due to changes in accounting treatment in 2023

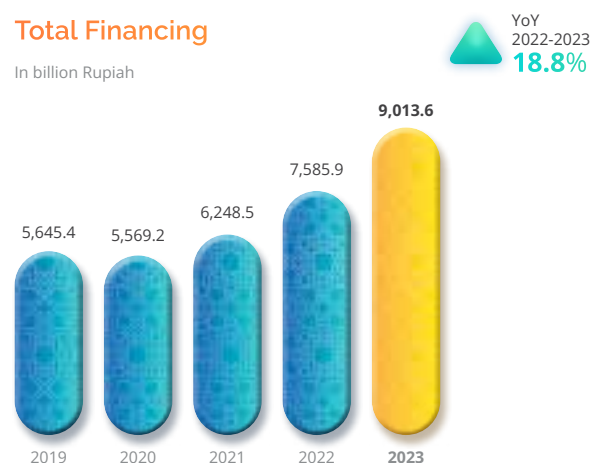
Total Assets

In billion Rupiah



Total Financing

In billion Rupiah



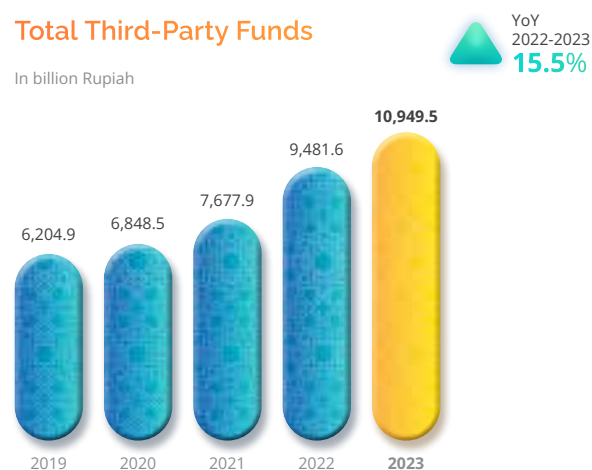
Total Liabilities

In billion Rupiah



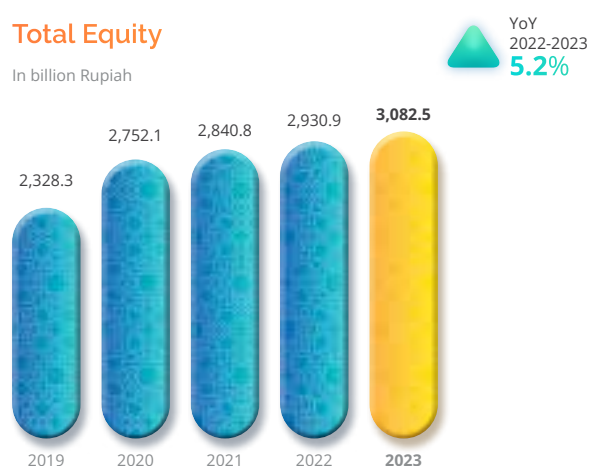
Total Third-Party Funds

In billion Rupiah



Total Equity

In billion Rupiah



Financial Performance Highlights

Comprehensive Profit and Loss

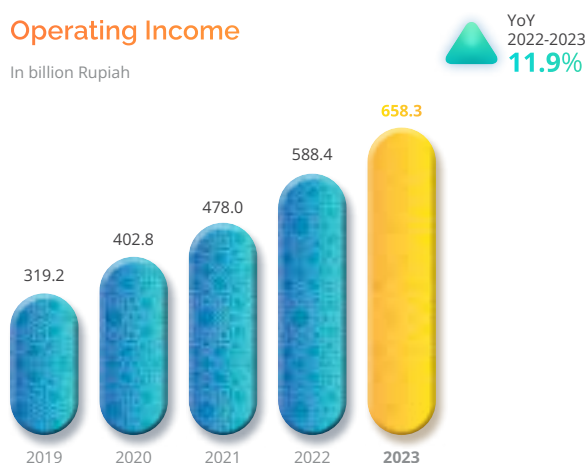
In billion Rupiah, unless otherwise stated

Description	2023	2022	2021	2020	2019	Growth 2022-2023
The Bank's share in profit sharing/Operating income	658.3	588.4	478.0	402.8	319.2	11.9%
Income after distribution of profit sharing, fees and bonuses	613.8	563.3	454.3	368.2	326.3	9.0%
Other operating income	70.7	54.6	44.7	29.0	53.2	29.4%
Operating expenses	410.6	254.2	212.5	189.1	188.5	61.5%
CKPN	57.9	212.2	169.5	109.4	66.6	(72.7%)
Operational income	216.0	151.4	117.0	98.7	85.4	42.6%
Income before tax	191.4	146.2	107.5	92.6	83.3	30.9%
Net income	153.8	117.6	87.4	73.1	67.2	30.8%
Comprehensive income (expenses)	(2.1)	(27.5)	1.2	21.3	(0.2)	92.3%
Comprehensive profit (loss)	151.7	90.1	88.6	94.4	67.0	68.3%
Profit (loss) attributable to the owners of the parent entity	151.7	90.1	87.4	73.1	67.2	68.3%
Operating profit before CKPN expenses	249.3	358.5	277.0	202.0	152.0	(30.5%)
Comprehensive income attributable to owners of the parent entity	151.7	90.1	88.6	94.4	67.0	68.3%
Number of Shares Outstanding (in full amount)	2,255,183,207.0	2,255,183,207.0	2,255,183,207.0	2,255,183,207.0	1,996,300.0	-
Profit (loss) per share (in full Rupiah)*	68.2	52.1	38.8	32.4	33.7	30.8%

*) In 2020, BCAS conducted a stock split and issued new shares in the context of a business combination so that the nominal value of shares from Rp1,000,000 per share to Rp1,000 per share. The data presented in this section is the Earnings (loss) per share with a nominal value of Rp1,000 per share.

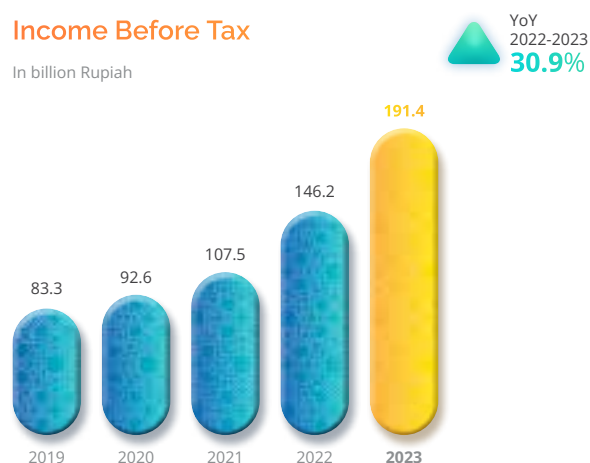
Operating Income

In billion Rupiah



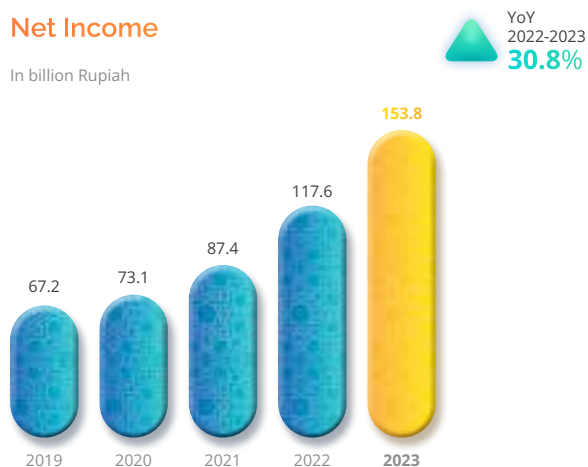
Income Before Tax

In billion Rupiah



Net Income

In billion Rupiah



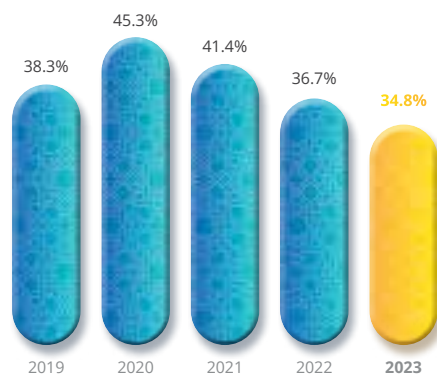
Financial Ratio

Description	2023	2022	2021	2020	2019	Growth 2022-2023
Capital						
Capital Adequacy Ratio (CAR)	34.8%	36.7%	41.4%	45.3%	38.3%	(1.9%)
Fixed Assets to capital	9.3%	7.7%	7.5%	6.6%	7.4%	1.6%
Asset quality						
Non-performing earning assets and non-performing non-earning assets to total earning assets and non-earning assets	0.8%	1.7%	1.4%	0.4%	0.8%	0.1%
Non-performing earning assets to total earning assets	0.7%	0.9%	0.7%	0.3%	0.4%	(0.2%)
CKPN financial assets to earning assets	3.3%	3.9%	2.5%	1.9%	2.0%	(0.7%)
NPF Gross	1.04%	1.42%	1.13%	0.50%	0.58%	(0.38%)
NPF Net	0.00%	0.01%	0.01%	0.01%	0.26%	(0.01%)

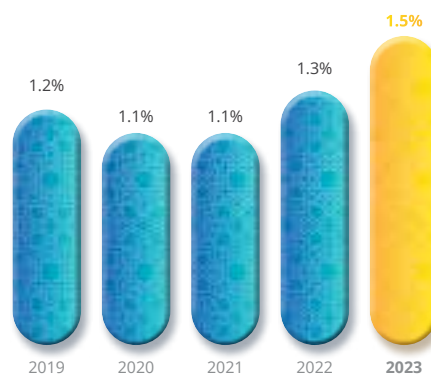
Description	2023	2022	2021	2020	2019	Growth 2022-2023
Profitability						
Return on Asset (ROA)	1.5%	1.3%	1.1%	1.1%	1.2%	0.2%
Return on Equity (ROE)	5.2%	4.1%	3.2%	3.1%	4.0%	1.0%
Net Benefit	4.7%	5.1%	4.9%	4.6%	4.3%	(0.4%)
Net Operating Margin (NOM)	1.7%	1.4%	1.2%	1.2%	1.2%	0.3%
Operating Expenses to Operating Income (BOPO)	78.6%	81.6%	84.8%	86.3%	87.6%	(3.0%)
Cost to Income Ratio (CIR)	60.0%	41.2%	42.8%	69.0%	56.4%	18.9%
Profit/loss to income	20.5%	19.5%	16.2%	16.9%	18.0%	1.0%
Liquidity						
Profit sharing financing to total financing	74.9%	76.5%	73.0%	66.7%	62.0%	(1.7%)
Financing to Deposit Ratio (FDR)	82.3%	80.0%	81.4%	81.3%	91.0%	2.4%
Macroprudential Intermediation Ratio (RIM)	87.7%	95.0%	88.4%	91.1%	92.3%	(7.3%)
Current assets to current liabilities ratio	32.7%	62.9%	73.7%	67.6%	49.2%	(30.2%)
Liabilities to equity ratio	369.5%	332.3%	274.6%	253.2%	270.8%	37.2%
Liabilities to assets ratio	78.7%	76.9%	73.3%	71.7%	73.0%	1.8%
Compliance						
Percentage of BMPD Violation						
• Related parties	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
• Non-related Parties	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percentage of BMPD Excess						
• Related parties	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
• Non-related Parties	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reserve Requirement						
• Reserve Requirement - Rupiah	4.0%	6.5%	3.6%	3.1%	4.6%	(2.6%)
• Reserve Requirement - Foreign Currency	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Net Open Position	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

CAR

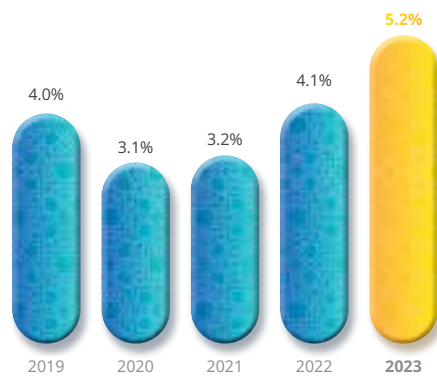
in percentage (%)

**ROA**

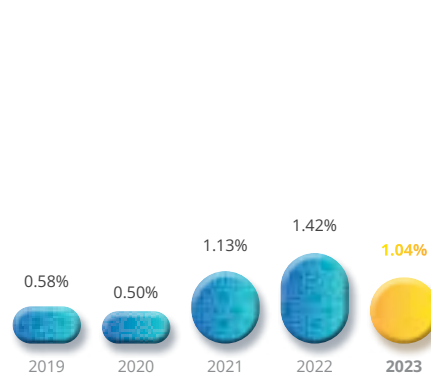
in percentage (%)

**ROE**

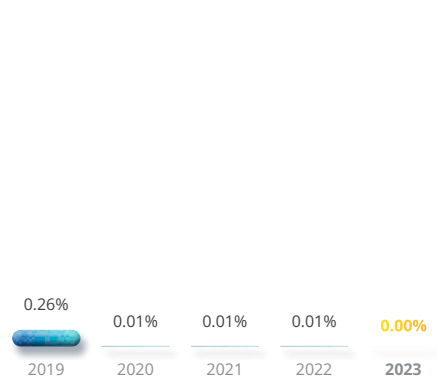
in percentage (%)

**NPF Gross**

in percentage (%)

**NPF Net**

in percentage (%)



Non-Financial Operational Highlight

Description	2023	2022	2021	2020	2019	Growth 2022-2023
Office Network	76	73	73	69	67	4.1%
Employee (Leadership-level Officers excluded)	944	823	757	755	723	14.7%
• Permanent employee	618	519	496	495	446	19.1%
• Contract employee	153	143	119	86	108	7.0%
• Outsourced employee	173	161	142	174	169	7.5%
Total funding customers	530,839	196,531	144,244	106,356	87,843	170.1%
Total financing customers	11,492	10,378	10,945	12,334	14,095	10.6%

Customers have the opportunity to avail Sharia services, particularly the Hajj Pilgrimage Fund Services (LPS BPIH), which can be accessed through 100 Commercial Bank Sharia Service (LSBU) units at BCA branches spread across Jakarta, West Java, Central Java, and East Java.

Information on Stocks, Bonds, Sharia-Compliant Bonds (Sukuk), Convertible Bonds, and Corporate Action

As of 31 December 2023, BCAS remained a private company and had not offered its shares to the public on any exchange, including the Indonesian Stock Exchange. As a result, no information on the following can be disclosed:

1. The number of registered shares;
2. Market capitalization;
3. The highest, lowest, and closing share prices;
4. Trading volume.

Likewise, BCAS did not take any corporate actions, such as mergers, consolidations, takeovers, share buybacks, bond buybacks, and stock splits, in 2023.

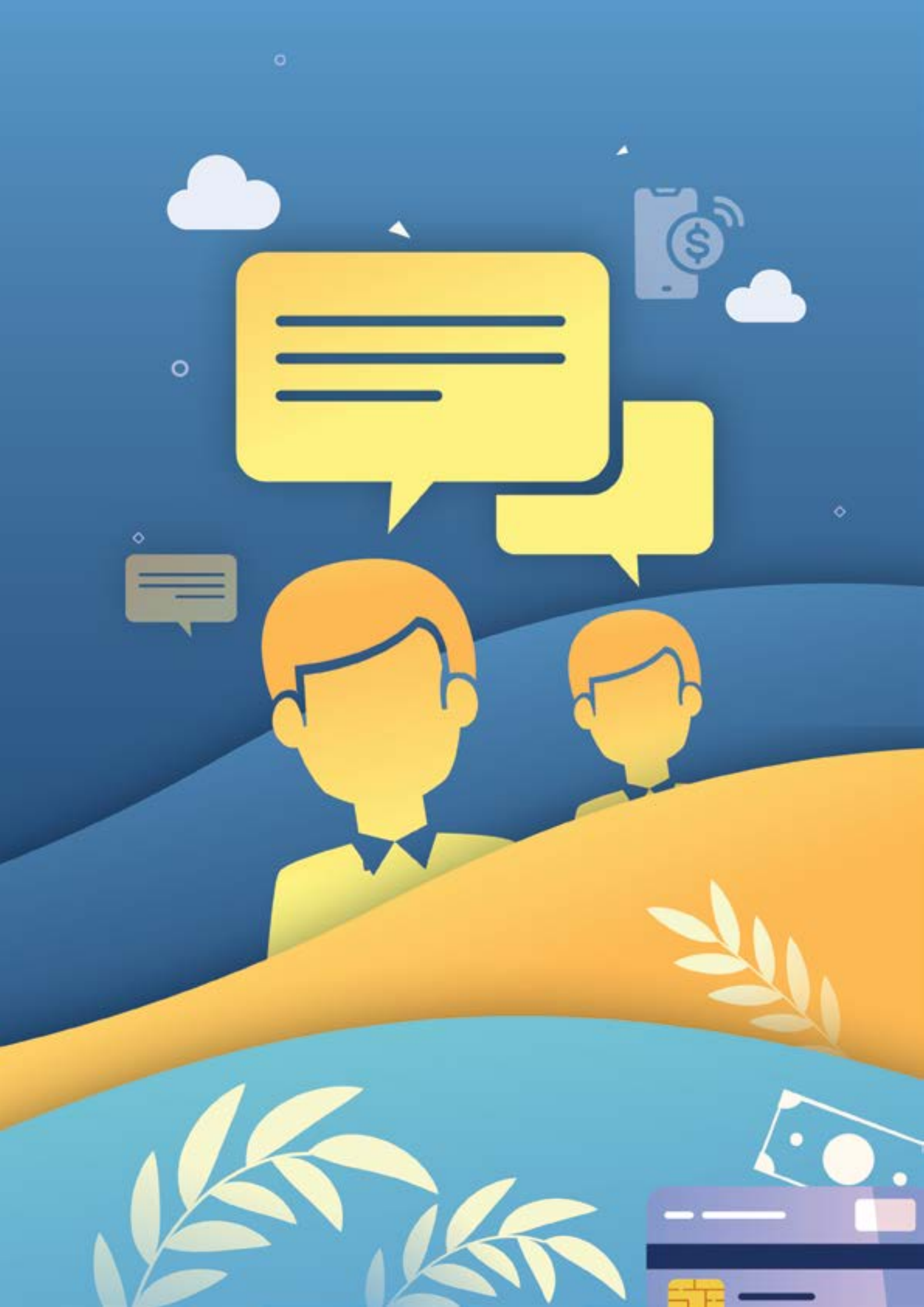
As of 31 December 2023, BCAS did not have bonds, sukuk, or convertible bonds issued on the capital market. Therefore, there is no information to disclose regarding the following:

1. The number of bonds/sukuk/convertible bonds in circulation (outstanding);
2. The interest/return rate;
3. The due date;
4. The bond/sukuk ratings.



Management Report





Message from Our Board of Commissioners



Ratna Yanti

Independent President Commissioner



BCAS is not only focused on achieving targets and positive performance but also on ensuring business sustainability through managing environmental, social, and governance (ESG) aspects, implementing prudential banking practices, complying with applicable regulations, and adhering to Sharia law. All of these goals are equally important and always remain our top priority.

*Bismillahirrahmanirrahim
Assalamu'alaikum Warahmatullahi Wabarakatuh*

Respected stakeholders,

We express our gratitude and offer praise to Allah SWT for the grace, mercy, and protection that has enabled BCA Syariah (hereinafter referred to as "BCAS" or "us") to maintain its good performance and sustainable growth throughout 2023. The Board of Commissioners will now present a monitoring report on BCAS management by the Board of Directors during the year.

Overview of Indonesia's Macro Economy and Banking Sector

In the year 2023, the global economy and geopolitics were still subject to high volatility. The International Monetary Fund (IMF) had projected that the global economy would continue to grow slowly at 3% in 2023 and 2.9% in the following year. However, according to IMF, the Indonesian economy was expected to grow at a rate of 5% in both 2023 and 2024. This projection was much higher than the IMF's global economic projection. Furthermore, Bank Indonesia (BI) estimated that Indonesia's economic growth in 2023 would range from 4.5% to 5.3%. In line with the projections of both the IMF and BI, the Indonesian economy continued to show its resilience and strength.

The Indonesian Government is highly committed to maintaining multiple prudent policies that will support the country's economic growth in the face of uncertainties. Data from BPS-Statistics Indonesia shows that Indonesia's economy continued to grow strongly in the third quarter of 2023, with a YoY growth rate of 4.94%. This growth rate was slightly lower than the previous quarter's rate of 5.17% YoY. The country's economic growth is mainly driven by domestic demand, including private consumption, government spending, and investment.

According to data from the Financial Services Authority (OJK), the national banking industry faced increased credit risk in October 2023 due to rising interest rates. This is evident from the key indicators such as credit growth and third-party funds, which amounted to 9.0% and 3.4%, respectively, compared to the same period in the previous year. However, Non-Performing Loans (NPL) improved to 2.42%.

Sharia banking has been experiencing positive growth and outperforming national banks. As per the OJK's data, in October 2023, Sharia banks' assets, third-party funds, and financing grew by 12.0%, 9.0%, and 14.7%, respectively. These percentages are higher than the corresponding percentages of

national banks, which were recorded at 4.9%, 3.4% and 9.0% respectively. Sharia banking liquidity and financing quality were maintained, as reflected by the Financing-to-Deposit Ratio (FDR) and Non-Performing Financing (NPF), which reached 84.19% and 2.17%, respectively. The NPF showed improvement compared to the previous year, which was recorded at 2.47%.

The Board of Directors' Performance and the Evaluation Basis

The Board of Commissioners oversaw the Board of Directors' performance throughout 2023 to ensure its alignment with the Bank's business plan. Our evaluation shows that, overall, the Board of Directors has effectively managed BCAS with results exceeding targets set for 2023, in line with BCAS's vision, mission, and business strategy. The Board of Directors implemented business strategies effectively and consistently ensured compliance with applicable laws and regulations as well as Sharia law.

BCAS, under the Board of Directors' guidance, focused on utilizing its resources, including human resources and information technology, to achieve its primary business strategy. This strategy was centred on rapidly increasing the customer base, particularly the customers using the Current Account Savings Account (CASA) product. The accelerated adoption of information technology in business and operational processes has significantly contributed to achieving the strategic targets of raising funds, distributing financing, and attaining operational excellence. The Board of Directors also continued to manage the Cost of Funds (CoF) optimally.

Overall, BCAS recorded positive growth in all performance target indicators for 2023, reflected in its key financial indicators, including assets, third-party funds, financing, and net profit. The Bank's total assets were recorded at Rp14.5 trillion, which is a growth of 14.2% YoY. Third-party funds reached Rp10.9 trillion, growing 15.5% YoY. Financing was recorded at Rp9.0 trillion, growing 18.8% YoY. Meanwhile, net profit reached Rp153.8 billion, a growth of 30.8% YoY. BCAS's improved performance was balanced by implementing prudential banking principles and sound risk management. This is reflected in the NPF, which was maintained at a low and healthy level of 1.04% gross and 0.00% net. We believe that the positive achievements in key financial indicators reflect the success of the Board of Directors in implementing business strategies and running the Bank's business effectively.

Monitoring the Implementation of the Bank's Strategy

The Board of Commissioners keeps a close eye on the strategies and actions taken by the Board of Directors to ensure that the Bank maintains excellent and sustainable performance. Based on our assessment, the Board of Directors managed BCAS in accordance with established business plan and strategic policies. They also consistently communicated with the Board of Commissioners to formulate strategic steps, implement policies, and respond to regulatory directives. Additionally, we believe that the Board of Directors actively monitored and observed the latest economic and banking trends, thereby keeping BCAS relevant to developments. We fully supported the Board of Directors in implementing the Bank's strategic policies in 2023.

The Board of Commissioners has directed the Board of Directors to maintain prudent banking principles and effective risk management when providing financing. This is reflected in BCAS's financing strategy, which involves considering potential businesses, financial performance, and inherent risks. BCAS achieved significant growth in financing, particularly in consumer financing, reaching Rp821.9 billion or growing by 95.3% YoY. MSME financing also increased 5.0% YoY, reaching Rp1.8 trillion and contributing 20.2% to the total financing portfolio. The Directors' commitment to implementing sustainable finance is also reflected in BCAS's success in recording growth in financing sectors in the Sustainable Business Activities category. The financing of sustainable businesses was recorded at Rp2.7 trillion, growing 4.7% YoY and contributing 30.1% to the total financing portfolio. This achievement is in line with the regulators' sustainable finance policy.

We wish to express our appreciation for the efforts made by BCAS in managing third-party funds. In particular, we acknowledge the significant acceleration in the number of customers with digital technology. The launch of the online account opening feature in 2023 led to an increase of up to 170.1% in customers. This growth in the number of customers contributed to the maintenance of the CASA composition at 38.1% of total third-party funds.

Good Corporate Governance

BCAS follows good corporate governance (GCG) practices and adheres to Sharia law in its business operations. In our opinion, BCAS's GCG practices are proper. We believe that the Board of Directors and other governance organs have implemented GCG optimally to ensure long-term business sustainability, maintain the Company's financial health, and uphold stakeholders' trust. The Board of Directors stays up-to-date with the latest regulatory developments related to GCG implementation and updates internal regulations accordingly. To ensure that GCG implementation remains at a high level, BCAS conducts

periodic self-assessments. The 2023 self-assessment results for GCG implementation received a composite rating of 'Very Good'. This indicates that corporate governance has been implemented in an orderly, effective, and comprehensive manner in every line of the organization. We always support the Board of Directors in enhancing BCAS's GCG practices and conduct regular evaluations of their GCG implementation.

The Board of Commissioners' View of and Role in the Whistleblowing System

Implementing the GCG whistleblowing system is a crucial step in upholding transparency within BCAS. This system plays a vital role in promoting a culture of compliance and supporting anti-fraud policies throughout the organization. We have established robust policies and procedures to effectively detect any fraud or violations committed by internal parties. A dedicated work unit is responsible for managing the whistleblowing system and reports directly to the President Director. Additionally, the work unit has direct communication links with the Board of Commissioners. By implementing these measures, BCAS demonstrates a strong commitment to transparency, compliance, and responsiveness to any possible organizational violations or fraud.

Overseeing and Advising the Directors

We actively oversee and advise the directors through regular meetings and discussions. We also maintain communication with the Sharia Supervisory Board to ensure compliance with Sharia regulations. In 2023, we organized 11 joint meetings with the Board of Directors. The purpose of these meetings was for the Board of Directors to report on the progress of its strategic plan implementation to the Board of Commissioners and for the Board of Commissioners to advise the Board of Directors on strategies, business management, risk management, audit, and compliance.

Evaluating the Performance of the Committees Under the Board of Commissioners

The Board of Commissioners receives support from three committees - the Audit Committee, Risk Monitoring Committee, and Remuneration and Nomination Committee - in carrying out its duties and responsibilities. Our evaluation shows that throughout 2023, these committees performed their duties excellently and significantly aided us in implementing governance standards at BCAS.

The Audit Committee's role is to assist the Board of Commissioners in supervising the implementation of both

internal and external audits. In addition, the Committee monitors the implementation of corporate governance, internal control systems, and compliance with applicable laws and regulations. To perform its functions, the Committee holds meetings with relevant work units, reviews audit results reports, and oversees BCAS's follow-up on audit findings. In 2023, the Committee held 17 meetings and attended internal audit exit meetings at branch offices and head office work units.

The Risk Monitoring Committee plays a crucial role in supporting the Board of Commissioners to ensure that BCAS's risk management system is effective in identifying, measuring, and mitigating all risks faced by the Bank. The Committee holds meetings, collaborates with relevant work units, and provides recommendations on policies related to the Bank's risk management. During 2023, the Committee held a total of 12 meetings. Additionally, the Committee regularly reviewed reports such as the quarterly Bank Risk Profile reports and the Company's monthly and quarterly financial reports.

The Remuneration and Nomination Committee has a primary responsibility to provide recommendations to us regarding the Bank's overall remuneration policy. The Committee also suggests nominees for BCAS management and independent Committee members. This process involves several meetings and discussions that contribute to our decision-making. The committee keeps us updated on the latest employment topics relevant to their duties, employment regulations, and human resource developments in the sharia banking industry. In 2023, the Committee organized four meetings.

Composition of the Board of Commissioners

Changes were made to the membership composition of the BCAS Board of Commissioners as decided in the Annual General Meeting of Shareholders (AGMS) held on 22 February 2023. The GMS decided that Ms. Tantri Indrawati and Ms. Ina Widjaja had completed their term as an Independent President Commissioner and a Commissioner, respectively, and appointed Mrs. Ratna Yanti as an Independent President Commissioner, Mr. Rickyadi Widjaja as a Commissioner, and Mrs. Inge Setiawati as an Independent Commissioner. As per the AGMS decision, the composition of the BCAS Board of Commissioners as of 31 December 2023 is as follows:

Independent President Commissioner	: Ratna Yanti
Commissioner	: Rickyadi Widjaja
Independent Commissioner	: Inge Setiawati

Business Prospects

According to data presented by the Ministry of Finance at the National Seminar on Indonesian Economic Outlook 2024, Indonesia's economy is expected to maintain a growth rate of over 5% in 2024. However, the country needs to remain

cautious in dealing with various global dynamics. The banking industry is expected to face multiple risks until next year, including the risk of high benchmark interest rates. As of the end of 2023, the Indonesian banking sector remained stable and strong despite the high global interest rates. This was due to the capital adequacy ratio (CAR) of 27.41%, a figure that was significantly higher than the average of other countries, which was below 20%. In light of these favourable conditions, we recommended that BCAS continue to conduct stress tests on several different scenarios to assess capital resilience, liquidity, and profitability in line with the established risk management principles.

The Board of Commissioners agrees with the Minister of Finance's projection that the Indonesian economy and national banking still hold long-term prospects despite relatively low literacy challenges that still obstruct the sharia banking industry. However, these obstacles can still be overcome by various opportunities and factors, such as Indonesia's demographics, which boast the world's largest Muslim population, the potential for global and local halal industry growth, and the significant role of MSMEs in the Indonesian economy. These opportunities can be leveraged by BCAS for maximum benefits.

OJK is committed to promoting financial literacy and inclusion, including sharia financial literacy and inclusion. They implement the KEJAR or One Account per Student program, which is consistently implemented and expanded every year. In response, we appreciate and support BCAS's efforts to improve financial literacy through ongoing education and training activities. Additionally, BCAS encourages inclusion through product development, funding and financing, and maximizing the development of digital infrastructure to facilitate public access to BCAS's services and products. This further fuels our optimism that the future prospects for the sharia banking business are very promising.

We have reviewed the growth targets specified in the business plan the Board of Directors prepared. We believe that these targets are relevant to the intermediate developments of the national economy. We have also considered various risks the company may face in the coming year. To achieve these targets, we urge the Directors to stay consistent in running the company in accordance with the strategies and plans that have been prepared. This includes focusing on increasing the composition of CASA and optimizing the Cost of Fund management. By following this strategy, BCAS can maintain its Net Benefits (NI) and improve its competitiveness in financing distribution. We hope BCAS will continuously optimize IT utilization across various fields by closely monitoring the capacity and capability of IT infrastructure and data security systems. It should also focus on developing innovative products and services to provide customers with the best solutions and experiences. By implementing a sustainability strategy, we are optimistic that BCAS can support national economic growth, drive change in the sharia banking industry, and provide sustainable added value to all our stakeholders.

Acknowledgements

We would like to express our gratitude to our shareholders and stakeholders for their unwavering trust and support for BCAS. We also extend our high appreciation to the Sharia Supervisory Board, our Directors, the management, and all employees for their dedication, contribution, and cooperation in encouraging BCAS to continue to develop and grow sustainably.

By maintaining increasingly strong cooperation and collaboration, we are confident that BCAS will continue to experience sustainable growth and become a pioneer in sharia banking development in Indonesia. We hope this success will bring progress and benefits to all parties involved. Amen.

*Wabillahi Taufik Wal Hidayah
Wassalamu'alaikum Warahmatullahi Wabarakatuh.*

Jakarta, February 2024
On behalf of the Board of Commissioners



Ratna Yanti
Independent President Commissioner

Inge Setiawati
Independent Commissioner

Rickyadi Widjaja
Commissioner

Ratna Yanti
Independent President Commissioner



Message from the Sharia Supervisory Board



**Prof. Dr. H. Fathurrahman
Djamil, M.A.**
Chairman of Sharia Supervisory Board

Bismillahirrahmanirrahim
Assalamu'alaikum Warahmatullahi Wabarakatuh

We thank and offer all our praise to Allah SWT for bestowing grace, guidance, and protection upon us. With Allah SWT's blessings, BCAS managed to navigate through 2023 and fulfil its responsibilities as a sharia-compliant bank that supports the nation's economic growth.

With respect, allow me to represent the Sharia Supervisory Board in submitting a report on our supervision of BCAS's Sharia principle implementation in its operations throughout 2023.

Implementation of Supervision Activities by The Sharia Supervisory Board in 2023

As the Sharia Supervisory Board, it is our responsibility to advise and guide the Directors in ensuring that the Bank's operations align with sharia law. Our supervisory function includes reviewing and ensuring that BCAS's operational and product guidelines comply with sharia law, overseeing that the Bank's new product development process adheres to the fatwa of the National Sharia Council – Indonesian Ulema Council, and conducting regular reviews to ensure that BCAS's mechanisms for collecting and distributing funds, as well as services, comply with sharia law.

We closely monitor BCAS's business developments and ensure they comply with sharia law. Our supervisory activities in 2023 include the following:

- Holding joint meetings with the Board of Commissioners, Directors, and relevant work units at least once a month. In 2023, we organized 29 meetings, including joint meetings with the Board of Commissioners, Directors and meetings with work units.
- Providing Sharia-compliant Opinions on fund-raising and financing distribution and BCAS's services. In 2023, we provided 33 opinions, as detailed in the Corporate Governance Report Chapter herein. We also consistently monitor the follow-up to the opinions we have issued.
- Supervising the development of new products.
- Assessing BCAS's compliance with sharia law through sampling.
- Reviewing reports submitted by or requested from the Directors, internal auditors, compliance unit, and risk management unit to evaluate the quality of BCAS's fund-raising and financing distribution and risk management activities as well as service delivery compliance with sharia law.
- Determining the number of sample transactions through an internal board meeting to be examined to see their compliance with sharia law. The number is then reported in writing to the Board of Directors and the Board of Commissioners.
- Examining transaction documents subject to peer testing to determine their compliance with sharia law as required by the bank's applicable internal regulations.
- Inspecting, observing, and requesting information or confirmation from BCAS employees and customers to strengthen document checks.
- Reviewing the Sharia-related SOPs to identify operation compliance and non-compliance with sharia law. We have reviewed the sharia aspects of the bank's internal procedures and regulations for operations - including fund-raising, financing distribution, and banking services - and

risk management.

- Improving understanding of sharia aspects through information-sharing sessions about DSN-MUI's fatwas, fundraising, and financing distribution.
- Reporting our supervision results semi-annually to the Board of Directors and Board of Commissioners, which are then reported to the OJK.
- Attending meetings hosted by DSN-MUI, including the Pre-Ijtima Sanawi Sharia Supervisory Board and Ijtima Sanawi Sharia Supervisory Board workshops.

When overseeing a development process of a new product, the Sharia Supervisory Board also carries out the following activities:

- Requesting an authorized official from BCAS to provide details about the objectives, characteristics, and contracts involved in the new product being developed.
- Verifying whether the contract used for the new product development complies with the DSN – MUI fatwa.
- Reviewing the systems and procedures for the new product that will be launched to ensure their compliance with sharia law.
- Providing sharia opinions on the new product that will be launched.

In 2023, during the launch of BCAS's new products, we concluded, based on our supervision, that the contracts and procedures used did not conflict with the DSN-MUI Fatwa. We also found that there were no sharia-related issues in the features or provisions of the new product, and there were no other potential violations of sharia law.

As an integral part of our responsibilities, we support BCAS management in increasing sharia-related understanding across the organization. To this end, we regularly bring up the DSN-MUI Fatwa at meetings and discussions. We also organize training sessions and outreach programs and prepare training materials for BCAS employees to refresh and deepen their understanding of sharia. Moreover, we provide formal and informal consultations to relevant work units on sharia to ensure that the staff members are well-informed and knowledgeable about the subject.

Based on our supervision, we confirm that all BCAS activities in 2023 were compliant with sharia law, there are no activities violate sharia principles, especially in activities related to financing businesses prohibited by sharia law and receiving income from interest or conventional financial instruments. We have thoroughly supervised BCAS products, policies, and operations and have found them to be in compliance with sharia principles and the regulations issued by DSN-MUI, including applicable fatwas and legislation. We will continue to guide and encourage BCAS management to align the Bank's internal regulations with the applicable regulations and opinions we have issued.

We have submitted the results of our supervision of the BCAS Directors and Board of Commissioners in the 2023 financial year to the OJK and the National Sharia Council - Indonesian Ulema Council (DSN-MUI) per semester. Moreover, we participated in efforts to enhance the understanding and application of sharia law within the Bank's organization. We organized discussions with work units and raised their awareness of the DSN-MUI Fatwa to ensure consistent and thorough comprehension across all organization lines.

The Sharia Supervisory Board fully supports and appreciates management's efforts to strengthen the Bank's GCG practices. The efforts aim to provide a solid basis for BCAS's future progress and increase customers' and other stakeholders' trust.

Composition of the Sharia Supervisory Board

In 2023, there were no changes in the composition of the Sharia Supervisory Board, which remained the same as determined in the Annual General Meeting of Shareholders decision on 22 February 2023.

Composition of the Sharia Supervisory Board as of 31 December 2023 is as follows:

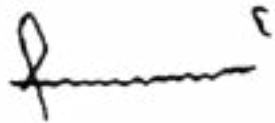
Chairman : Prof. Dr. H. Fathurrahman Djamil, M.A.
Member : Sutedjo Prihatono

Closing

As we bring this message to a close, we express our sincerest gratitude for the unwavering dedication and commitment of the entire team, management, Directors, and Board of Commissioners of BCAS, who have consistently endeavoured to ensure adherence to sharia law as well as all relevant laws and regulations. Our heartfelt prayer is that BCAS will continue to thrive and grow, ultimately becoming a sharia-compliant bank that will positively impact Indonesian society. Amen.

*Wabillahi Taufik Wal Hidayah
Wassalamu'alaikum Warahmatullahi Wabarakatuh.*

Jakarta, February 2024
On behalf of the Sharia Supervisory Board,



Prof. Dr. H. Fathurrahman Djamil, M.A.
Chairman of Sharia Supervisory Board

Sutedjo Prihatono
Member of Sharia Supervisory Board

Prof. Dr. H. Fathurrahman Djamil, M.A.
Chairman of Sharia Supervisory Board



Message from the Board of Directors



Yuli Melati Suryaningrum
President Director



Despite facing various challenges, the enthusiasm of all BCAS employees remained high as they worked diligently to deliver the best performance. *Alhamdulillah*, BCAS was able to end 2023 with positive results while always prioritizing ESG values for sustainable growth.

Bismillahirrahmanirrahim

Assalamu'alaikum Warahmatullahi Wabarakatuh

Respected stakeholders,

With expressions of praise and gratitude to Allah SWT for the grace and guidance, we ended 2023 with positive achievements. Despite global economic challenges due to geopolitical turmoil, BCAS has exceeded its performance targets, thanks to our customers' and stakeholders' trust and cooperation. Our total assets have grown by 14.2% to Rp14.5 trillion, and we have achieved a net profit of Rp153.8 billion, representing a growth of 30.8% compared to the end of 2022.

Overview of Indonesia's Macro Economy and Banking

The International Monetary Fund (IMF) had projected that the global economic growth rate would slow down to around 3% in 2023, followed by a further dip to 2.9% in the following year. This is due to the high volatility in the global economic and geopolitical sectors, which continue to overshadow. However, the IMF's outlook for the Indonesian economy was more favourable than that of the global economy. The Indonesian economy was expected to show stable growth, with a growth rate of 5% projected for both 2023 and 2024. Despite the challenging global economic climate, the Indonesian economy has demonstrated remarkable resilience and strength, consistent with the IMF's prediction.

Central banks in several countries, Indonesia included, have implemented more aggressive monetary policies in response to high inflation rates. Bank Indonesia's benchmark interest rate remained at 6% by the end of 2023 despite having increased in November 2023. Fortunately, inflation in the country has remained under control despite the increase. The price hike of agricultural commodities such as red chillies, cayenne peppers and shallots was caused by the impact of El Nino. This price increase continued after the previous increase in rice prices. Facing a range of uncertainties, the Indonesian Government implemented a series of policies aimed at further strengthening the economic foundation.

Based on data presented by BPS-Statistics Indonesia, Indonesia's economy performed well in the third quarter of 2023, with a growth rate of 4.94% (YoY). Although this is slightly lower than the previous quarter's growth rate, which

was 5.17% (YoY), it is still a solid performance. Bank Indonesia had projected that Indonesia's economic growth rate in 2023 would range from 4.5% to 5.3%. The projection shows promise, with strengthening expected to be driven by domestic demand, particularly in private consumption, government spending, and investment.

OJK data shows that national banking asset growth in October 2023 increased by 4.9% YoY. Third-party fund growth was recorded at 3.4% YoY, driven by the growth of deposit products by 5.7% YoY, savings products by 2.6% YoY, and current account products by 1.6% YoY. Meanwhile, the national banking credit growth in October 2023 was 9.0% YoY, lower than the previous year's credit growth of 12.0% YoY. This is due to the BI 7-day (Reverse) Repo Rate increase in 2023, resulting in decreased credit demand.

In October 2023, the sharia banking industry showed stronger growth than the national banking industry. Sharia banking assets increased by 12.0% YoY, deposits grew by 9.0% YoY, and financing distribution grew by 14.7% YoY. In the same month, the NPF was recorded at 2.17%, which is an improvement compared to the previous year's NPF of 2.47%.

Analysis of the Bank's Performance and Main Activities

Alhamdulillah, as of 31 December 2023, BCAS performed well in all of its key performance indicators. Here are the details:

- Total BCAS assets rose to Rp14.5 trillion, a growth of 14.2% from Rp12.7 trillion in the previous year. The growth was driven by an increase in deposits and expanded financing distribution.
- Third-party funds increased to Rp10.9 trillion, a growth of 15.5% from Rp9.5 trillion in the previous year. The growth was driven by our efforts to acquire new customers by adding the online account opening feature to the BCA Syariah Mobile app and intensifying our marketing activities.
- Financing increased to Rp9.0 trillion, a growth of 18.8% from Rp7.6 trillion in the previous year while maintaining a low and healthy level of gross NPF at 1.04% by the end of 2022.
- Income before tax rose to Rp191.4 billion, a growth of 30.9% from Rp146.2 billion in the previous year. Net income also increased to Rp153.8 billion, a growth of 30.8% from Rp117.6 billion in the previous year.

- BCAS's capital was solid, with a CAR of 34.8%, which is adequate to support its business expansion and the implementation of its strategic initiatives.
- Its FDR was at 82.3%, indicating the Bank's optimal level of liquidity and balance to manage its assets and liabilities.
- Its net returns rate was 4.7%, experiencing a correction of 0.4% from the previous year, which was 5.1%.

We put a lot of effort into expanding our customer base through e-channel development. As part of this strategy, we added an online account opening feature to the BCA Syariah Mobile app. We intensified our marketing activities through our branch network, marketing events, loyalty programs, digital media marketing, and partnerships. These consistent efforts have paid off, with the number of customers increasing significantly by 170.1% YoY. Moreover, the CASA composition has been maintained at 38.1%.

In 2023, we improved our financing distribution in the consumer segment by offering a range of product choices, competitive financing rates customized to suit individual customer needs, and extensive marketing through our branch network. BCAS worked closely with BCA to organize marketing events such as the BCA Expoversary and BCA Expo. These events are widely known and have become the primary choice of customers interested in purchasing new homes or vehicles.

We support the MSME segment by distributing financing to this segment, which amounted to Rp1.8 trillion in 2023, contributing 20.2% to the total BCAS financing portfolio. Additionally, since 2022, we have been offering education for micro, small and medium entrepreneurs through a program called WEpreneur. This program is designed to train and mentor female entrepreneurs who own and run MSMEs, with the aim of building their entrepreneurial capacity and spreading the knowledge among the female MSME community. We hope this program can contribute to the overall development of the MSME segment.

Complying with OJK's regulation on sustainable finance, BCAS is committed to allocating financing to projects that fall under the category of sustainable business activities. In 2023, we allocated Rp2.7 trillion, which accounted for 30.1% of the total financing that we disbursed, towards the sustainable business sector.

Until the end of 2023, BCAS served its customers through 76 offices, including 14 branch offices, 18 sub-branch offices, and 44 Sharia service units across Java, Sumatra, and Sulawesi. In addition, we provided Sharia services through 100 Commercial Bank Sharia Service (LSBU) units as part of our synergy with BCA, with the aim of expanding the coverage of our sharia services. These units, in particular, facilitated our customers to deposit their hajj pilgrimage fees (BPIH). In 2023, BCAS expanded its branch network to deliver a broader range of services to customers. We opened the Metro Lampung Sub-branch Office and a Sub-branch Office for sharia services in Cimahi. Furthermore, we relocated several branch offices,

such as the Surabaya and Bandung Branch Offices, to make it easier for our customers to access our services. It is our honour that BCAS's presence in various regions of Indonesia can provide solutions to community members' financial needs and contribute to the economic growth of local communities.

Strategic Policy Implementation

Our Directors have formulated strategies and policies to implement our business plan. These include business targets, expansion plans, and technology and human resource development. We develop our strategies by considering the latest economic and banking trends, as well as applicable regulations and regulators' directives.

Strategic policies we implemented in the financial year of 2023 include the following:

Accelerate financing distribution

BCAS recorded Rp9.0 trillion in disbursed financing, which grew 18.8% from the previous year. This growth can be attributed to the active marketing carried out by our marketing units throughout our branch network and customer deepening, allowing us to serve new customers from the existing customer business ecosystem, both from the supply chain and customer business groups. In addition, BCAS works closely with its parent company, BCA, and utilizes the BCA Group ecosystem to capture opportunities for sharia-compliant financing needs from the BCA Group customers. We believe the key to successful financing distribution is the quality of service delivery and customer engagement. We understand that financing collaboration must be based on customer trust, and we strive to accompany our customers in achieving business growth.

Accelerate the increase of customer base

A bank's customer base is its biggest asset and plays a vital role in its long-term business sustainability. With this understanding, in 2023, we focused our efforts on increasing our customer numbers, particularly those who would use our CASA products. These efforts include adding an online account opening feature to the BCA Syariah Mobile app and collaborating with educational institutions, religious organizations, and associations to collectively open accounts for their members. We also actively marketed our products through our branch network, digital media, and promotional programs. We are very grateful that our customers give us feedback on the features and services they need. The launch of this online account opening feature is a concrete example of our commitment to listening to customer needs and providing solutions accordingly.

BCAS's touchpoints with its customers are physical and digital channels. Customer satisfaction, represented by the voices of customers who receive excellent service from BCAS, is a critical factor in expanding our customer base. To this end, we strive to provide exceptional service through physical and digital

channels. *Alhamdulillah*, we have continuously improved the quality of our service delivery, as shown by various customer satisfaction indicators. For example, we won the third rank among sharia-compliant banks in Satisfaction, Loyalty and Engagement in the Infobank Satisfaction Loyalty Engagement 2023 and the second Best Mobile Banking Sharia in the Infobank Digital Brand Awards 2023. We also received Golden Recognition for Five Consecutive Years in Service Excellence from Infobank Banking Service Excellence in 2023.

Accelerate Information Technology adoption

In order to accelerate financing distribution and increase the customer base, it is important to have a robust Information Technology (IT) infrastructure. To this end, BCAS implemented various initiatives in 2023 to modernize its IT systems and networks. This included increasing the capacity of our systems and networks to ensure faster customer transaction speed. We also developed multiple applications to improve process efficiency, such as the Financing Origination System, which processes financing digitally and automates the entire process. With this solution, the financing process becomes more efficient and accurate, with a better track record and minimal human error. In addition to process efficiency, we also focus on monitoring activities and have developed a digital dashboard. This solution makes the performance monitoring process more manageable by presenting data quickly and accurately, which can help in developing appropriate strategic decisions.

Directors' Ways to Ensure Strategy Implementation

Our Directors regularly communicate the Bank's strategic plans and key performance indicators to all work units and branch offices through formal and informal meetings. This is crucial to ensure that all BCAS employees have a shared understanding of the Bank's main strategy and work towards the same goal in harmony.

At regular intervals, we monitor the achievement of key performance indicators and risk parameters to make sure that BCAS's business processes align with the planned strategic direction and business objectives and that the associated risks are within acceptable limits. We also constantly monitor economic developments, trends in the banking industry, regulatory policy changes, and best banking practices. This helps us ensure BCAS adapts to the changing business and industrial environment and makes informed decisions to respond to these changes.

Throughout 2023, our Directors also intensively communicated with our work units to follow up on audit findings and thereby ensure that all the business processes at BCAS had considered the issues of concern raised by regulators and external and internal auditors. The purpose of this communication is to ensure that any corrective measures and follow-up actions to audit findings are appropriately and efficiently implemented. By

doing so, we aim to maintain compliance, increase operational efficiency, and ensure that BCAS continues to operate in accordance with all relevant standards and regulations.

Environment, Social, and Governance (ESG)

Building on our understanding that ESG aspects are in line with sharia law (*maqasid syariah*), we are committed to promoting and integrating ESG values into our day-to-day operations and activities. We believe that business management that prioritizes ESG aspects is crucial for ensuring long-term business sustainability.

BCAS upholds its ESG values through three pillars of sustainable financial policy. These pillars are as follows:

1. Sustainable Sharia Banking, focusing on implementing good corporate governance and delivering superior and innovative economic performance.
2. Contributive and Responsible Institutions, prioritizing supporting nature conservation and fulfilling business responsibilities towards the community by creating a positive impact on society.
3. Creating quality and prosperous human resources, emphasizing the importance of developing a workforce that is prosperous and of high quality, as an essential part of company sustainability.

By integrating these ESG values into business policies and practices, we ensure not only good financial performance but also a positive impact on the environment, society, and all our stakeholders.

Sustainable Financing

BCAS is committed to increasing its sustainable financing portfolio consistently. In 2023, BCAS's financing under the category of Sustainable Business Activities amounted to Rp2.7 trillion or 30.4% of total financing. This figure represents an increase of 4.7% (YoY) compared to the previous year, which was recorded at Rp2.6 trillion. The quality of BCAS's sustainable financing remained high, as reflected in its non-performing financing (NPF) ratio, which was maintained at 0.6%.

Community Engagement and Development

As part of its corporate social responsibility, BCAS contributes to community engagement and development through the BCA Syariah Care program and the distribution of zakat funds collected from the community. We have collaborated with SheStarts.id to build Indonesian female MSME owners' capacity and expand their network through a program called WEpreneur by BCA Syariah. The program, which ran from 2022 to 2023, featured 15 female MSME mentors (dubbed "Big Sistars") who received training and mentoring from experts and business people on various topics. By being directly involved in their respective communities through micro-mentoring activities,

the Big Sistas gained experience as business mentors. A total of 421 participants benefited from the micro-mentoring sessions and acquired knowledge about entrepreneurship.

Implementing Green Lifestyle

BCAS is committed to promoting a sustainability culture by implementing initiatives that will integrate eco-friendliness into BCAS employees' lifestyles. We have launched a green lifestyle program that aims to encourage BCAS employees to adopt eco-friendly practices such as using a digital signing and approval system to reduce paper use, promoting electricity and water savings, discontinuing the use of bottled water in the office premises, and sorting waste. Additionally, we measure our resource consumption, particularly electricity and water, and plan to expand the scope of these measurements over time.

We have also integrated eco-friendly practices into digital banking through e-channel development. The number of BCA Syariah Mobile users increased by 267.58% in 2023, reaching 373,753 users. Furthermore, the number of transactions made on the BCA Syariah Mobile app reached 9.9 million, indicating a significant increase compared to the previous year. By optimizing digital banking services, we aim to contribute to emission reductions and inclusive finance.

GCG Implementation

We are committed to implementing and maintaining GCG practices across the entire organization's value chain by referring to the relevant regulations. We believe that consistent implementation of GCG will enhance the trust of our customers, shareholders, and other stakeholders and ultimately have a positive impact on BCAS's business continuity.

At BCAS, we constantly review and enhance our risk management, governance, and operational policies to improve our GCG implementation. We regularly conduct self-assessments to measure the quality of our GCG implementation. In the first and second semesters of 2023, the results of our GCG self-assessment achieved a composite rating of "Very Good".

Human Resources

All of BCAS's performance achievements are the result of the contributions made by the people working at BCAS. Therefore, we are committed to creating professional and competent individuals in Sharia banking who have strong personal values. To achieve this goal, we focus on human resource management and development, which includes maintaining a fair recruitment system, improving competence, offering career development opportunities, and fostering healthy industrial relations. Recruitment is an essential aspect of maintaining the quality of human resources. Specific programs, such as the BCA Syariah Information Technology (BSIT) program and the BCA Syariah Development Program (BDP), are designed to fulfil HR needs for IT, marketing, and analysis functions. Meanwhile,

training programs are continuously carried out to develop the skills of existing human resources, and we ensure that all BCAS staff have received training in 2023.

The HR management at BCAS strives to maintain a healthy work-life balance and create a safe, comfortable and happy workplace for all employees. We provide worship and sports facilities to promote physical and spiritual well-being. As of 31 December 2023, BCAS had 771 employees from various age groups and education levels, all positively contributing to the Bank's growth. Further information about BCAS employees, training programs, and HR development is presented in the Company Profile chapter herein.

Performance of the Committees under the Board of Directors

Committees under our Directors play a crucial role in assisting us with our duties and responsibilities towards managing the Bank. These committees are: Assets and Liabilities Committee, Financing Policy Committee, Financing Committee, Risk Management Committee, Information Technology Steering Committee, Human Resources Committee, and Personnel Case Consideration Committee.

We would like to express our sincere appreciation to all members of the committees under the Board of Directors for their consistent performance and support in helping us carry out our duties and responsibilities throughout 2023. We believe that each committee demonstrated exemplary performance and provided contributions in accordance with their respective duties and responsibilities throughout 2023. They regularly organized meetings, actively participated in discussions, and provided recommendations to us on issues related to BCAS business management, target achievement, risk management, economic developments, and the latest regulations.

Composition of the Board of Directors

Changes were made to the composition of the Board of Directors in 2023. The Annual General Meeting of Shareholders held on 22 February 2023 decided that Mr. Rickyadi Widjaja had completed his term of office and appointed Ms. Ina Widjaja as a Directors until the closing of the 2025 GMS. The changes were made as part of BCAS's strategic direction to support the growth of business scale and complexity at a higher level. With these changes, the structure of the Board of Directors as of 31 December 2023 is as follows:

President Director	: Yuli Melati Suryaningrum
Director	: Ina Widjaja
Director	: Pranata
Director	: Lukman Hadiwijaya
Director for Compliance	: Houda Muljanti

Challenges and Target Achievement in 2023

In 2023, the global economy was still affected by uncertainty due to geopolitical turmoil in Europe and America. Meanwhile, the banking sector was also under pressure to adopt technological advancements quickly and meet customer expectations for convenience and speed in transactions. Despite numerous challenges, BCAS managed to perform exceptionally well due to the implementation of strategic policies, effective risk mitigation, and consistent corporate governance. Overall, BCAS exceeded the targets set at the beginning of the year. Here are the details:

- Assets reached Rp14.5 trillion, growing 14.2% from the previous year, exceeding the target range of 9-11%;
- Third-party funds rose to Rp10.9 trillion, exceeding the target range of 10-12% and representing a 15.5% increase from the previous year;
- Financing increased to Rp9.0 trillion, an 18.8% increase from the previous year, exceeding the target range of 10-12%; and
- Net income was recorded at Rp153.8 billion, which represents a 30.8% increase from the previous year and exceeded the target range of 17-19%.

Analysis of Business Prospects and Strategy

The Indonesian Minister of Finance has projected that Indonesia's economy will maintain a growth rate above 5% in 2024. However, the banking sector, including in Indonesia, may face certain risks due to global challenges. One of the main risks is the impact of high benchmark interest rates. Despite these risks, the Indonesian banking sector has a high capital adequacy ratio (CAR) of 27.41%, which is well above the average CAR of other countries. At the end of 2023, the average CAR of other countries was below 20%. This means that national banking is still monitored to be adequately resilient and is indicated to remain prospective in the long term.

In addition to economic uncertainty, sharia banking faces the challenge of low sharia banking literacy. Nevertheless, we are optimistic that sharia banking will still have great potential in 2024. This optimism is supported by the continuously growing sharia banking market share, opportunities such as Indonesia's demographics, and the global and local halal

industry's constantly increasing potential. sharia banking has products and services that are its hallmark and if supported by technology adoption, they will become sharia banking's strength to grow and meet increasingly complex and specific customer needs.

Despite future challenges, BCAS is committed to maintaining its growth rate. Our strategic focus for 2024 is to increase the number of customers and CASA composition through expansive but prudent financing distribution. We will achieve this goal by leveraging the capacity and capability of our human resources and strong IT infrastructure while adhering to global corporate governance standards. Additionally, we are dedicated to expanding access and affordability of services through various digital solutions, including fund and financing products.

We have set growth targets for the upcoming year, taking into account the future economic prospects and the business strategies that will be implemented. Several growth indicators that BCAS has set for 2024 include:

- Assets grow between 9.0 and 10.0%
- Third-party funds grow between 10.0 and 12.0%
- Financing grows between 10.0 and 12.0%
- Net income grows between 9.0 and 11.0%

Acknowledgements

To conclude this message, on behalf of the BCAS Board of Directors, I would like to express our deepest gratitude to all our customers for placing their trust and loyalty in BCAS. We would also like to extend our sincere appreciation to our shareholders and stakeholders, including Bank Indonesia and OJK, for their support and trust that has enabled us to achieve a positive performance in 2023. We have maintained sustainable growth while always adhering to relevant regulations. We would also like to acknowledge the Board of Commissioners and the Sharia Supervisory Board for their exemplary supervisory function in accordance with corporate governance principles. This has helped BCAS to be managed by implementing best practices in the banking industry. Last but not least, we would like to thank all employees for their outstanding contribution and excellent performance in a positive and happy working atmosphere. With your combined efforts, BCAS was able to get through 2023 with exceptional performance and achievements.

Inshallah, with guidance and protection from Allah SWT and our customers' and stakeholders' trust and support, we pour our enthusiasm, cooperation, sincerity, and joy into building BCAS. Our goal is to optimize growth accelerations and maintain quality performance, all to meet customers' financial needs with excellent service. We aim to become a trusted and reliable sharia bank preferred by the people.

*Wabillahi Taufik Wal Hidayah
Wassalamu'alaikum Warahmatullahi Wabarakatuh.*

Jakarta, February 2024
On behalf of the Board of Directors



Yuli Melati Suryaningrum
President Director

Lukman Hadiwijaya
Director

Houda Muljanti
Director

Pranata
Director

Yuli Melati Suryaningrum
President Director

Ina Widjaja
Director



Approval from the Boards of Commissioners and Directors

Accountability of the 2023 Annual Report

We, the undersigned, hereby declare that all information in the Annual Report 2023 of PT Bank BCA Syariah has been disclosed completely and we are fully responsible for the accuracy of all contents of this Annual Report. This Annual Report also contains the Company's Financial Statements for the years ending 31 December 2023 and 31 December 2022.

This statement has been made truthfully.

Jakarta, February 2024

Board of Commissioners



Ratna Yanti

Independent President Commissioner



Inge Setiawati

Independent Commissioner



Rickyadi Widjaja

Commissioner

Board of Directors



Yuli Melati Suryaningrum

President Director



Ina Widjaja

Director



Houda Muljanti

Director



Pranata

Director



Lukman Hadiwijaya

Director



Embracing Sustainability

We support responsible production and the use of eco-friendly materials. Additionally, we encourage the empowerment of female MSME owners to drive a sustainable economy. Our concern for sustainability is evident in our clothing as presented in the picture herein.

Wardrobe by Ageman Ecoprint


ECO
Eco Print

We use nature-inspired patterns, such as cosmos caudatus leaves, yerba plants, castor oil leaves, frangipani flowers, pine leaves, and grapes.


Eco Dye

We use natural dyes from Indigofera and curcuma domestica (turmeric) plants.



Natural Fabric

Our clothing is made of 100% natural fiber.



Zero Waste

Waste is reused for the painting, crafts, and organic fertilizerorganic.





Company Profile





General Information

Name:

PT Bank BCA Syariah

Acronym:

BCAS

Business Type:

**Sharia
Commercial Bank**

Share Ownership:

PT Bank Central Asia Tbk

99.99995%

PT BCA Finance

0.00005%

Company Status:

Private Company

Establishment Date:

2 March 2010

Operational Date:

5 April 2010

Legal Basis for Establishment:

Deed of Resolution Statement Outside the PT Bank UIB Meeting No. 49 dated 16 December 2009, which was made before Notary Pudji Rezeki Irawati, S.H., in Jakarta, and was approved by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision No. AHU-01929. AH.01.02 dated 14 January 2010, entitled Approval of the Deed of Amendment to the Company's Articles of Association. The Decision has been promulgated through Addendum to the State Gazette of the Republic of Indonesia No. 23 dated 20 March 2012.



Bank Code:
536

Issued and Fully
Deposited Capital:
Rp2,255,183,207,000

Number of Employees
771
permanent and contract
employees

Swift Code:
SYCAIDJ1

Authorized Capital:
Rp5,000,000,000,000

Number of Branches
76
branches

Contact:
HaloBCA 1500888
halobcasyariah@bca.co.id

Website:
www.bcasyariah.co.id

Head Office Address:
PT Bank BCA Syariah
Jl. Jatinegara Timur No.72
East Jakarta 13310
(+62 21) 8190072
8505030, 8505035

> 19,047
BCA ATMs

> Hundreds of thousands of
EDC machines



Brief History of BCAS

On 12 June 2009, BCA acquired PT Bank Utama Internasional (Bank UIB) through Acquisition Deed No. 72. BCA renamed it PT Bank BCA Syariah and changed its business activities to provide sharia banking solutions through the Deed of Amendment to the Articles of Association No. 49 dated 16 December 2009. The Indonesian Ministry of Law and Human Rights ratified the deed on 14 January 2010. Furthermore, one share was sold to PT BCA Finance (BCA Finance), which means that BCAS share ownership was 99.996% owned by BCA and 0.004% owned by BCA Finance at the time.

On 2 March 2010, BCAS received permission from the Governor of Bank Indonesia to transition from a conventional bank to a sharia commercial bank. The permission was confirmed through BI Governor Decision No. 12/13/KEP.GBI/DpG/2010. Since 5 April 2010, BCAS has been operating officially as a sharia commercial bank. To strengthen its capital structure and

support the growth of its assets, as well as contribute to the national banking architecture through banking consolidation, BCAS merged with PT Bank Interim Indonesia, previously known as PT Bank Rabobank International Indonesia ("Bank Interim") on 10 December 2020.

As BCAS's operations intensified, as of the end of 2023, we had provided services to around 530,839 funding customers and 11,492 financing customers through our 76 branches, consisting of 14 branch offices, 18 sub-branch offices, and 44 sharia service unit sub-branch office. Our branches are spread across various regions, including Jakarta, Bogor, Depok, Tangerang, Bekasi, Bandung, Semarang, Solo, Yogyakarta, Surabaya, Malang, Kediri, Pasuruan, Palembang, Lampung, Medan, Banda Aceh, and Makassar. In addition to our branches, customers can also access sharia services through 100 BCA Commercial Bank Sharia Service (LSBU) units throughout Java.

BCAS's Vision, Missions, and Values

To Become a Trusted and Reliable Sharia Bank Preferred by the People.

Vision



This vision holds the following meaning:

- All BCAS employees are dedicated to making BCAS a trusted and reliable bank by offering quality and trustworthy products, services, and human resources.
- By becoming a trusted and reliable bank, BCAS aims to become the people's preferred bank, ultimately contributing to the achievement of BCAS's dream of playing a role in the Indonesian economy.

Missions



- To develop reliable human resources and infrastructure as a provider of sharia-compliant financial services in order to understand our customers' needs and provide better services accordingly.
- To establish a sharia-compliant financial institution that excels in payment settlement, fund collection, and financing for businesses and individual customers.

BCAS's Vision, Missions, and Values are confirmed in the Decision of the Board of Directors No. 011/SK/DIR/2017 dated 4 April 2017 concerning the Vision, Missions, and Values of BCA Syariah and the Decision of the Board of Directors No. 051/SK/DIR/2017 dated 3 November 2017 concerning the Vision, Mission, and Values Development of BCA Syariah.

The Board of Commissioners' and Directors' Review of BCAS's Vision and Missions

BCAS regularly reviews its Vision and Missions to ensure they align with the Bank's future developments and challenges. Moreover, BCAS consistently communicate its Vision and Missions to all levels of the organization.

Corporate Culture and Values

BCAS has established a work culture by instilling certain values that act as a moral foundation and guide the behaviour of every employee. The BCAS values system was developed with the belief that to achieve its vision and missions, BCAS requires people who adhere to a specific set of values. The BCAS value system comprises four core values, abbreviated as TRIP: Teamwork, Responsibility, Integrity, and Professionalism.

Teamwork

It is defined as interaction and synergy based on understanding oneself and others to achieve organizational goals. It comprises three key behaviours:

- Understand
- Interact
- Synergy

Integrity

It implies a firm attitude to uphold honesty, commitment, and transparency to build customer trust. It has three key behaviours:

- Honest
- Commit
- Transparent

Responsibility

It indicates carrying out roles and tasks with complete attention and care to meet specific customer expectations and needs. It encompasses three key behaviours:

- Act
- Aware
- Serve Sincerely

Professional

It refers to the practice of projecting a positive image, attitude, and competency that are consistently improved to become better at carrying out roles and tasks performance in order to improve BCAS's reputation. It comprises three key behaviours:

- Appearance
- Competence
- Continuous Improvement

Milestones





Business Activities

BCAS engages in collecting funds, disbursing financing, and providing banking services in accordance with sharia principles. As per Article 3 of the Deed of Resolution Statement Outside the PT Bank UIB Meeting No. 49 dated 16 December 2009, the Company's objective is to operate in the banking sector based on sharia law. BCAS's articles of association outline the scope of its business activities as follows:

1. Collecting funds through current accounts, savings, or other similar products based on *wadiah* (custodian) or other sharia-compliant contracts.
2. Collecting investment funds through deposits, savings, or other similar products based on *mudharabah* (single-party fund contribution for profit-sharing cooperation) or other sharia-compliant contracts.
3. Distributing profit-sharing financing based on *mudharabah*, *musyarakah* (multiple-party fund contribution for profit-sharing cooperation), or other sharia-compliant contracts.
4. Distributing financing based on *murabahah*, *salam* (payment in advance), *istishna* (payment at any time), or other sharia-compliant contracts.
5. Distributing financing based on *qardh* (interest-free loans) or other sharia-compliant contracts.
6. Distributing financing for movable or immovable property rental based on an *ijarah* (leasing) contract or distributing financing for hire purchase agreement based on *ijarah muntaiya bittamlik* (hire purchase) or other sharia-compliant contracts.
7. Taking over debt based on *hawalah* (obligation transfer) or other sharia-compliant contracts.
8. Offering sharia-compliant debit and credit cards.
9. Buying, selling and providing deductible guarantee for third-party securities issued based on actual transactions and sharia-compliant contracts, including *ijarah*, *musyarakah*, *mudharabah*, *murabahah*, *kafalah*, or *hawalah*.
10. Buying government or Bank Indonesia-issued securities in compliance with sharia law.
11. Receiving payments from bills on securities and making calculations with a third party or between third parties under sharia law.
12. Offering services of holding assets on behalf of another party according to a sharia-compliant contract.
13. Offering a safe storage facility for storing assets and securities in accordance with sharia law.
14. Transferring money based on sharia law, either for the Bank's or customers' benefit.
15. Acting as a trustee based on a *wakalah* contract.
16. Providing sharia-compliant Bank Guarantee facilities.
17. Carrying out other activities common in the banking and social sectors that are in compliance with sharia law as well as Indonesian laws and regulations.
18. Carrying out capital market activities that are in compliance with sharia law as well as Indonesian laws and regulations.
19. Offering sharia-compliant electronic banking products.
20. Providing other sharia Commercial Bank products or carrying out other sharia Commercial Bank business activities according to sharia law.

Business Activities

Based on BI Governor Decision No. 12/13/ KEP.GBI/ DpG/2010 dated 2 March 2010 on Approval for Converting a Conventional Commercial Bank into a Sharia Commercial Bank, BCAS began to operate on 5 April 2010 with the following business activities:

1. Collecting money based on the *wadiah* (custodian) and *mudharabah* (profit sharing) principles through savings, current accounts, and deposits.
2. Distributing (direct and indirect) financing based on *murabahah* (selling and buying), *mudharabah/musyarakah* (profit sharing) and *ijarah muntaiya bittamlik* – IMBT (hire purchase) principles.
3. Providing sharia-compliant banking services.

Products and Services

Our product and service solutions can be categorized into savings products, financing products, electronic banking services, and non-electronic banking services.



Savings

- Tahapan iB
- Tahapan Rencana iB
- Tahapan Mabur iB
- Simpanan Pelajar (SimPel) iB
- Giro iB



Financing

- KPR iB
- KKB iB
- EMAS iB
- Pembiayaan Umrah iB
- Pembiayaan Modal Kerja iB
- Pembiayaan Investasi iB
- Pembiayaan Rekening Koran Syariah iB
- Pembiayaan Anjak Piutang iB
- Bank Guarantee



Electronic Banking Services

- BCA Syariah Mobile
- Klik BCA Syariah
- BCA Syariah Debit Cards
- BCA ATMs and EDC machines
- Flazz BCA Syariah
- QR payment
- Online Account Opening



Banking Services

- Receiving Hajj Pilgrimage Fee Deposits
- Money transfers (retail and RTGS)
- Local and Intercity Clearing
- Virtual Account
- Safe Deposit Box (SDB)
- Payroll services
- Bank reference
- Payment collection

Note: More detailed information on our products and services as well as the benefits is accessible at www.bcasyariah.co.id

Business Area Map and Branch Locations



- | | | |
|---------------------------------|---------------------------------|-------------------------------------|
| ● 1. KC JATINEGARA | ● 16. KCP ULS BINTARO UTAMA | ● 31. KCP ULS BINTARO |
| ● 2. KC MANGGA DUA | ● 17. KCP BEKASI | ● 32. KC BANDUNG |
| ● 3. KC SAMANHUDI | ● 18. KCP PASAR KRANJI | ● 33. KCP ULS ASIA AFRIKA |
| ● 4. KC SUNTER | ● 19. KCP ULS JUANDA BEKASI | ● 34. KCP ULS KOTA BARU PARAHYANGAN |
| ● 5. KCP KENARI | ● 20. KCP PONDOK GEDE | ● 35. KCP ULS CIMAHI |
| ● 6. KCP KELAPA GADING | ● 21. KCP CIKARANG SELATAN | ● 36. KCP ULS BUAH BATU BANDUNG |
| ● 7. KCP ULS TN ABANG | ● 22. KCP DEPOK | ● 37. KC SEMARANG |
| ● 8. KCP ULS METRO PONDOK INDAH | ● 23. KCP ULS MARGONDA DEPOK | ● 38. KCP ULS MAJAPAHIT |
| ● 9. KCP ULS PASAR MINGGU | ● 24. KCP CILEUNGSI | ● 39. KCP ULS PEMUDA SEMARANG |
| ● 10. KCP ULS TANJUNG PRIOK | ● 25. KCP ULS BOGOR | ● 40. KC SOLO |
| ● 11. KCP ULS MELAWAI | ● 26. KCP ULS CIMANGGIS | ● 41. KCP ULS SOLO SLAMET RIYADI |
| ● 12. KCP ULS GUDANG PELURU | ● 27. KCP ULS TANGERANG | ● 42. KCP ULS SINGOSAREN SOLO |
| ● 13. KCP ULS KEMANG MANSION | ● 28. KCP CILEDUG | ● 43. KC YOGYAKARTA |
| ● 14. KCP ULS PURI INDAH | ● 29. KCP PASAR ANYAR TANGERANG | ● 44. KCP ULS SUDIRMAN YOGYAKARTA |
| ● 15. KCP ULS PLUIT KENCANA | ● 30. KCP CIPUTAT (MCP) | |

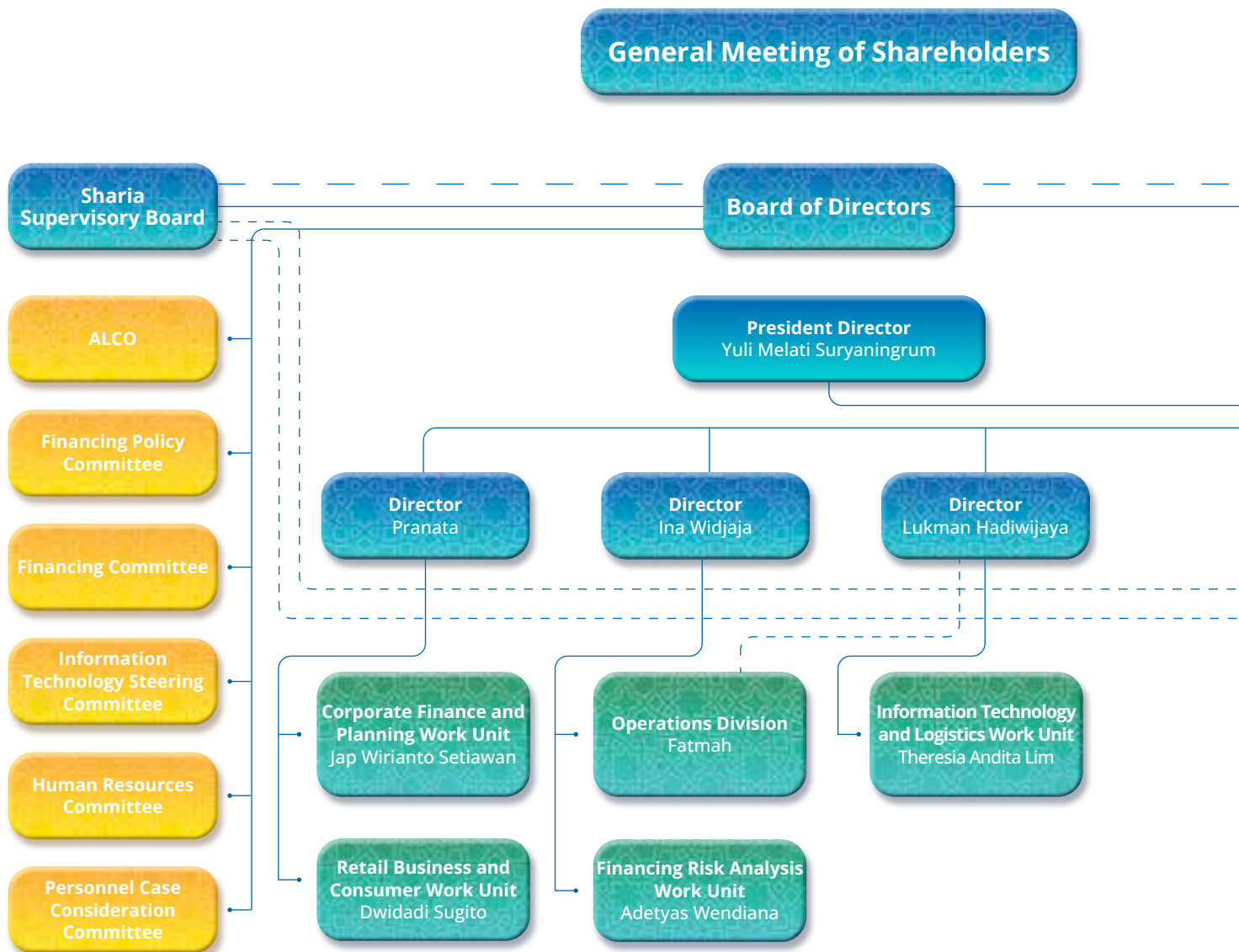


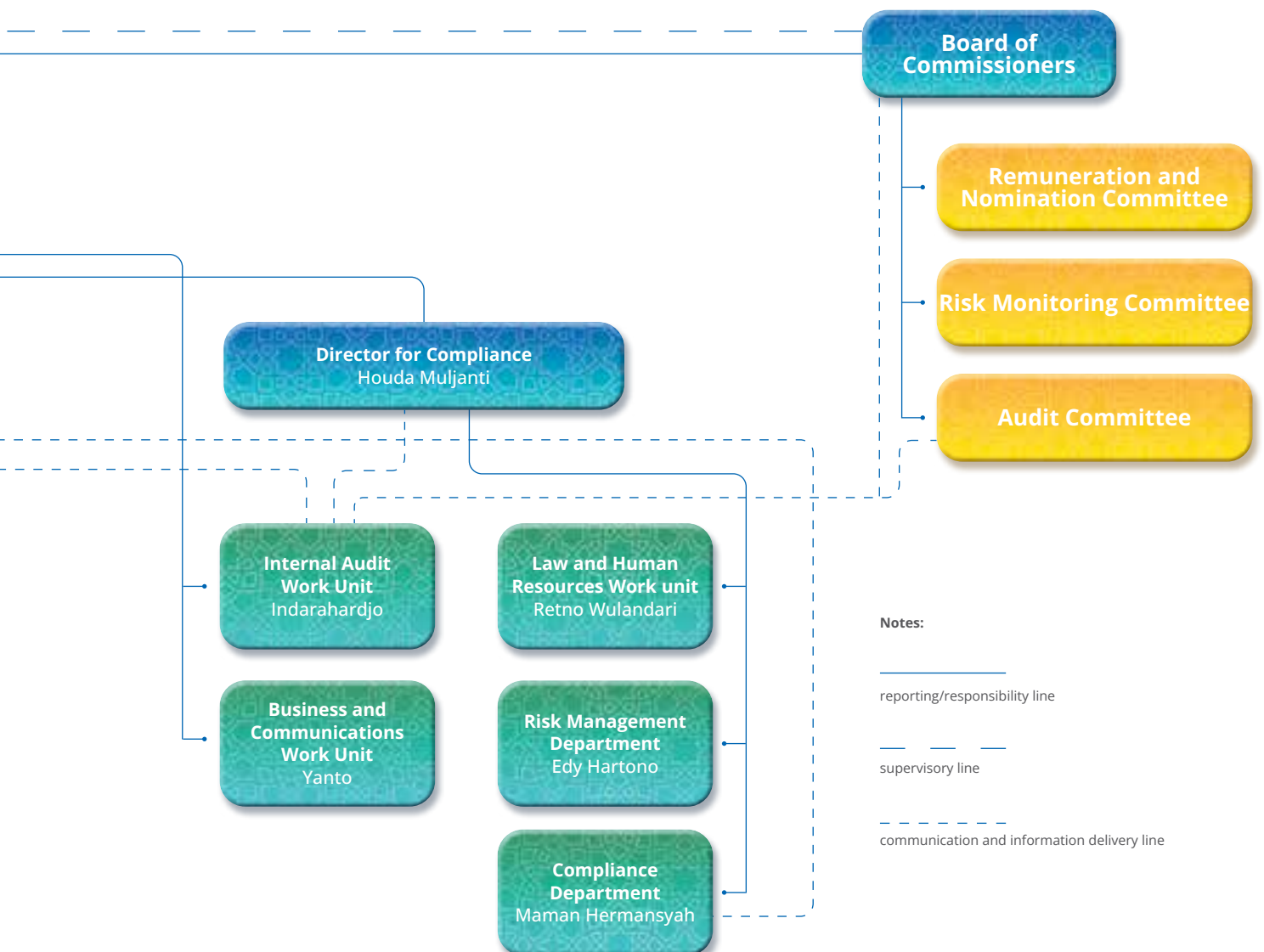
45. KCP ULS KUDUS	59. KCP ULS MOJOKERTO	74. KC BANDAR LAMPUNG
46. KCP ULS SRAGEN SOLO	60. KCP ULS KEPANJEN	75. KCP METRO LAMPUNG
47. KC SURABAYA	61. KCP KEDIRI	76. KC PANAKKUKANG
48. KCP ULS DARMO SURABAYA	62. KCP PASURUAN	
49. KCP ULS VETERAN	63. KCP ULS TAMAN PONDOK INDAH	
50. KCP ULS SIDOARJO	64. KCP SINGKONO	
51. KCP ULS KAPAS KRAMPUNG	65. KCP BANYUWANGI	
52. KCP ULS PONDOK CHANDRA	66. KC BANDA ACEH	
53. KCP ULS SEPANJANG	67. KCP LHOKESEUMAWE	
54. KCP ULS PERAK BARAT/ PUCANG ANOM	68. KCP ULS BIREUEN	
55. KCP ULS GEDANGAN	69. KC MEDAN (MDN)	
56. KCP ULS GRESIK	70. KCP ULS SETIABUDI MEDAN	
57. KCP MALANG	71. KC PALEMBANG	
58. KCP ULS PANDAAN	72. KCP ULS A RIVAI PALEMBANG	
	73. KCP ULS SUDIRMAN PALEMBANG	

As of 31 December 2023, BCAS had one head office and 76 branch (KC), sub-branch (KCP), and sharia service sub-branch (KCP ULS) offices. Further information about the locations of the head office and branches can be found in the Annex herein.

Organizational Structure

Based on the Board of Commissioners' Decision No. 001/SK/KOM/2023 dated 22 February 2022 regarding Approval for the Division of Duties and Responsibilities Between the Directors and the Master Organizational Framework of PT Bank BCA Syariah, BCAS's organizational structure as of 31 December 2023 is as follows:





Profile of the Board of Commissioners



Ratna Yanti

Independent President Commissioner

Nationality	Indonesia
Age	60 Years Old
Domicile	Surabaya

Educational Background

She obtained a Bachelor's degree in Psychology from the University of Surabaya (1987). In addition, she has participated in various in-country and overseas training programs. These include the Overseas Bankers Training Program organized by Wachovia in the US; Pacific RIMS Banker organized by the Foster School of Business, the Washington University in the US; the Strategic Marketing Program organized by the BCA Asian Institute of Management; the Strategic Management and Leadership Program organized by the BCA Australian Institute of Management; and other training sessions in credit, human resources, leadership, general banking, risk management, and sharia-compliant banking.

Legal Basis for Appointment

Ratna Yanti was appointed as the BCAS Independent President Commissioner at the AGMS dated 22 February 2023 for a term of office until the 2025 AGMS. The appointment plan was approved by OJK on 13 January 2023.

Work Experience

She previously served as an Independent Commissioner for BCAS (2020-2023). She had a successful career at BCA spanning from 1988 to 2018, where she held various strategic positions, including the Head of the Surabaya Regional Office (2015-2018), Head of the Semarang Regional Office (2011-2015), Head of the Balikpapan Regional Office (2010-2011), and head of several BCA main branch offices (Veteran, Darmo, and Indrapura) between 1997 and 2010. In addition, she was also entrusted as the Head of the BCA Representative Team during the acquisition of Bank Royal Indonesia and Rabobank International Indonesia (2019-2020).

Concurrent Positions

She currently does not hold concurrent positions at other banks, companies, or institutions, either as a Commissioner, Director, or Executive Official.

Affiliations

She has no familial, financial, or share ownership ties to any other Board of Commissioners members, Directors, or controlling shareholders.



Rickyadi Widjaja

Commissioner

Nationality	Indonesia
Age	60 Years Old
Domicile	Jakarta

Educational Background

He obtained a Bachelor of Commerce degree from Deakin University in Melbourne, Australia in 1989 and has completed several in-country and overseas training programs, including courses in leadership, general banking, sharia banking, risk management, and corporate finance.

Legal Basis for Appointment

Rickyadi Widjaja was appointed as a Commissioner for BCAS at the AGMS on 22 February 2023 for a term of office until the 2025 AGMS. The appointment plan was approved by OJK on 13 January 2023.

Work Experience

He previously served as a Director for BCAS (2018-2023). Prior to joining BCAS, he built his career at BCA from 1989 to February 2018, holding multiple managerial roles such as the Head of Credit Risk Analysis Group, Head of Credit Sub Division for Commercial and Retail, and Deputy Head of Commercial Credit Division.

Concurrent Positions

He currently does not hold concurrent positions at other banks, companies, or institutions, either as a Commissioner, Director, or Executive Official.

Affiliations

He has no familial, financial, or share ownership ties to any other Board of Commissioners members, Directors, or controlling shareholders.



Inge Setiawati

Independent Commissioner

Nationality	Indonesia
Age	56 Years Old
Domicile	Jakarta

Educational Background

She has a Master's degree in Management from the University of Indonesia, which she earned in 2000. She also has a degree in Architectural Engineering from the Bandung Institute of Technology, obtained in 1990. She attended various executive training programs, including Digital Awareness for Executives in 2018, Risk Management Certification in 2015, as part of the Asean Global Leadership Development Program at Cheung Kong Graduate School of Business in Beijing in 2013, Operational Risk Management at Euromoney in Hong Kong in 2022, Executive Development Program at the Australian Institute in Perth in 2001, and other training programs in the areas of leadership, general and sharia-compliant banking, credit/financing, and risk management.

Legal Basis for Appointment

Inge Setiawati was appointed as an Independent Commissioner at the AGMS on 22 February 2023. The term of office is until the 2025 AGMS. OJK approved the appointment plan on 7 February 2023.

Work Experience

Previously, she served as the Head of the BCA Corporate Social Responsibility Work Unit from 2016 to 2022. Prior to that, she was the Corporate Secretary of BCA from 2011 to 2016 and held branch leader positions at several BCA main branch offices.

Concurrent Positions

She currently does not hold concurrent positions at other banks, companies, or institutions, either as a Commissioner, Director, or Executive Official.

Affiliations

She has no familial, financial, or share ownership ties to any other Board of Commissioners members, Directors, or controlling shareholders.

Profile of the Board of Directors



Yuli Melati Suryaningrum

President Director

Nationality	Indonesia
Age	48 Years Old
Domicile	Jakarta

Educational Background

She obtained a Master of Management from Prasetiya Mulya School of Business and Economics in 2004 and Bachelor's Degree in Agriculture from IPB University in 1996. She has also completed several in-country and overseas executive training programs. For instance, she has attended training courses on Sustainable Finance & Renewable Energy Technology in Germany, Agile Leadership & Strategic Vision in Jakarta, and Change Management in Jakarta. Additionally, she has participated in other training programs in leadership, management, financing, sustainable finance, general and sharia-compliant banking, and risk management.

Legal Basis for Appointment

Yuli Melati Suryaningrum was officially appointed as the President Director of BCAS during the EGMS on 19 May 2021. The appointment plan was approved by OJK on 6 May 2021. The latest appointment was made during the AGMS on 11 March 2022, and her term of office will last until the 2025 AGMS.

Work Experience

Before joining BCAS, she built her career at PT BCA Tbk (1996-2021) and held various strategic positions, including Head of Group Corporate Banking & Finance (2018-2021).

Concurrent Positions

She currently does not hold concurrent positions at other banks, companies, or institutions, either as a Commissioner, Director, or Executive Official.

Affiliations

She has no familial, financial, or share ownership ties to any other Board of Commissioners members, Directors, or controlling shareholders.



Houda Muljanti

Director for Compliance

Nationality	Indonesia
Age	56 Years Old
Domicile	Jakarta

Educational Background

She obtained a Master of Management from Prasetya Mulya School of Business and Economics in 2005, followed by a Bachelor of Laws in Economics from the University of Indonesia in 1990. She has also participated in several in-country and overseas training programs, including the GALLUP Accelerated Strengths Coaching Course, the Financial Inclusion Summit Asia 2017, and other training programs in human resources, risk management, and sharia-compliant banking organized by PT BCA Tbk, Karim Consulting Indonesia, and Gapura Prima Sejati.

Legal Basis for Appointment

Houda Muljanti was appointed as a Director at BCAS during the AGMS on 15 March 2016, and the appointment plan was approved by OJK on 24 September 2016. The latest appointment was at the AGMS on 11 March 2022 for a term of office until the 2025 AGMS.

Work Experience

She had a career at BCA before joining BCAS, where she held various managerial positions. She was the Head of the Human Capital Strategy and Solution Sub Division from 2012 to 2016, Head of the HR Management Sub Division from 2006 to 2012, and Head of the HR Policy Development Bureau from 2001 to 2006. She also served as a Commissioner at PT Sentul Damai Resort from 2012 to 2016, PT SQ Center Indonesia from 1993 to 2001, and the Japan International Cooperation Agency from 1991 to 1993.

Concurrent Positions

She currently does not hold concurrent positions at other banks, companies, or institutions, either as a Commissioner, Director, or Executive Official.

Affiliations

She has no familial, financial, or share ownership ties to any other Board of Commissioners members, Directors, or controlling shareholders.



Ina Widjaja

Director

Nationality	Indonesia
Age	57 Years Old
Domicile	Jakarta

Educational Background

She obtained a Master's Degree in Management from Prasetya Mulya University in 2007 and a Bachelor's Degree in Economics from Trisakti University in 1989. She has participated in various executive training programs, including "What is Wrong with Data" in Jakarta, "Digital Factory" in Jakarta, and "Social Engineering Awareness" in Jakarta, as well as other training programs in leadership, general and sharia-compliant banking, credit/financing, and risk management.

Legal Basis for Appointment

Ina Widjaja was appointed a Director at BCAS during the AGMS on 22 February 2023 for a term of office until the 2025 AGMS. The appointment plan was approved by OJK on 7 February 2023.

Work Experience

Before serving as a Director at BCAS, she served as a Commissioner for BCAS (2022-2023). Before joining BCAS, she served as an Advisor at BCA Digital (October 2021 - February 2022) and had a career at PT BCA Tbk (1990-2021) holding various strategic positions including as Head of Commercial and SME Credit Risk Analysis Group (2018-2021) and Head of KCU Asemka (2016-2018).

Concurrent Positions

She currently does not hold concurrent positions at other banks, companies, or institutions, either as a Commissioner, Director, or Executive Official.

Affiliations

She has no familial, financial, or share ownership ties to any other Board of Commissioners members, Directors, or controlling shareholders.



Pranata

Director

Nationality	Indonesia
Age	47 Years Old
Domicile	Bekasi

Educational Background

He completed his education at Persada Indonesia University in Jakarta in 2002 and the Bandung Institute of Technology in 1998, majoring in Informatics Engineering. Additionally, he has completed multiple training programs in general banking, sharia-compliant banking, risk management, corporate finance, and leadership.

Legal Basis for Appointment

Pranata was appointed as a Director at BCAS during the AGMS on 6 March 2019 and approved by OJK on 24 September 2019. The latest appointment was made during the AGMS on 11 March 2022 for a term of office until the 2025 AGMS.

Work Experience

Before serving as a Director, he was the Head of the BCAS Finance and Corporate Planning Work Unit from 2010 to 2019. He also pursued a career at Bank Danamon from 2002 to 2010, holding various managerial positions, including as SAVP Financial and Control Team Leader for the Bank Danamon Sharia Business Unit from 2009 to 2010, Business Planning Head for The Bank Danamon SEMM DSP from 2006 to 2009, and Portfolio Management Head for the Bank Danamon CMM DSP from 2004 to 2006.

Concurrent Positions

He currently does not hold concurrent positions at other banks, companies, or institutions, either as a Commissioner, Director, or Executive Official.

Affiliations

He has no familial, financial, or share ownership ties to any other Board of Commissioners members, Director, or controlling shareholders.



Lukman Hadiwijaya

Director

Nationality	Indonesia
Age	55 Years Old
Domicile	Jakarta

Educational Background

He obtained a Bachelor's Degree in Electrical Engineering from Satya Wacana Christian University in 1992. He has also participated in several in-country and overseas executive training programs, such as "Digital Currency" in Jakarta, "Digital Factory" in Jakarta, "Social Engineering Awareness" in Jakarta, and "Mobile World Congress" in Spain. Additionally, he has received other training courses related to leadership, general and sharia-compliant banking, and risk management.

Legal Basis for Appointment

Lukman Hadiwijaya was appointed as a Director at BCAS during the AGMS on 11 March 2022 for a term of office until the 2025 AGMS. The appointment plan was approved by OJK on 8 March 2022.

Work Experience

Before joining BCAS, he had a career at PT BCA Tbk (1992-2022) and held various strategic positions, including Group Head of the Application Management (2020-2022) and Head of the Enterprise Security Work Unit (2014-2020).

Concurrent Positions

He currently does not hold concurrent positions at other banks, companies, or institutions, either as a Commissioner, Director, or Executive Official.

Affiliations

He has no familial, financial, or share ownership ties to any other Board of Commissioners members, Directors, or controlling shareholders.

Changes in the Composition of the Boards of Commissioners and Directors

During the reporting period of 2023, some changes were made to the composition of the Boards of Commissioners and Directors. However, it should be noted that the composition of the Boards of Commissioners and Directors remained the same after the financial year ended until the deadline for submitting the Annual Report.

As of the End of 2022		As of the End of 2023	
Board of Commissioner			
Independent President Commissioner	: Tantri Indrawati	Independent President Commissioner	: Ratna Yanti
Independent Commissioner	: Ratna Yanti	Independent Commissioner	: Inge Setiawati
Commissioner	: Ina Widjaja	Commissioner	: Rickyadi Widjaja
Board of Director			
President Director	: Yuli Melati Suryaningrum	President Director	: Yuli Melati Suryaningrum
Director	: Rickyadi Widjaja	Director	: Ina Widjaja
Director	: Pranata	Director	: Pranata
Director	: Lukman Hadiwijaya	Director	: Lukman Hadiwijaya
Director for Compliance	: Houda Muljanti	Director for Compliance	: Houda Muljanti

Profile of the Sharia Supervisory Board



Fathurrahman Djamil

Chairman of the Sharia Supervisory Board

Nationality	Indonesia
Age	63 Years Old
Domicile	South Tangerang

Educational Background

He obtained his Bachelor's and Master's Degrees in Sharia Science from the Syarif Hidayatullah State Islamic Institute (IAIN) in Jakarta. He pursued his Doctoral Program (PhD) in Islamic Studies at McGill University in Canada in 1992. He obtained a Doctorate in Islamic Legal Theory from the Syarif Hidayatullah State Islamic University (UIN) in Jakarta in 1994. He actively participates in various training workshops and forums organized by BCAS, DSN MUI, and the International Shariah Research Academy for Islamic Finance.

Legal Basis for Appointment

Fathurrahman Djamil was appointed as the Chairman of the BCAS Sharia Supervisory Board based on PT Bank UIB Shareholders' Decision dated 29 July 2009. The appointment was approved by Bank Indonesia on 2 March 2010. The latest appointment was made during the AGMS on 11 March 2022 for a term of office until the 2025 AGMS.

Work Experience

He has extensive experience in sharia science as a practitioner and academic. He has been serving as the Deputy Chair of the National Sharia Council – Indonesian Ulema Council (DSN-MUI) since 2000 and has worked as a lecturer at several state and private universities. He has also served on the Sharia Supervisory Board of several financial institutions.

Concurrent Positions

Apart from being Chairman of the BCAS Sharia Supervisory Board, he also serves as Chairman of the Sharia Supervisory Boards at PT Adira Dinamika Multi Finance Tbk (a financial company), PT AIA Financial (an insurance company), and PT Sun Life Financial Indonesia (an insurance company). He is also a member of the Sharia Supervisory Board at PT Bank CIMB Niaga Tbk (a commercial bank).

Affiliations

He has no familial, financial, or share ownership ties to any other Board of Commissioners members, Directors, or controlling shareholders.



Sutedjo Prihatono

Member of the Sharia Supervisory Board

Nationality	Indonesia
Age	54 Years Old
Domicile	South Tangerang

Educational Background

He obtained his Master's Degree in Management from Binus Business School in 2014 and a Bachelor's Degree in Management Economics from Krisnadipayana University in 1993. He has undergone various training programs, including those related to selling skills, service excellence, accounting, financing analysis, and general Islamic banking.

Legal Basis for Appointment

Sutedjo Prihatono was appointed as a member of the BCAS Sharia Supervisory Board during the AGMS on 4 March 2015. The appointment was approved by OJK on 18 May 2015. He was lastly appointed during the AGMS on 11 March 2022 for a term of office until the 2025 AGMS.

Work Experience

He had previously served as a member of the Audit Committee and Risk Monitoring Committee of BCAS since 2010 before joining the Sharia Supervisory Board. In addition, he had a successful career at Karim Consulting Indonesia as a Non-Consulting Director from 2004 to 2015. Prior to that, he worked as a Senior Corporate Banker from 2001 to 2004 and the Head of Human Resources from 1996 to 2001 at Bank Muamalat Indonesia. He has extensive experience as a teacher and is in charge of various training programs related to sharia-compliant banking.

Concurrent Positions

In addition to serving as a member of the BCAS Sharia Supervisory Board, he also sits as a member on the Sharia Supervisory Board of BPRS HIK in Ciledug (a commercial bank).

Affiliations

He has no familial, financial, or share ownership ties to any other Board of Commissioners members, Directors, or controlling shareholders.

Profile of the Executives

No	Name	Position	Latest Education
1	Adetyas Wendiana	Head of the Financing Risk Analysis Work Unit	A Master's Degree in Economics, University of Indonesia
2	Jap Wirianto Setiawan	Head of the Corporate Finance and Planning Work Unit	A Bachelor's Degree in Accounting from the University of Tarumanegara; Indonesian Management Educational Institute
3	Dwidadi Sugito	Head of the Retail Business and Consumer Work Unit	A Master's Degree in Management from the Prasetya Mulya University
4	Edy Hartono	Head of the Risk Management Department	A Bachelor's Degree in Civil Engineering from the Atma Jaya University in Yogyakarta
5	Fatmah	Head of the Operations Division	A Bachelor's Degree in Economics from the Jayabaya University
6	Indarahardjo	Head of the Internal Audit Work Unit	A Bachelor's Degree in Economics from the University of Jenderal Soedirman in Purwokerto
7	Maman Hermansyah	Head of the Compliance Department	A Bachelor's Degree in Mathematics and Natural Sciences from the Padjadjaran University
8	Retno Wulandari	Head of the Law and Human Resources Work unit	A Bachelor's Degree in Economics and Resources from the IPB University
9	Theresia Andita Lim	Head of the Information Technology and Logistics Work Unit	A Bachelor's Degree in Civil Engineering from the University of Tarumanegara
10	Yanto	Head of the Business and Communications Work Unit	A Bachelor's Degree in Economics from the University of Persada Indonesia YAI in Jakarta
11	Merling Thiosanto	Head of the Jatinegara Branch Office	Diploma from the Saint Mary Secretarial Academy
12	Whira Rahman	Head of the Mangga Dua Branch Office	A Bachelor's Degree in Economics from the Padjadjaran University
13	The Ardian Prabowo	Head of the Samanhudi Branch Office	A Bachelor's Degree in Economics from the University of Tarumanegara
14	Ismeijati	Head of the Sunter Branch Office	A Bachelor's Degree in General Civil Law from the University of Sebelas Maret
15	Chandra Winata	Head of the Surabaya Branch Office	A Bachelor's Degree in Accounting from UPN Surabaya
16	Maria Henni Wati Damanik	Head of the Semarang Branch Office	A Bachelor's Degree in Civil Law from the Pekalongan University
17	Lily Yulianti	Head of the Bandung Branch Office	A Bachelor's Degree in Economics from the Indonesia Membangun Economic School
18	Sabar Purnomo	Head of the Solo Branch Office	A Bachelor's Degree in Management from the University of Sebelas Maret
19	Dian Sukmawati	Head of the Yogyakarta Branch Office	A Bachelor's Degree in Economics and Development from the University of Diponegoro 74
20	Albert Angkasa	Head of the Medan Branch Office	A Bachelor's Degree in Engineering Physics from the Bandung Institute of Technology
21	Abadi Nugroho Yanuarkus	Head of the Palembang Branch Office	A Bachelor's Degree in Agricultural Technology from the Brawijaya University
22	Heri Hermawan	Head of the Banda Aceh Branch Office	A Bachelor's Degree in Management from the University of Amir Hamzah in Medan
23	Herlina Widjaja	Head of the Panakkukang Branch Office	A Master's Degree in Management, Hasanuddin University

Human Resource Management

Number of Employees

As of 31 December 2023, BCAS had 771 (permanent and contract) employees. The number of employees based on organizational level, educational background, employment status, length of service, age group, and gender group is as follows:

Number of Employees Based on the Organizational Level

Organization Level	2023		2022		2021	
	Total	%	Total	%	Total	%
Executive Officer	23	3.0%	23	3.5%	23	3.7%
Manager	24	3.1%	23	3.5%	19	3.1%
Staff	724	93.9%	616	93.0%	180	29.3%
Other*	-	-	-	-	393	63.9%
Total	771	100.0%	662	100.0%	615	100.0%

*) Since 2022, there has been a change in job classification where "Other" is only for outsourced workers.

Number of Employees Based on Their Educational Background

Education Level	2023		2022		2021	
	Total	%	Total	%	Total	%
Post-graduate	40	5.2%	39	5.9%	28	4.6%
Bachelor	585	75.9%	463	69.9%	421	68.5%
Diploma	72	9.3%	74	11.2%	76	12.4%
Non-academy	74	9.6%	86	13.0%	90	14.6%
Total	771	100.0%	662	100.0%	615	100.0%

Number of Employees Based on Their Employment Status

Employment Status	2023		2022		2021	
	Total	%	Total	%	Total	%
Permanent	618	80.2%	519	78.4%	496	80.7%
Contract	153	19.8%	143	21.6%	119	19.3%
Total	771	100.0%	662	100.0%	615	100.0%

Number of Employees Based on Their Length of Service

Working Period	2023		2022		2021	
	Total	%	Total	%	Total	%
< 2 years	322	41.8%	238	36.0%	159	25.9%
2-5 years	141	18.3%	131	19.8%	188	30.6%
5-8 years	107	13.9%	119	18.0%	124	20.2%
>8 years	201	26.1%	174	26.3%	144	23.4%
Total	771	100.0%	662	100.0%	615	100.0%

Number of Employees Based on Age Groups

Age Group	2023		2022		2021	
	Total	%	Total	%	Total	%
<25 years old	88	11.4%	46	6.9%	36	5.9%
25-<35 years old	398	51.6%	344	52.0%	327	53.2%
35-<45 years old	179	23.2%	165	24.9%	146	23.7%
45-<55 years old	57	7.4%	59	8.9%	62	10.1%
>55 years old	49	6.4%	48	7.3%	44	7.2%
Total	771	100.0%	622	100.0%	615	100.0%

Number of Employees Based on Their Gender

Gender	2023		2022		2021	
	Total	%	Total	%	Total	%
Male	373	48.4%	317	47.9%	290	49.9%
Female	398	51.6%	345	52.1%	291	50.1%
Total	771	100.0%	662	100.0%	581	100.0%

Competence Development

Policy

We regard human resource capacity as our main asset, which is critical to our long-term business sustainability. We always encourage the development of each employee's abilities, including holding various competence development training in accordance with their functions and capacities. BCAS carries out human resource training and development by referring to the training and development methods while prioritizing equality and equal opportunities for all our employees. The employee training and development framework is prepared

and reviewed according to the company's needs and strategy from time to time.

Employee Competence Training and Development

BCAS conducted a total of 440 education and training sessions in 2023. These sessions were carried out through various methods, such as e-learning, online training, and face-to-face interactions. Each employee may participate in more than one training session. Therefore, the following data is presented based on the number of participants.

Number of Training Based on BCAS's Organizational Structure

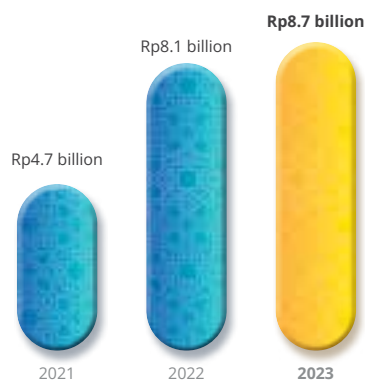
Position	2023		2022		2021	
	Total	%	Total	%	Total	%
Executive Officer	494	4%	445	8%	133	3.9%
Manager	3,540	30.5%	2,389	42.8%	1,319	38.7%
Staff	7,548	65.1%	2,730	48.9%	1,949	57.3%
Other	10	0.1%	15	0.3%	3	0.1%
Total	11,592	100.0%	5,579	100.0%	3,404	100.0%

Notes: Excluding the Management and committees under the Board of Commissioners

For information on education and training for the Board of Commissioners, Directors, Committees, Corporate Secretary, and Internal Audit Work Unit, please refer to the Corporate Governance section herein.

Training and Competence Development Expenses

During 2023, BCAS spent Rp8.7 billion in total on employee training and competence development. This reflects a 7.4% increase compared to the previous year. The increase in costs was partly due to a significant rise in training and competence development programs related to banking management, risk management, credit/treasury, and sustainable finance. Additionally, the Company utilized consultant services to provide assistance and transfer knowledge to our employees.



Composition of BCAS's Shareholders

Company Name	Total Shareholding	Percentage
PT Bank Central Asia Tbk	2,255,182,137	99.99995%
PT BCA Finance	1,070	0.00005%

Notes: BCAS Shareholders are all local institutions.



20 Largest Shareholders

As of 31 December 2022, PT Bank Central Asia Tbk is the largest BCAS shareholder.

Shareholders Owning More Than 5% of the Total Shares

As of 31 December 2022, no shareholders owning more than 5%, except BCA who is the controlling shareholder of BCAS.

Public Shareholders Owning Less Than 5% Each

As of 31 December 2022, no public shareholders owning <5% each.

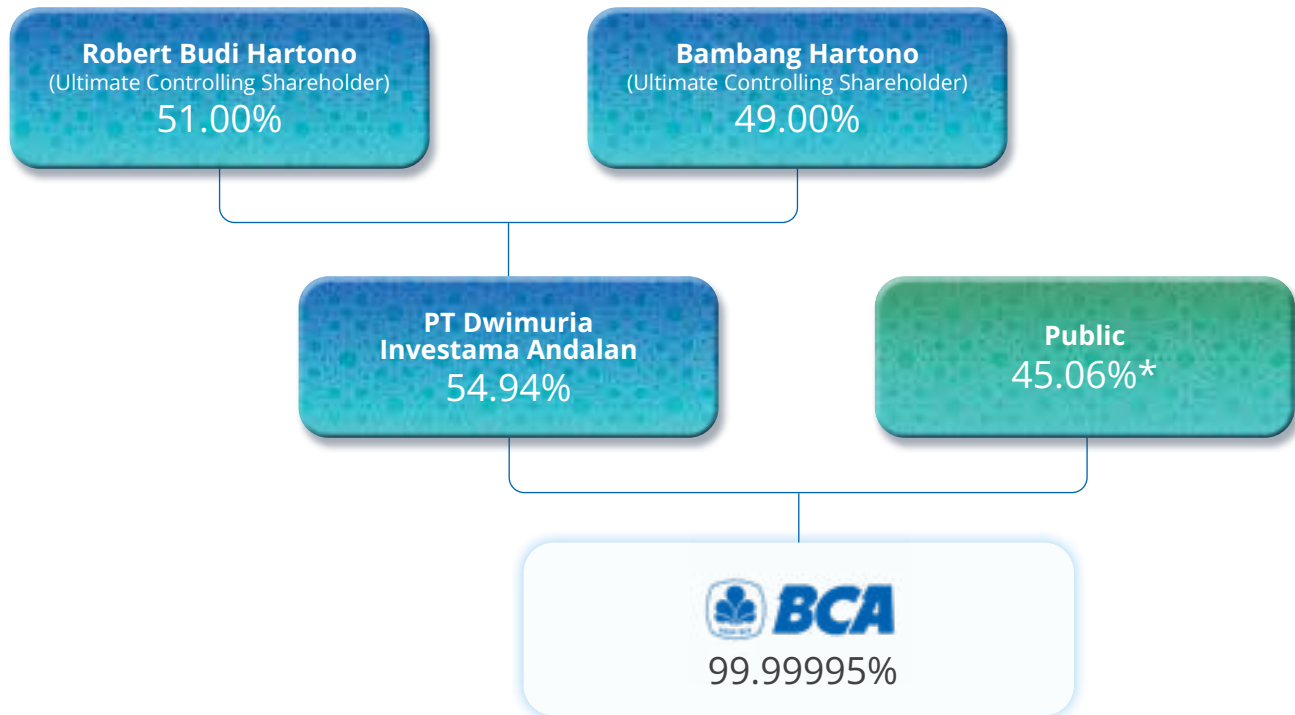
Board of Commissioners' and Directors' Share Ownership

As of 31 December 2022, no Commissioners and no Directors owning BCAS shares.

Composition of Domestic and International Share Ownership

Group	Composition
Individuals	
Local	0.0%
Foreign	0.0%
Institution	
Local	100.0%
Foreign	0.0%

Controlling Shareholders



Notes:



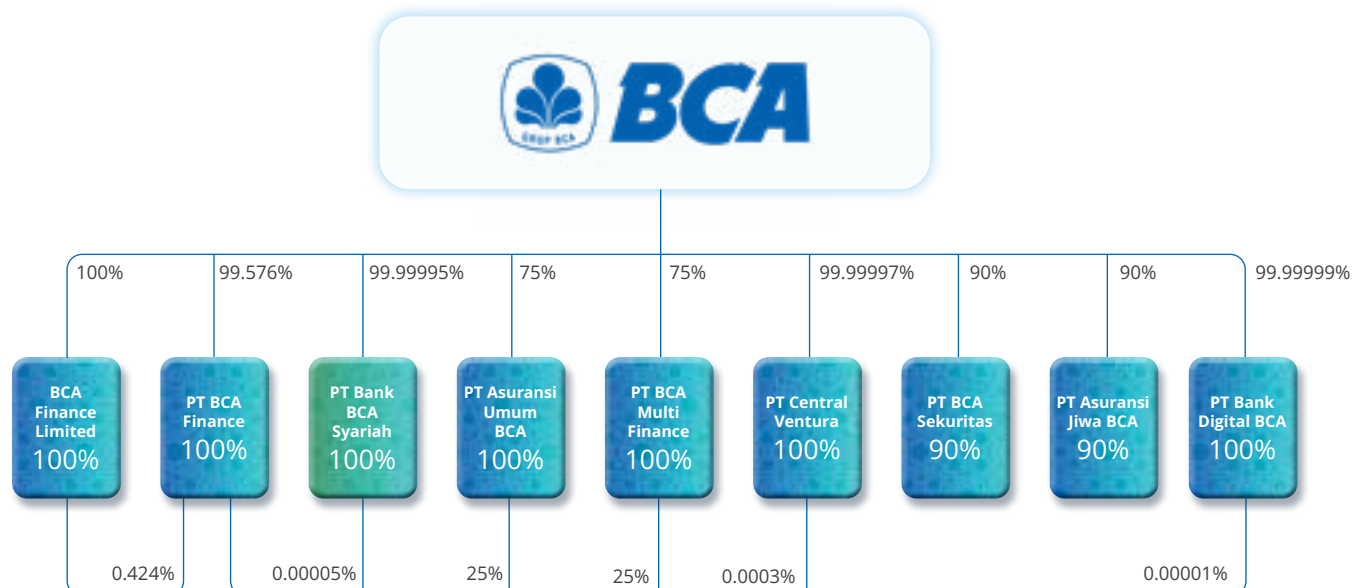
Controller



Line of Control

* In the composition of shares owned by the public as of 31 December 2023, 2.49% was owned by parties affiliated with PT Dwimuria Investama Andalan. Commissioners (excluding Independent Commissioners) and Directors own 0.15% of BCA shares.

Company Group Structure



Subsidiaries and Associated Entities

As of 31 December 2023, BCAS has no subsidiaries or associated entities. Therefore, there is no information to disclose regarding (1) the names of subsidiaries and/or associated entities, (2) the percentage of share ownership, (3) the business activities of subsidiaries and/or associated entities, and (4) the operational status of subsidiaries and/or associated entities.

Company-Supporting Institutions and Professionals

Kind of Institutions	Name	Period	Services
Public Accounting Firm	KAP Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Rekan	2023	Reviewing the performance of the Internal Audit Work Unit of PT Bank BCA Syariah (three-year periodic regulatory obligation)
Public Accounting Firm	KAP Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Rekan	2023	Reviewing the reliability of the SCV system in 2023
Public Accounting Firm	KAP Purwantono, Sungkoro & Surja	2023	Auditing Financial Statements of the year ending on 31 December 2023
Actuarial consultancy	Steven M & Mourits Actuarial Consulting Firm	2023	Actuarial consulting services

Kind of Institutions	Name	Period	Services
Consultancy	Karim Consulting Indonesia	2023	Conducting a study into BCA Syariah's product development
Consultancy	Trisakti Sustainability Center	2023	Facilitating the implementation of sustainable finance
Legal Consultancy	Sidabukke & Partners	2023	Legal services
Legal Consultancy	Siregar Setiawan Manulu Partnership (SSMP)	2023	Legal services
Legal Consultancy	Rumah Hukum	2023	Legal services
Legal Consultancy	Sidabukke Clan & Associates	2023	Legal services
Legal Consultancy	Abdul Hamid & Rekan	2023	Legal services
Independent Assessor	PT Cita Negeri Amanah	2023	Independent GCG assessment using the Adjusted ASEAN Corporate Governance Scorecard (ACGS) method

Association Membership

As of 31 December 2023, BCAS remains the member of the following associations:



Deposit Insurance Agency (LPS)



Indonesian Payment System Association (ASPI)



Financial Services Sector Alternative Dispute Resolution Body (LASPI)



National Commercial Bank Association (Perbanas)



Indonesian Sharia Bank Association (Asbisindo)



Communication Forum for Banking Compliance Directors (FKDKP)



Communication Forum for Banking Operations Director (FKDOP)



Indonesian Banker Association (IBI)



Indonesia Islamic Global Market Association (IIGMA)

Access to Company Information

BCAS is committed to being transparent and facilitating the wider community to obtain further information about the Company. To this end, we provide information about our product solutions, banking services, and other important details on our website, which is accessible at <https://www.bcasyariah.co.id>. People can also use the website's Contact feature to send suggestions, request information, apply for financing, and file complaints.

BCAS and Halo BCA have collaborated to simplify the process of accessing information, reporting issues and resolving problems. Customers can reach out to Halo BCA through the following channels:



BCAS is dedicated to fostering strong relationships with its customers and the general public through its creative, informative, and educational social media presence. The official social media accounts of BCAS are Instagram (@bca syariah.official), Facebook (BCA Syariah), and YouTube (BCA Syariah Official).

BCAS not only focuses on external communication but also ensures that internal communication channels intensively and effectively disseminate information on BCA Syariah. Effective internal communication facilitates the acceleration of processes and mechanisms in all departments, thereby contributing to BCA Syariah's overall performance. Several media are available for internal communication, including the MyBCA Syariah Portal, email, Microsoft Teams, internal events, and an internal Instagram account (@bcasberaniberubah).

Other Information

Share Listing

Since its establishment, BCAS has never engaged in share trading activities. Therefore, no information is available regarding the chronology of share listing on the Stock Exchange.

Other Securities Listings

As of 31 December 2023, BCAS has not listed or issued any other securities. Therefore, no information to disclose about the chronology of other securities listings.

Corporate Actions

In 2023, BCAS did not take any corporate actions like mergers, consolidations, acquisitions, share buybacks, bond buybacks, or stock splits.

Management Discussion and Analysis





Economic Overview

Global Economic Overview

According to the International Monetary Fund (IMF), the global economy still experienced a slowdown in 2023 with a projected growth set to reach only 3.1%, decreasing from 3.5% in 2022. This is mainly due to several factors, including the post-pandemic scarring effect, increased inflationary pressure caused by supply and demand imbalances, geopolitical tensions, and different structural challenges faced by major economies globally.

In 2023, there was an increase in benchmark interest rates in many countries as a result of the high inflation. This high inflation trend began in the second half of 2022 and started to decline in the second quarter of 2023. Major commodity prices also decreased over the past year, with over a 20% decline compared to 2022 prices. Coal saw the biggest decline at 63.78% YoY, followed by natural gas at 43.82% YoY and palm

oil at 15.75% YoY. The decline in commodity prices throughout 2023 was triggered by the normalization of the value chain of goods and services and slowing economic growth in the US and China.

Geopolitical tensions between several countries persist, such as the ongoing conflict between Ukraine and Russia. Additionally, the renewed conflict in the Middle East between Israel and Hamas continues. The relationship between the US and China is also volatile, adding colours to the geopolitical conditions in 2023, which are expected to persist into 2024.

Furthermore, there was a growing concern for environmental issues in 2023, influenced by El-Niño, which had occurred since April 2023. Such concerns had an impact on the dynamics of the global economy.

Overview of the National Economy

Indonesia's economy is reportedly in a better position than its peer countries. BPS-Statistics Indonesia projected that national economic growth would reach 4.94% by the end of the third quarter of 2023, while Bank Indonesia projects 2023 economic growth of 5.05%. This is a better figure when compared to economic growth in other countries. The growth had been driven by household consumption, investment, and positive contributions from government spending, while net exports continued to make a positive contribution despite a significant decline compared to its contribution in 2022.

Indonesia's Gross Domestic Growth (GDP) was boosted by the country's primary and secondary sectors, particularly mining, manufacturing, and construction. The national inflation was decreasing faster than projected and was expected to end at 2.6% in 2023, with a low core inflation rate of 1.8%. However,

inflation risks remained present, mainly in the food segment, which had increased 6.1% from the previous year due to the impact of El-Niño and protective policies from commodity-exporting countries, such as India's ban on rice exports.

Despite low inflation, Bank Indonesia maintained a high BI rate of 5.75% until September 2023. The rate increased to 6% in October 2023. Bank Indonesia's primary objective was to ensure the stability of the Rupiah exchange rate amid global uncertainties. Between August and October 2023, foreign fund outflow recorded US\$4.5 billion from the bond and stock markets, causing the Rupiah exchange rate to weaken to Rp15,940 in October 2023. However, the exchange rate gradually strengthened and reached Rp15,397 by the end of 2023, in line with The Fed's more favourable monetary policy outlook.

Overview of the Banking Industry

Between July and October 2023, the banking industry experienced consistent credit growth at 10.9% YoY. However, the liquidity position, as measured by the loan-to-deposit ratio, increased to 83.8% from 79% at the beginning of the year. This improvement was due to the slower growth of third-party funds at 3.7% YoY in October 2023 (compared to 8% YoY at the beginning of the year). Investment loans had the highest

growth of 12.3% Year-to-Date (YTD) from the end of 2022 until October 2023.

Meanwhile, according to OJK, Islamic banking assets grew by 11.1% in October 2023 compared to the same period the previous year, with a market share of 7.6%. This suggests an increase in public trust in Islamic banking.

Overview of BCAS's Operations by Business Segment

Along with the positive Islamic banking industry developments, BCAS experienced substantial growth in 2023. BCAS provided financing through different types of contracts tailored to meet its customers' specific needs. The total amount of financing disbursed was Rp9,013.6 billion, which was an increase of Rp1,427.6 billion compared to the previous year's amount of Rp7,585.9 billion.

In billion Rupiah, unless stated otherwise

Description	2023		2022		Growth	
	Nominal	Composition*	Nominal	Composition*	Nominal	%
<i>Murabahah</i> financing (sell and buy)	1,654.6	18.4%	1,346.8**	17.8%	307.8	22.9%
IMBT financing (lease purchase)	596.5	6.6%	402.8**	5.3%	193.7	48.1%
<i>Mudharabah</i> financing (profit sharing)	760.3	8.4%	508.1	6.7%	252.2	49.6%
<i>Musyarakah</i> financing	5,988.6	66.4%	5,297.4	69.9%	691.3	13.0%
<i>Qardh</i> financing	13.5	0.1%	30.8	0.4%	(17.4)	(56.3%)
Total financing	9,013.6	100.0%	7,585.9**	100.0%	1,427.6	18.8%

*) Percentage of total financing

**) Restatement due to changes in accounting treatment on *murabahah* financing and IMBT financing in 2023

Our efforts to provide financing solutions that meet the individual needs of our customers while reducing the risk of financing concentration are reflected in the diversified financing contracts we offer. As of December 2023, our contract portfolio comprised financing with different types of contracts, including *murabahah* (sale and purchase) financing, *ijarah*

muntahiya bittamlik (lease purchase) financing, *mudharabah* (profit sharing) financing, *musyarakah* financing, and *qardh* financing. BCAS financing in 2023 was particularly dominated by *musyarakah* contracts, which accounted for 66.4% of total financing, followed by *murabahah* contracts, which accounted for 18.4%.

Financial Performance Review

We evaluate our financial performance based on our financial statements for the years 2023 and 2022, presented herein. These financial statements have been audited by the Public Accounting Firm Purwantono, Sungkoro & Surja and received a fair opinion for all material aspects, our financial position as of 31 December 2023, and our financial performance and cash flows in 2023, per Indonesian Financial Accounting Standards.

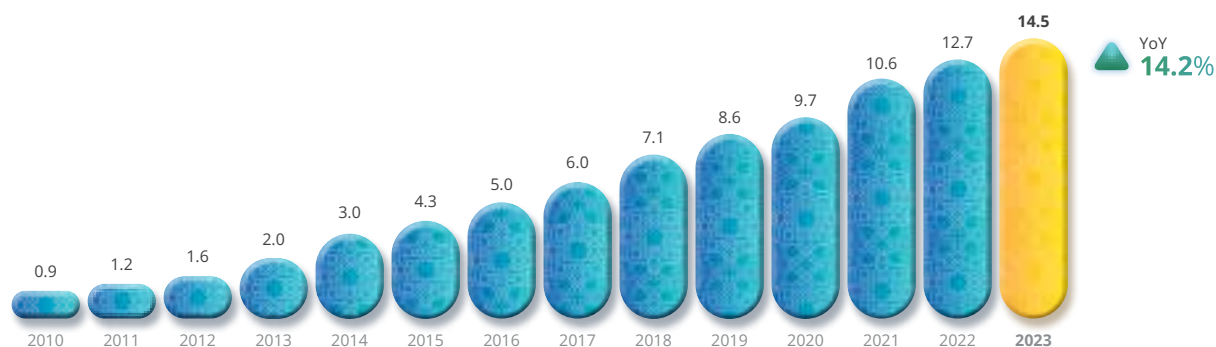
Statement of Financial Position

Assets

From the beginning until the end of 2023, BCAS's assets showed positive and stable growth. As of the end of December 2023, the asset position was recorded at Rp14,471.7 billion, which is an increase of 14.2% compared to the previous year, amounting to Rp12,669.9 billion. Since its establishment in 2010, BCAS has steadily increased its total assets. The average annual growth of our assets calculated from 2010 to 2023 (CAGR) is 24.1%.

Total Asset

in trillion rupiah



BCAS's asset growth mainly came from third-party funds, which we then allocated as productive assets such as financing and securities.

In billion Rupiah, unless stated otherwise

Description	2023		2022		Growth	
	Nominal	Composition*	Nominal	Composition*	Nominal	%
Earning assets	14.434,8	99,7%	12.679,1***	100,1%	1.755,7	13,8%
Placement with other banks	-	-	-	-	-	-
Current account and placement with Bank Indonesia	1.056,6	7,3%	935,4	7,4%	121,1	12,9%
Marketable securities	4.288,9	29,6%	4.110,9	32,4%	178,1	4,3%
Financing	9.013,6	62,3%	7.585,9***	59,9%	1.427,6	18,8%
Non-earning assets	584,7	4,0%	536,3	4,2%	48,4	9,0%
Cash	42,8	0,3%	69,2	0,5%	(26,4)	(38,2%)
Placement with other banks	28,8	0,2%	14,4	0,1%	14,4	99,8%
Current accounts with Bank Indonesia**	37,4	0,3%	10,6	0,1%	26,8	253,3%
Fixed assets	198,0	1,4%	156,7	1,2%	41,3	26,3%
Deferred tax asset	58,5	0,4%	35,6	0,3%	23,0	64,6%
Other assets	219,2	1,5%	249,9	2,0%	(30,6)	(12,3%)
Allowance for impairment losses of financial assets	(472,0)	(3,3%)	(498,7)	(3,9%)	26,7	5,3%
Total asset	14.471,7	100,0%	12.669,9	100,0%	1.801,9	14,2%

*) Percentage of total assets

**) Current accounts with Bank Indonesia in 2022 and 2023 represent nominal current accounts with BI to support BI Fast services.

***) Restatement due to changes in accounting treatment in 2023

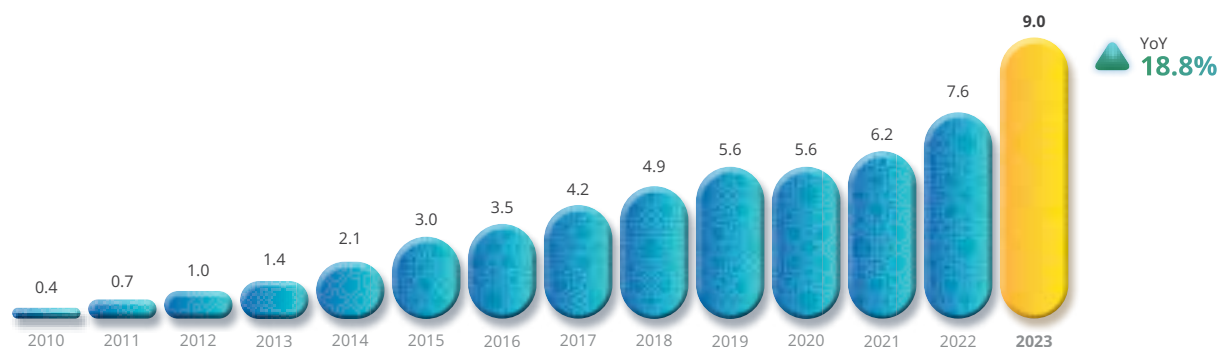
As of 31 December 2023, BCAS's earning assets were recorded at Rp14,434.8 billion. It is an increase of Rp1,755.7 billion or 13.8% from Rp12,679.1 billion in 2022. BCAS's growing disbursed financing was the primary factor contributing to this increase.

Financing Disbursed

BCAS's financing portfolio is the main component of its total assets, contributing 62.3%. The total financing we disbursed in 2023 was Rp9,013.6 billion, which is an increase of Rp1,427.6 billion or 18.8% compared to 2022's Rp7,585.9 billion. BCAS consistently records financing growth annually, as reflected in its average annual growth rate (CAGR) from 2010-2023, which was 26.3%.

Financing

in trillion rupiah



We provided Rp 6,373.7 billion in financing for the commercial segment in 2023, which made up 70.7% of the total financing. It is an increase of Rp939.7 billion or 17.3% from 2022.

the MSME sector contributes 61%, or Rp9,580 trillion to the Gross Domestic Product (GDP). It also accounts for 97% of Indonesia's total workforce.

BCAS places significant emphasis on the MSME segment as it is vast, with 67 million actors, and thereby, it is a critical driving force of the Indonesian economy. According to data from the Coordinating Ministry for Economic Affairs, as of August 2023,

Our total MSME financing in 2023 was Rp1,817.9 billion, an increase of Rp86.9 billion or 5.0% from Rp1,731.0 billion in 2022. MSME financing contributed 20.2% to our total financing.

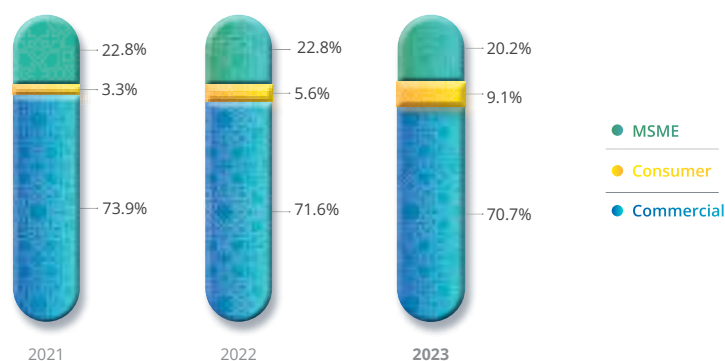
In billion Rupiah, unless stated otherwise

Description	2023		2022		Growth	
	Nominal	Composition*	Nominal	Composition*	Nominal	%
Commercial	6,373.7	70.7%	5,433.9	71.6%	939.7	17.3%
Consumer	821.9	9.1%	420.8	5.6%	401.1	95.3%
MSME:	1,817.9	20.2%	1,731.0	22.8%	86.9	5.0%
Medium	1,164.7	12.9%	1,427.3	18.8%	(262.5)	(18.4%)
Small	401.1	4.5%	85.0	1.1%	316.2	372.1%
Micro	252.1	2.8%	218.8	2.9%	33.2	15.2%
Total financing	9,013.6	100.0%	7,585.9	100.0%	1,427.7	18.8%

*) Percentage to total financing

Financing Segmentation

in percentage



Consumer financing showed remarkable growth with an annual increase of 95.3% YoY or Rp401.1 billion compared to the previous year. This growth can be attributed to the wide range of consumer financing products offered, attractive features, continuous promotional programs, and extensive marketing activities through our branch network and collaborative events with BCA, such as BCA Expoversary and BCA Expo.

In 2023, the wholesale and retail trade sector received the highest financing disbursement in the business sector, with a total financing of Rp1,841.8 billion, accounting for 20.4% of the total financing. The manufacturing industry came second

in financing distribution with a total of Rp1,632.8 billion, representing 18.1% of the total financing.

As part of our commitment to sustainable finance implementation in the financial services sector, we prioritize financing for sustainable business activities. In 2023, we allocated a total of Rp2,712.0 billion or approximately 30.1% of our financing to sustainable businesses. It represents a 4.7% increase compared to the previous year, where we allocated Rp2,589.5 billion. You can find more detailed information on sustainable business financing by BCAS in BCA Syariah's 2023 Sustainability Report.

In billion Rupiah, unless stated otherwise

Financing by sustainable business category	2023	2022	Growth	
			Nominal	%
1 Renewable energy	-	-	-	-
2 Energy Efficiency	367.7	270.6	97.1	35.9%
3 Pollution prevention and control	10.7	1.0	9.7	1,006.2%
4 Sustainable management of biological resources and land use	195.5	217.4	(21.9)	(10.1%)
5 Conservation of terrestrial and aquatic biodiversity	-	-	-	-
6 Eco-friendly transportation	2.3	-	2.3	-
7 Sustainable water and wastewater management	2.5	1.1	1.4	129.4%
8 Adaptation to climate change	-	-	-	-
9 Products that can use less resources and produce less pollution (Eco-efficient)	315.4	368.4	(53.0)	(14.4%)
10 Environmentally friendly buildings that meet nationally, regionally, or internationally recognized standards or certifications	-	-	-	-
11 Business activities and/or other environmentally friendly activities	-	-	-	-
12 MSME Activities	1,817.9	1,731.0	86.9	5.0%
Total sustainable business financing	2,712.0	2,589.5	122.5	4.7%
Percentage of sustainable business financing to total financing	30.1%	34.1%	-	(4.0%)
Total financing	9,013.6	7,585.9	1,436.7	19.0%

Financing Collectability Level

BCAS understands the significance of financing quality as an indicator of well-managed risks. Hence, we adhere to prudential banking practices and diligently monitor risks in every financing distribution process. This approach helps us maintain the

quality of our financing portfolio to keep it healthy. Of the total financing disbursed, Rp8,920.1 billion or 99.0% was classified as 'Current' and 'Special Mention'. Non-Performing Financing (NPF) in 2023 was at a healthy level, standing at 1.04% on a gross basis and 0.00% on a net basis.

In billion Rupiah, unless stated otherwise

Description	2023		2022	
	Nominal	Composition*	Nominal	Composition*
Performing financing	8,920.2	99.0%	7,478.2	98.6%
Current	8,621.0	95.6%	7,036.4	92.8%
Special Mention	299.2	3.3%	441.8	5.8%

Description	2023		2022	
	Nominal	Composition*	Nominal	Composition*
Non-Performing Financing	93.4	1.0%	107.6	1.4%
Substandard	2.0	0.0%	1.7	0.0%
Doubtful	0.7	0.0%	0.2	0.0%
Loss	90.7	1.0%	105.7	1.4%
Total Financing	9,013.6	100.0%	7,585.9	100.0%
Rasio NPF - Gross		1.04%		1.42%
Rasio NPF - Net		0.00%		0.01%

*) Percentage to total financing

We use the Financing at Risk (FaR) ratio indicator to monitor the quality of our financing portfolio. The FaR ratio is calculated by adding up financing that falls into the categories of 'Non-Performing Financing', 'Special Mention' and restructured financing with 'Pass' collectability status, compared to the total financing portfolio. Using the FaR ratio gives us a broader picture of credit risk coverage.

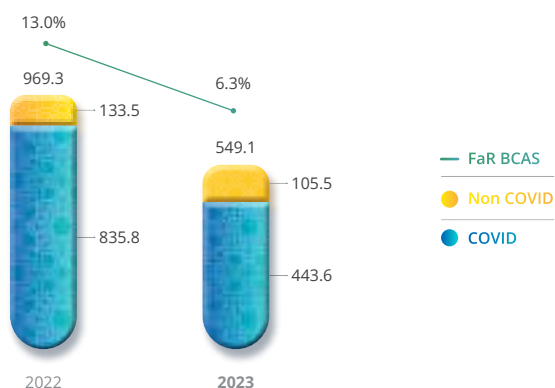
BCAS recorded a FaR of 6.3% until the end of 2023, which was a decrease of 6.7% compared to the previous year's record of 13.0%. This decline was consistent with the improvement in

NPF from 1.42% in 2022 to 1.04% at the end of 2023 and the decrease in the share of financing with the second collectability status from 5.23% in 2022 to 3.32% at the end of 2023.

The total amount of financing undergoing restructuring in 2023 was Rp549.1 billion, equivalent to 6.1% of the total financing. Of this amount, Rp443.6 billion was for customers affected by COVID-19, while the remaining Rp105.5 billion was for customers not affected by COVID-19. The restructured financing decreased by Rp420.2 billion or 43.3% compared to the previous year, which was Rp969.3 billion.

Restructured Financing and BCAS FaR

in billion Rupiah



Current Accounts and Placements with Bank Indonesia

BCAS placed Rp691.9 billion with the Bank Indonesia Syariah Deposit Facility (FASBIS) in 2023, an increase of 75.5% from Rp394.3 billion in 2022. BCAS also maintained its current account position with Bank Indonesia as per the regulation on the placement of current accounts with BI and utilized incentives from the Macprudential Liquidity Incentive Policy (KLM). As of December 2023, BCAS's current account with BI stood at 4% of its third-party funds.

Investment in Securities

BCAS invested Rp4,288.9 billion in securities in 2023, marking a growth of 4.3% or Rp178.1 billion from the previous year's investment of Rp4,110.9 million. The majority of this increase can be attributed to BCAS's increased investment in Government Sharia Securities (SBSN).

Cash

BCAS had a cash position of Rp42.8 billion at the end of 2023, which was a decrease of Rp26.4 billion from the previous year's cash position of Rp69.2 billion. The decrease was a result of BCAS decision to invest in more productive instruments, which would provide optimal returns. Nevertheless, BCAS ensured that it maintained its cash position at an adequate level to meet customers' cash transaction needs.

Current accounts with Bank Indonesia

BCAS had a current account of Rp37.4 billion with Bank Indonesia in 2023, which was used to support BI Fast services. This amount was an increase from Rp10.6 billion in 2022, which was in line with the increase in customer transactions using the BI Fast service on the BCA Syariah Mobile application.

Liabilities

BCAS recorded total liabilities of Rp11,389.2 billion as of December 2023, indicating an increase of Rp1,650.2 billion or 16.9% from Rp9,740.8 billion in 2022.

In billion Rupiah, unless otherwise stated

Description	2023		2022		Growth	
	Nominal	Composition*	Nominal	Composition*	Nominal	%
Third-Party Funds	10,949.5	96.1%	9,481.6	97.4%	1,467.8	15.5%
Giro	2,076.1	18.2%	2,104.0	21.6%	(27.8)	(1.3%)
Savings	2,096.6	18.4%	1,556.1	16.0%	540.5	34.7%
Deposito	6,776.8	59.5%	5,821.6	59.8%	955.1	16.4%
Liabilities to Other Banks	66.4	2.3%	5.9	0.1%	60.5	1,027.9%
Guarantee deposits	0.3	0.0%	0.3	0.0%	0.0	6.4%
Other liabilities	183.0	1.6%	251.2**	2.6%	(68.2)	(27.1%)
Total liabilities	11,389.2	100%	9,739.0**	100.0%	1,650.2	16.9%

*) Percentage to total financing

**) Restatement due to changes in accounting treatment in 2023

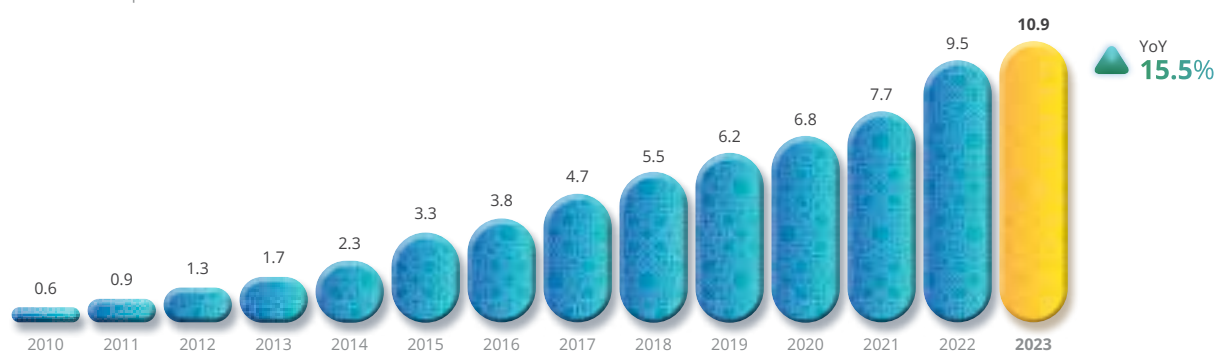
Third-Party Funds

Third-party funds are collected through current accounts, savings and deposits using *wadiah* (entrustment) and *mudharabah* (profit sharing) contracts. We managed to collect

Rp10,949.5 billion in third-party funds in 2023, an increase of Rp1,467 billion or 15.5% from Rp9,481.6 billion we collected in 2022. If we analyze the growth since 2010, our deposits' average growth (CAGR) in 2023 would be 25.8%.

Third-Party Funds

Dalam triliun Rupiah



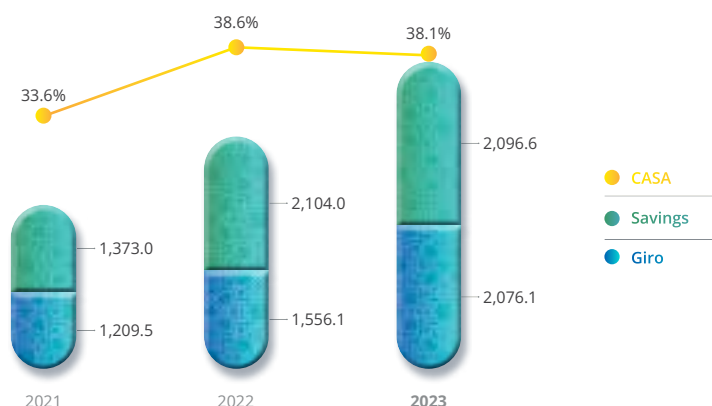
We remain committed to improving transaction features on our e-channels, aiming to provide customers with comprehensive transaction solutions and conveniences. *Alhamdulillah*, our efforts have earned our customers' trust and loyalty, resulting in an increase in deposits year after year.

BCAS has been making efforts to improve the ease of transactions, and the composition of its savings and current

accounts (CASA) reflects an upward trend. In 2023, BCAS's CASA stood at 38.1%, a correction of 0.5% from the previous year, contributing 38.6% to the total deposits. Savings products saw the most significant growth in the total deposits collected, amounting to 34.7% or Rp540.5 billion compared to the previous year. Meanwhile, deposit products experienced an increase of Rp955.1 billion, equivalent to 16.4%, in 2023.

CASA Composition

in billion Rupiah and Percentage



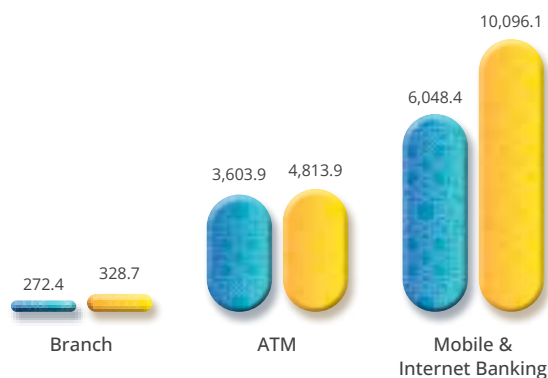
Our strategic goals for 2023 were to increase our customer base and improve our CASA composition. To achieve these, we have taken various measures, including launching an online account opening feature in mid-2023. This feature allows customers to open an account anytime, anywhere, using their mobile devices. *Alhamdulillah*, we are pleased to report that it has been well-received by customers. As of December 2023, 268,062 new accounts were opened online, accounting for 48.6% of all BCAS savings accounts. We are committed to listening to and understanding our customers' needs, and the

launch of the feature is a testament to that commitment. Our customers can now easily open an account without having to visit a branch, making it more convenient for those who are constrained by distance or limited time by using the BCA Syariah Mobile application.

Customer transactions through e-channels increased in 2023. Transaction data for 2023 shows that 10.1 million BCAS customer transactions were made through mobile and internet banking channels, representing 66.2% of the total transactions.

Banking Transaction Frequency

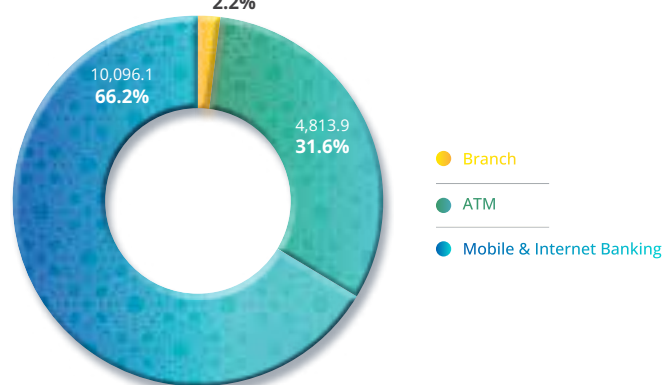
in thousands



● 2022 ● 2023

Transaction Frequency by Channel

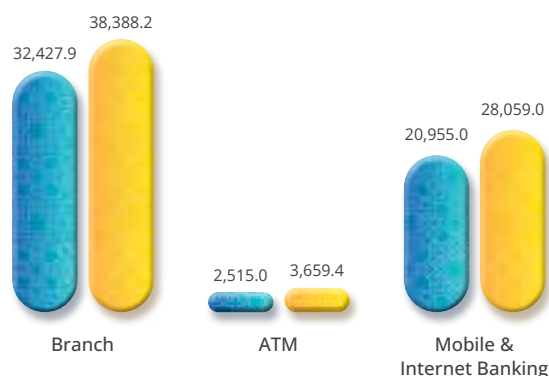
in thousands



More than half of big-value transactions, which accounted for 54.7% of the total transactions, were made through our branch offices, with a total value of Rp38,388.2 billion. On the other hand, 40.1% of the transactions were made through mobile and internet banking channels, with a total value of Rp28,177.2 billion. It was an increase compared to Rp20,955.0 billion transacted through mobile and internet banking channels in the previous year. This reflects the growing trust of the public in mobile and internet banking transactions.

Banking Transaction Nominal

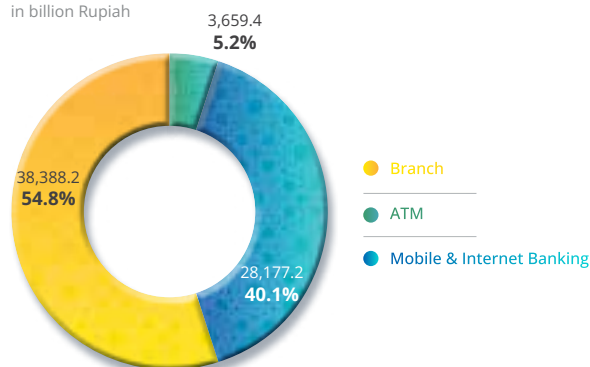
in billion Rupiah



● 2022 ● 2023

Transaction Nominal by Channel

in billion Rupiah



Equity

BCAS's equity had reached Rp3,082.5 billion by 31 December 2023, which was a 5.2% increase from 2022, or Rp151.7 billion higher. This increase was primarily due to the profit of IDR153.8 billion for that year, which was 30.8% higher than the previous year's profit of IDR117.6 billion.

Comprehensive Income Statement

BCAS managed to achieve positive performance in 2023 by consistently implementing strategic policies throughout the year. This included increasing our customer base, channelling financing, and adopting IT in our business and operational activities.

In billion Rupiah, unless otherwise stated

Description	2023	2022	Growth	
			Nominal	%
Revenue from fund management as <i>mudharib</i>	933.5	749.7	183.7	24.5%
Financing income	634.7	553.7	80.9	14.6%
Other main operating income	298.8	196.0	102.8	52.4%
Third-party share on return temporary <i>syirkah</i> funds	(275.2)	(161.4)	113.9	70.6%
Bank's share in profit/operational income	658.3	588.4	69.9	11.9%
<i>Wadiah</i> bonus expense	(44.5)	(25.1)	19.4	77.3%
Income after distribution of profit sharing, benefit, and bonuses	613.8	563.3	50.5	9.0%
Other operating income	70.7	54.6	16.1	29.4%
Operating expenses	(410.6)	(254.2)	156.3	61.5%
CKPN	(57.9)	(212.2)	(154.4)	(72.7%)
Income from operation	216.0	151.4	64.6	42.6%
Non-operating expenses	(24.6)	(5.2)	19.4	371.1%
Income before tax	191.4	146.2	45.2	30.9%
Income tax expenses	(37.6)	(28.6)	9.0	31.3%
Net income	153.8	117.6	36.2	30.8%
Other comprehensive loss net of income tax	(2.1)	(27.5)	(25.3)	(92.2%)
Comprehensive income	151.7	90.1	61.6	68.3%
Earnings per share (in full Rupiah)	68.2	52.1	16.1	30.8%

Income from Fund Management as Mudharib

We recorded a revenue of Rp933.5 billion from managing funds as a mudharib in 2023. This amount represents an increase of Rp183.7 billion or 24.5% compared to the previous year's revenue of Rp749.7 billion. The increase in revenue was mainly due to the rise in financing income and other main business income. This was in line with the increase in financing distribution and placement in securities we conducted in 2023.

Financing Income

Our financing income in 2023 was Rp634.7 billion, which was an increase of Rp80.9 billion or 14.6% compared to the previous year's financing income of Rp553.7 billion. The majority of this income was from *musyarakah* profit-sharing contracts, contributing 64.5% to the total financing income. This is in line with the distribution of BCAS financing in 2023, which was

dominated by *musyarakah* contracts. Income from *musyarakah* profit-sharing contracts that year was Rp409.3 billion, an increase of Rp54.0 billion or 15.2% compared to 2022, which was Rp355.3 billion.

In the mean time, *murabahah* margin income was recorded at Rp129.6 billion. This represents an increase of Rp4.3 billion or 3.4% compared to the previous year's *murabahah* margin income of Rp125.3 billion. Furthermore, the net income earned from *ijarah* contracts as of the end of 2023 was Rp45.0 billion, an increase of Rp15.8 billion or 54.2% from Rp29.1 billion earned in 2022. The *mudharabah* profit-sharing income recorded in 2023 was Rp50.8 billion, an increase of Rp6.9 billion or 15.7% compared to the previous year's *mudharabah* profit-sharing income of Rp43.9 billion.

In billion Rupiah, unless stated otherwise

Description	2023		2022		Growth	
	Nominal	Composition*	Nominal	Composition*	Nominal	%
<i>Murabahah</i> margin income	129.6	20.4%	125.3	22.6%	4.3	3.4%
Net <i>ijarah</i> income	45.0	7.1%	29.1	5.3%	15.8	54.2%
<i>Mudharabah</i> profit-sharing income	50.8	8.0%	43.9	7.9%	6.9	15.7%
<i>Musyarakah</i> profit-sharing income	409.3	64.5%	355.3	64.2%	54.0	15.2%
Total financing income	634.7	100.0%	553.7	100.0%	80.9	14.6%

*) Percentage to total financing income

Other Primary Business Income

BCAS earned other primary business income from FASBIS bonuses, placements with other Islamic banks, profit-sharing from investments in securities, and mutual funds in 2023.

In billion Rupiah, unless stated otherwise

Description	2023		2022		Growth	
	Nominal	Composition*	Nominal	Composition*	Nominal	%
Securities profit sharing income	164.4	55.0%	122.5	62.5%	41.8	34.1%
Bonus income from Bank Indonesia Sharia savings facility	111.1	37.2%	56.4	28.7%	54.8	97.2%
Mutual fund income	22.1	7.4%	17.1	8.7%	5.0	29.2%
Profit sharing income from placements with other banks	-	-	-	-	-	-
Profit sharing income of interbank <i>mudharabah</i> investment certificate	1.2	0.4%	0.0	0.0%	1.2	3.810.1%
Total other main operating income	298.8	100.0%	196.0	100.0%	102.8	52.4%

*) Percentage to total other main operating income

We recorded Rp298.8 billion in income from other primary business activities as of the end of 2023. It was an increase of Rp102.8 billion or 52.4% from the previous year, which was Rp196.0 billion. The increase was mainly due to the rise in profit-sharing income from sharia-compliant securities, which was recorded at Rp164.4 billion, an increase of Rp42.8 billion or 35.2.7%. Additionally, bonus income from the Sharia Bank Indonesia Deposit Facility (Fasbis) was recorded at Rp111.1 billion, an increase of 54.8 billion or 97.2% compared to the previous year.

Third-Party Rights on Profit Sharing from Temporary Syirkah Funds

We recorded third-party rights on profit sharing from temporary syirkah funds as of the end of 2023 at Rp275.2 billion. The shows an increase of Rp113.9 billion or Rp70.6% from Rp161.4 billion in 2022. The increase was in line with the growth of mutlaqah mudharabah deposits in BCAS, which were recorded at Rp6,776.8 million in 2023. This amount is 16.4% higher than the previous year.

BCAS's Share in the Profit Sharing

BCAS recorded its share of Rp658.3 billion from profit sharing in 2023, a growth of Rp69.9 billion or 11.9% compared to the previous year's share of Rp588.4 billion. The increase was mainly attributed to the rise in our investment portfolio

in various financial instruments and profit-sharing-based financing disbursement.

Operating Expenses

BCAS incurred operating expenses of Rp410.6 billion in 2023, a 61.5% increase (or Rp156.3 billion) compared to 2022 when the expenses incurred were Rp254.2 billion. These operating expenses include personnel expenses, general and administrative expenses, government guarantee expenses, and IT investment expenses. Despite the increase, the 2023 expenses were still at a reasonable and ideal level to run our business processes, and our operations remained optimal, in line with the growth of the BCAS organization.

Operating Income

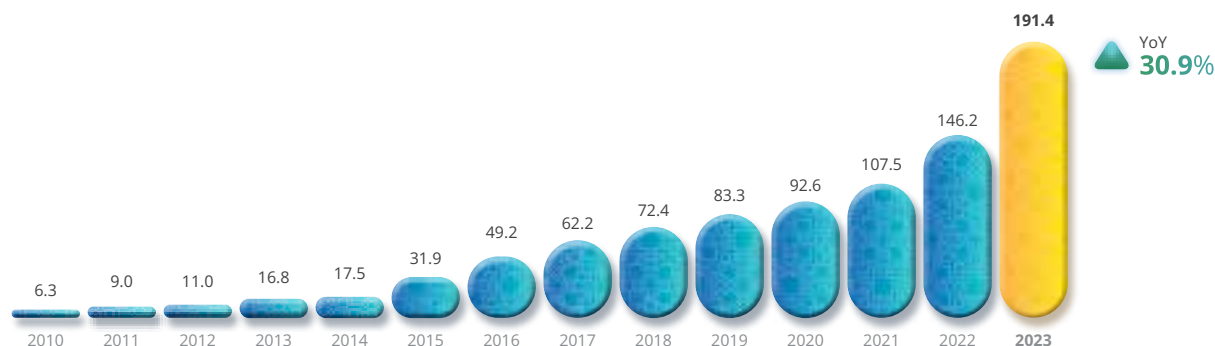
Our operating income in 2023 was Rp216.0 billion, increasing Rp64.6 or 42.6% from Rp151.4 billion in 2022.

Income Before Tax

BCAS has achieved year-on-year growth in income before tax by managing its assets and liabilities in a balanced and optimized manner. As you can see from our financial statements as of the end of 2023, we managed to achieve income before tax of Rp191.1 billion, Rp45.2 billion or 30.9% higher than Rp146.2 billion achieved in 2022. BCAS has been showing an annual average income-before-tax growth (CAGR) of 30.1% since 2010.

Income Before Tax

dalam miliar Rupiah



Net Income

Along with the growth in income before tax, BCAS's net income increased in 2023. Our net income increased by 30.8% or Rp36.2 billion to Rp153.8 billion from Rp117.6 billion in 2022.

Earnings per Share

As of 31 December 2023, BCAS had 2,255,183,207 shares. Each share generated a net income of Rp68.2, representing a 30.8% increase from the previous year, with a net income of Rp52.1 per share.

Statements of Changes in Equity

BCAS's equity at the end of 2023 was Rp3,082.5 billion, an increase of Rp151.7 billion or 5.2% from the previous year, where it was recorded at Rp2,930.9 billion. This increase was due to the net income we generated. During the year, we recorded a total net income of Rp153.8 billion, an increase of Rp36.2 billion or 30.8% compared to the previous year, where it was recorded at Rp117.6 billion.

In billion Rupiah, unless stated otherwise

Description	2023		2022		Growth	
	Nominal	Composition*	Nominal	Composition*	Nominal	%
Paid-in capital	2,255.2	73.2%	2,255.2	76.9%	-	-
Additional paid-in capital	70.6	2.3%	70.6	2.4%	-	-
Other comprehensive income (loss)	46.6	1.5%	48.8	1.7%	(2.1)	(4.4%)
Allowance	16.0	0.5%	14.0	0.5%	2.0	14.3%
Profit (loss)	694.2	22.5%	542.4	18.5%	151.8	28.0%
Profit (loss) of past years	540.4	17.5%	424.8	14.5%	115.6	27.2%
Profit (loss) for the year	153.8	5.0%	117.6	4.0%	36.2	30.8%
Total equity attributable to owners	153.8	5.0%	117.6	4.0%	36.2	30.8%
Total equity	3,082.5	100%	2,930.9	100.0%	151.7	5.2%

*) Percentage to total financing equity

Statements of Cash Flows

BCAS's cash flow statements have been prepared using the direct method, which involves categorizing cash flows into three activities: operating, investing, and financing. Cash and cash equivalents, as defined in the cash flow statements, include cash on hand, current accounts with Bank Indonesia and other banks, and placements with Bank Indonesia and

other banks with maturities within three months from the date of acquisition.

BCAS's cash and cash equivalents position as of 31 December 2023 increased by Rp135.9 billion or 13% from Rp1,029.6 billion in the previous year, reaching Rp1,165.5 billion. The main cash-flow components are summarized below:

In billion Rupiah, unless stated otherwise

Description	2023	2022
Cash flows from operating activities	372.5	936.3
Cash flows from investing activities	(236.7)	(1,063.8)
Cash flows from funding activities	-	-
Net increase (decrease) in cash and cash equivalent	135.9	(127.5)
Cash and cash equivalents at beginning of the year	1,029.6	1,157.2
Cash and cash equivalents at end of the year	1,165.5	1,029.6

Cash Flows from Operating Activities

BCAS had net cash inflows of Rp372.5 billion in 2023. The cash inflows were from operating activities and included Rp908.9 billion in income as a *mudharib* and Rp1,528.3 billion in customer deposits. On the other hand, Rp1,576.0 billion, Rp412.1 billion, and Rp259.0 billion from operating cash

outflows were used for financing disbursements, operating expenses, and profit-sharing payments, respectively. Overall, BCAS generated positive cash flows from operating activities due to the significant increase in customer deposits and the revenue we received from financing disbursements.

In billion Rupiah, unless stated otherwise

Description	2023	2022
Cash inflows from income as a <i>mudharib</i>	908.9	745.0
Cash inflows from customer deposits	1,528.3	1,803.6
Cash outflows for financing disbursements	(1,576.0)	(1,418.2)
Cash outflows for operating expenses	(412.1)	(264.4)
Cash outflows for profit-sharing payments	(259.0)	(179.4)

Cash Flows from Investing Activities

We recorded Rp236.7 billion in cash outflows used for investments in 2023, while the cash outflows used for investments in 2022 were Rp1,063.8 billion.

Cash Flows from Financing Activities

No financing-activity cash flows were recorded in 2023.

Financial Ratio Statements

We measured our financial performance in 2023 using key financial ratios specified in the following table:

Description	2023	2022	Growth
Capital			
Capital Adequacy Ratio (CAR)	34.8%	36.7%	(1.9%)
Fixed Assets to Capital	9.3%	7.7%	1.6%
Asset Quality			
Non-performing earning assets and non-performing nonearning assets to Total Earning Assets and Non-Earning Assets	1.8%	1.7%	0.1%
Non-performing Earning Assets to Total Earning Assets	0.7%	0.9%	(0.2%)
Allowance for Impairment Losses on Financial Assets to Earning Assets	3.3%	3.9%	(0.7%)
NPF Gross	1.04%	1.42%	(0.38%)
NPF Net	0.0%	0.01%	(0.01%)
Profitability			
Return On Asset (ROA)	1.5%	1.3%	0.2%
Return On Equity (ROE)	5.2%	4.1%	1.0%
Net Imbalan (NI)	4.7%	5.1%	(0.4%)
Net Operating Margin (NOM)	1.7%	1.4%	0.3%
Operating Expenses to Operating Income (BOPO)	78.6%	81.6%	(3.0%)
Cost To Income Ratio (CIR)	60.0%	41.2%	18.9%
Profit/loss to income	20.5%	19.5%	1.0%
Liquidity			
Financing with profit sharing to total financing	74.9%	76.5%	(1.7%)
Financing to Deposit Ratio (FDR)	82.3%	80.0%	2.4%
Macroprudential Intermediation Ratio (RIM)	87.7%	95.0%	(7.3%)
Current assets to current liabilities ratio	32.7%	62.9%	(30.2%)
Liabilities to equity ratio	369.5%	332.3%	37.2%
Liabilities to assets ratio	78.7%	76.9%	1.8%
Compliance			
Percentage of BMPD Violations			
• Related parties	0.0%	0.0%	0.0%
• Non-related Parties	0.0%	0.0%	0.0%
Percentage of BMPD exceedances			
• Related parties	0.0%	0.0%	0.0%
• Non-related Parties	0.0%	0.0%	0.0%
Reserve Requirement			
• Reserve Requirement - Rupiah	4.0%	6.5%	(2.6%)
• Reserve Requirement - Foreign Currency	0.0%	0.0%	0.0%
Total Net Open Position (PDN)	0.0%	0.0%	0.0%

Ability to Pay Debt and Collectability of Receivables

Ability to Pay Receivables

BCAS assesses its ability to repay its debts by considering its solvency, liquidity, and profitability.

Solvency

We use the capital adequacy ratio (CAR) as an indicator to measure our solvency. We are committed to maintaining sufficient capital to mitigate credit, market, and operational risks. BCAS's CAR was 34.8%, slightly lower than the previous year's ratio of 36.7%. Despite the fall, BCAS's CAR still met the minimum requirement of 8% based on the risk profile set by the regulators. BCAS's CAR indicates it has enough flexibility to respond to its market, credit, and operational risks. Furthermore, the high CAR also suggests that BCAS is highly supportive of its strategic initiatives to grow its portfolio and expand its business.

Liquidity

We use the Financing-to-Deposit Ratio (FDR), Macroprudential Intermediation Ratio (RIM), and Macroprudential Liquidity

Buffer (PLM) ratio to evaluate our liquidity level. To maintain our liquidity, we consider various aspects, including funding structure, liquid assets, commitments to financing borrowers, and immediate obligations. BCAS's FDR in 2023 increased to 82.3% from 80.0% in 2022. This increase was due to the increase in financing distribution. The FDR indicates the balance between our fundraising and financing disbursements.

BCAS manages its distribution of funds through financing and securities, in line with the Macroprudential Intermediation Ratio policy set by Bank Indonesia. BCAS's RIM in 2023 decreased by 7.3% to 87.7% from 95.0% in the previous year. BCAS's RIM still falls within the limits set by Bank Indonesia.

Another effort we make to manage our liquidity risk is to provide a Macroprudential Liquidity Buffer (PLM) that acts as a minimum liquidity reserve. We maintain this reserve in the form of Bank Indonesia Syariah Certificates (SBIS), State Sharia Securities (SBSN), and Bank Indonesia Sukuk (SukBI). The amount of the reserve is determined by Bank Indonesia as a certain percentage of our third-party funds.

In billion Rupiah, unless stated otherwise

Description	2023		2022		Growth	
	Nominal	Composition*	Nominal	Composition*	Nominal	%
SBIS	-	-	-	-	-	-
SBSN	1,627.5	55.4%	1,040.4	41.8%	587.1	56.4%
Sukuk BI	1,311.5	44.6%	1,450.0	58.2%	(138.5)	(9.6%)
Total PLM	2,939.0	100.0%	2,490.4	100.0%	448.6	18.0%

*) Percentage of total PLM

BCAS recorded a PLM of Rp2,939.0 billion in 2023, an increase of Rp448.6 billion or 18.0% from Rp2,490.4 billion in 2022. The majority of BCAS's PLM was placed in SBSN, accounting for 55.4% of the total PLM or Rp1,627.5 billion. The placement of PLM in SBSN significantly increased by Rp587.1 billion or 56.4% from the previous year. BCAS had no placements in SBIS as of 31 December 2023.

Rentability

We use profitability ratios as a tool to assess our ability to repay debt. We do this by considering our Return on Assets (ROA), Return on Equity (ROE), Net Interest Margin (NIM), and Operating Cost to Operating Income (BOPO).

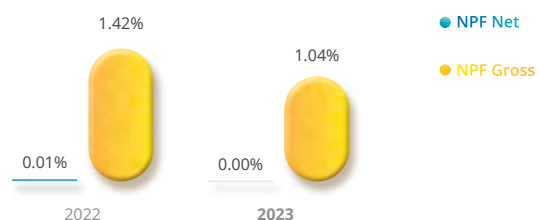
Return on Assets (ROA) is a profitability ratio that measures the extent to which a bank can manage its assets to generate profits. BCAS's ROA in 2023 was 1.5%, 0.2% higher than its ROA in 2022. On the other hand, Return on Equity (RoE) is a profitability ratio that measures a bank's ability to manage its own capital from shareholder investment to generate profits. BCAS's RoE in 2023 was 5.2%, an increase of 1.0% from 4.1% in 2022.

BCAS's net income margin in 2023 was adjusted to 4.7% in 2023, which is lower than the 5.1% in 2022. However, BCAS managed to improve its operational efficiency, as reflected by its Operating-Expenses-to-Operating-Income (BOPO) ratio, which decreased to 78.6% in 2023 from 81.6% in 2022.

Receivables Collectability Level

The stability of the business world and the quality of financing in the banking sector depend on the resilience of the national economy throughout 2023. At BCAS, we always maintain the quality of our financing portfolio at a healthy level to operate optimally and maintain stakeholder trust. We take various measures to ensure the quality of our financing portfolio, including managing risks, applying prudent principles from the beginning of financing acquisition, prioritizing the quality of partnerships in monitoring financing, and implementing strategies to resolve problematic financing quickly and effectively. By implementing these efforts, our NPF is maintained at a healthy level, with gross and net NPF ratios of 1.04% and 0.00%.

Non-Performing Financing



Compliance

Ensuring compliance with regulatory requirements and laws has always been a top priority for us. We measure our commitment through several indicators, including Maximum Lending Limit (LLL), Statutory Reserves (GWM), and Net Open Position (NOP). By implementing good corporate governance principles, we were able to ensure that there were no violations or exceedances of the Maximum Lending Limit (LLL) in 2023.

Additionally, we maintained a 4% current account position at Bank Indonesia at the end of 2023, meeting the minimum reserve requirement and utilizing incentives from the Macroprudential Liquidity Incentive Policy (KLM).

However, we did not conduct banking business activities in foreign currencies in 2023. Therefore, no information is available on the Net Open Position (NOP).

Commitments and Contingencies Statements

In million Rupiah

Accounts	Individual	
	2023	2022
I Total commitments		
1. Undrawn financing facilities		
• Rupiah	-	-
• Foreign Currency	-	-
2. Undrawn position of financing to customers	-	-
3. Others	-	-
II Liabilities commitment	1,685,987	1,729,991
1. Undrawn financing facilities to customers		
a. Committed		
• Rupiah	534,906	572,008
• Foreign Currency	-	-
b. Uncommitted		
• Rupiah	1,151,081	1,157,982
• Foreign Currency	-	-
2. Undrawn financing facilities to other banks		
a. Committed		
• Rupiah	-	-
• Foreign Currency	-	-
b. Uncommitted		
• Rupiah	-	-
• Foreign Currency	-	-
3. Ongoing Irrevocable L/C		
a. Overseas L/C	-	-
b. Domestic L/C	-	-

Accounts		Individual	
		2023	2022
	4. Ongoing spot and forward sales positions	-	-
	5. Others	-	-
III	Contingencies receivables	47,200	66,796
	1. Warranty received		
	• Rupiah	-	-
	• Foreign Currency	-	-
	2. Revenue in progress		
	a. Murabahah	7,926	7,796
	b. Istishna'	-	-
	c. Rent	2,820	2,856
	d. Profit sharing	-	-
	e. Others	36,454	56,144
	3. Others	-	-
IV	Contingent liabilities	75,733	46,848
	1. Guarantee Given		
	• Rupiah	75,733	46,848
	• Foreign Currency	-	-
	2. Others	-	-

Other Financial Performance Information

Capital Adequacy Ratio (CAR)

In million Rupiah

Posts		Individual	
		2023	2022
I	Core Capital (Tier 1)	3,022,480	2,884,560
	1. Common Equity (CET 1)	3,022,480	2,884,560
	1.1. Paid-in capital (net of treasury shares)	2,255,183	2,255,183
	1.2. Additional Capital Reserves	833,304	668,603
	1.2.1. Addition Factors	837,323	684,084
	1.2.1.1. Other Comprehensive Income	56,570	57,133
	1.2.1.1.1. Difference from translation of financial statements	-	-
	1.2.1.1.2. Potential gains from the increasing fair values of financial assets measured at fair value through other comprehensive income	1,541	2,104
	1.2.1.1.3. Fixed asset revaluation surplus balance	55,029	55,029
	1.2.1.2. Other Additional Capital Reserves (other disclosed reserves)	780,753	626,951
	1.2.1.2.1. Agio on common shares	-	-
	1.2.1.2.2. Common Reserves	16,000	14,000
	1.2.1.2.3. Previous years' profit after tax	540,394	424,811
	1.2.1.2.4. Profit for the year after tax	153,802	117,583
	1.2.1.2.5. Capital deposit fund	70,557	70,557

Posts	Individual	
	2023	2022
1.2.1.2.6. Donated capital	-	-
1.2.1.2.7. Warrants issued	-	-
1.2.1.2.8. Stock options issued within the framework of a stock-based compensation program	-	-
1.2.2. Deduction Factor	4,019	15,481
1.2.2.2. Other Comprehensive Income	-	-
1.2.2.2.1. Difference in translation of financial statements	-	-
1.2.2.2.2. Potential loss from decline in fair value of assets Available-for-sale financial assets	-	-
1.2.2.3. Other Additional Capital Reserves (other disclosed reserves)	4,019	15,481
1.2.2.3.1. Disagio of common stock	-	-
1.2.2.3.2. Profit of past years can be taken into account	-	-
1.2.2.3.3. Loss for the year that can be accounted for	-	-
1.2.2.3.4. Difference between allowance for possible asset losses (PPA) and allowance for possible impairment losses (CKPN)	-	-
1.2.2.3.5. Difference less the amount of fair value adjustment of financial instruments in Trading Book	-	-
1.2.2.3.6. PPA on non-earning assets that must be established	4,019	15,481
1.3. Non-controlling interests that can be taken into account	-	-
1.4. Core Capital Deduction Factor	66,007	39,226
1.4.1. Deferred tax calculation	58,502	35,550
1.4.2. Goodwill	-	-
1.4.3. All other intangible assets	7,505	3,676
1.4.4. Capital investment that is taken into account as a deduction factor	-	-
1.4.5. Capital shortfall in insurance subsidiaries	-	-
1.4.6. Securitization exposure	-	-
1.4.7. Other main core capital deduction factors	-	-
1.4.7.2. Placement of funds in AT 1 and/or Tier 2 instruments with other banks	-	-
2. Additional Tier (AT-1)	-	-
2.1. Instruments that meet the requirements AT-1	-	-
2.2. Agio (disagio) (+/-)	-	-
2.3. Additional core capital deduction factors	-	-
2.3.1. Placement of funds in AT 1 and/or Tier 2 instruments with other banks	-	-
II Supplementary Capital (Tier 2)	89,899	79,324
1. Capital instruments in the form of shares or others that meet the requirements of Tier 2	-	-
2. Aigo (disagio) (+/-)	-	-
3. General PPA reserve on earning assets that must be established (at most 1.25% RWA credit risk)	89,899	79,324
4. Reserve destination	-	-
5. Supplementary capital deduction factor	-	-
5.1. Sinking Fund	-	-
5.2. Placement of funds in Tier 2 instruments with other banks	-	-
Total Capital	3,112,379	2,963,884

Posts	Individual	
	2023	2022
Risk-Weighted Assets		
Risk Weighted Asset on Credit Risk	7,986,555	7,292,927
Risk Weighted Asset on Market Risk	-	-
Risk Weighted Asset on Operational Risk	949,422	777,900
Total Risk-Weighted Asset	8,935,978	8,070,827
CAR ratio according to risk profile (%)	9.00%	9.00%
Allocation of CAR fulfilment according to risk profile		
From CET 1 (%)	4.50%	4.50%
From AT1 (%)	0.00%	0.00%
Additional CET1 allocated to fulfil at least 6% of Tier 1	1.50%	1.50%
From Tier 2 (%)	1.01%	0.98%
Additional CET1 Ratio allocated to meet Risk Profile CARs	1.99%	2.02%
CAR Ratio		
CET1 Ratio (%)	33.82%	35.74%
Tier 1 Ratio (%)	33.82%	35.74%
Tier 2 Ratio (%)	1.01%	0.98%
CAR Ratio (%)	34.83%	36.72%
CET 1 for buffer (%)	25.83%	27.72%
Percentage of buffer required by banks (%)		
Capital conservation buffer (%)	0.00%	0.00%
Countercyclical buffer (%)	0.00%	0.00%
Capital surcharge for systemic banks (%)	0.00%	0.00%

Allowance for impairment losses and loss provisions

BCAS determines its allowance for impairment losses (LLP) by evaluating the quality of its financial assets. This is part of its risk management strategy to prepare for possible credit risk resulting from customers or other parties failing to meet their obligations to BCAS.

We adopted a prudent provisioning policy for allowance for impairment losses to cope with the uncertain economic conditions and high credit risk. We set aside a provision of Rp472.8 billion with a mandatory earning assets financing percentage of Rp180.6 billion. The amount set aside for the allowance for impairment losses exceeds the applicable regulations and is sufficient to anticipate any potential decline in the quality of the disbursed financing.

Accounts	Allowance for Impairment Losses		Mandatory Earning Assets Financing Percentage that Must be Established	
	Individual	Collective	Special	General
Placements with other banks	-	288.0	-	288.0
Spot and forward receivables	-	-	-	-
Securities held	35,525.0	13,280.0	35,525.0	13,280.0
Acceptances receivable	-	-	-	-
<i>Murabahah</i> receivables	-	11,531.0	2,986.0	15,824.0
<i>Istishna'</i> receivables	-	-	-	-
<i>Qardh</i> receivables	-	135.0	-	135.0
Rent receivables	15.0	-	1.0	-
<i>Mudharabah</i> financing	-	7,469.0	-	7,469.0
<i>Musarakah</i> financing	298,675.0	105,109.0	52,144.0	52,143.0
Other financing	-	-	-	-
Incorporation	-	-	-	-
Temporary Investments in shares	-	-	-	-
Commitments and Contingencies	-	760.0	-	760.0

Spot and Forward Transactions

BCAS did not conduct foreign exchange banking activities in 2023. Therefore, no information is available on spot and forward transactions.

Profit-Sharing Distribution Statements

In million Rupiah

Types of Fund Raising	Balance Average	Income to be shared	Share of Fund Owner		
			Profit-sharing ratio (%)	Total Revenue Share	Indicated Rate of Return (%)
Liabilities to Other Banks	-	-	-	-	-
<i>Mudharabah</i> Current Account	-	-	-	-	-
<i>Mudharabah</i> Deposit	917,294.0	10,700.9	3.6	385.2	0.5
Deposito <i>Mudharabah</i>					
a. 1 Month	5,835,705.6	68,077.9	18.0	12,254.0	2.5%
b. 3 Months	611,889.6	7,138.1	18.0	1,284.9	2.5%
c. 6 Months	169,526.7	1,977.7	18.0	356.0	2.5%
d. 12 Months	378,244.3	4,412.5	18.0	794.3	2.5%
Securities issued	-	-	-	-	-
Financing Received	-	-	-	-	-
Total	7,912,660.1	92,307.1	-	15,074.3	-

In million Rupiah

Type of Fund Distribution	Average Balance	Income Received
Placements with other banks	70.0	-
Securities issued	2,630,915.0	16,251.0
Murabahah receivables	1,654,006.0	12,618.0
Istishna receivables	-	-
Multijasa receivables	-	-
Pawn Financing	-	-
Murabahah financing	774,414.0	4,446.0
Musarakah financing	5,357,895.0	34,511.0
Lease financing	602,081.0	34,608.0
Other financing	-	-
Total	11,019,381.0	102,434.0

Zakat Source and Distribution Statements

In million Rupiah

Description	2023	2022
Beginning balance of zakat funds	49.1	70.0
Zakat funds that come from		
a. Internal BUS		-
b. External BUS	44.8	49.2
Distribution of zakat funds to zakat management entities		
a. Amil Zakat Institutions	49.2	70.1
b. Amil Zakat Agency		-
Increase (decrease) of zakat funds	(4.4)	(20.9)
Ending balance of zakat funds	44.7	49.1

Benevolent Fund Source and Appropriation Statements

In million Rupiah

Description	2023	2022
Sources of benevolent funds at the beginning of the period	745.7	758.0
Qardhul Hasan receipts		
a. Infaq	-	-
b. Shadaqah	32.9	1.9
c. Pengembalian dana kebijakan produktif	-	-
d. Penalty	687.8	362.0
e. Non-halal income	354.7	139.3
f. Others	-	-
Total Receipts	1,075.4	503.1
Use of Qardhul Hasan		
a. Productive Qardhul Hasan	-	-
b. Donation	943.8	515.4
c. Other uses for public interest	-	-

Description	2023	2022
Total Usage	943.8	515.4
Increase (decrease) qardhul hasan funds	131.6	(12.3)
Sources of qardhul hasan at the end of the period	877.3	745.7

Statement of Change in Restricted Investment

BCAS had no restricted investment funds in 2023. Therefore, the statement of change in restricted investment is not available.

Comparison of Target and Realization in 2023 and Projection in 2024

We have developed a business plan encompassing our strategic plan and achievement targets. The bank's business plan is regularly evaluated to ensure that our strategies are aligned with economic development conditions and comply with relevant regulations. Furthermore, it is also continually monitored to ensure that the set targets are in line with 'our business direction. In executing our business strategies, the bank's business plan serves as our guideline to achieve the expected performance in the reporting year.

Business Development and Target Achievement Strategies in 2023

The BCAS management annually evaluates and adjusts the bank's business strategy to overcome challenges during the reporting period and achieve targets set in the bank's business plan. Some of the strategies we are executing in 2023 are as follows:

Accelerate financing distribution

BCAS has achieved a positive result in financing disbursement. This growth is attributed to the active marketing efforts of the marketing team across the branch network and customer-deepening initiatives. These initiatives have enabled us to serve new customers from the existing customer ecosystem, including the supply chain and customer business groups. In addition, we collaborate with BCA, our parent company, and leverage the BCA Group ecosystem to capture opportunities for sharia-compliant financing needs from BCA Group customers.

Consumer financing is one of the focuses to drive financing growth. Consumer financing grew significantly to Rp821.9 billion, a 95.3% increase from the previous year. This achievement results from active marketing carried out by all branches, supported by cooperation with developers and property brokers and attractive programs offered in 2024 for residential house purchase, takeover, and refinancing needs.

BCAS is committed to inclusive financing and has always engaged in financing MSMEs. In 2023, BCAS provided Rp1,817.9 billion to finance MSMEs, contributing 20.2% to its total financing portfolio.

Another key to successful financing distribution is the quality of service and engagement with customers. At BCAS, we understand that building trust with our customers is essential to creating successful financing partnerships. Our customers can always rely on us to help them achieve their business growth goals.

Accelerate the increase of customer base

A bank's customer base is one of its biggest assets and supports its long-term business growth. With this in mind, we focused on increasing the number of customers, especially CASA customers, throughout 2023. This includes adding the online account opening feature to the BCA Syariah Mobile banking application and collaborating with a wide range of educational and religious institutions and associations for collective account opening. We also actively marketed our products and services through our branch network and digital media and offered promotional programs to support these efforts.

To improve the convenience and security of customer transactions, BCAS actively keeps track of customer needs by benchmarking them against other financial institutions' features and monitoring customer complaints and suggestions through various channels. The introduction of the online account opening feature in 2023 was a concrete demonstration of our commitment to listening to and providing solutions to our customers.

Touchpoints between BCAS and its customers occur through various physical and digital channels. Customer satisfaction is a critical factor in increasing BCAS's customer base. The voice of customers who receive excellent service from BCAS goes a long way in retaining existing customers and acquiring new customers. Therefore, BCAS is committed to providing excellent service quality through physical and digital channels. *Alhamdulillah*, BCAS has improved its service quality over time as reflected in various customer satisfaction indicators, such as being ranked third among Sharia banks in satisfaction, loyalty and engagement in 2023 by the Infobank Satisfaction Loyalty Engagement 2023, being awarded second best Sharia-compliant mobile banking (KBMI 1) by the Infobank Digital Brand Awards 2023, and receiving Golden Recognition for Five Consecutive Years in Service Excellence from the Infobank Banking Service Excellence 2023.

Accelerate Information Technology adoption

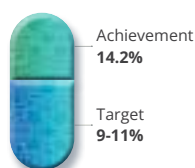
To successfully speed up financing disbursement and grow our customer base, we must ensure that our IT infrastructure has the capacity and capability to support these goals. Over the course of 2023, we took several measures to modernize our IT system, including upgrading our network and system to ensure the speed and efficiency of customer transactions.

To increase our financing disbursements, we took several steps, including simplifying processes and utilizing technology to achieve a more efficient and accurate financing process. One of the measures taken was the implementation of the Financing Origination System. This system allows for an end-to-end application of the financing process. The benefits include increased process efficiency, less use of paper (paperless), and easier monitoring of the financing process.

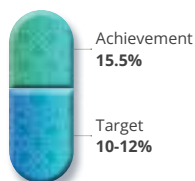
We have developed a digital dashboard to ensure the efficiency of our monitoring activities. This solution helps to present data quickly and accurately, becoming a basis to make the right strategic decisions. This is vital for us as it not only improves process efficiency but also facilitates performance monitoring.

BCAS successfully met all targets set in its business plan by implementing the formulated strategies. As of December 2023, our total assets reached Rp14.5 trillion, growing 19.3% from the previous year and exceeding the 9-11% target range. Our deposit growth was recorded at Rp10.9 trillion, growing 15.5% from the previous year and exceeding the 10-12% target range. Our financing value also increased 18.8% from the previous year to Rp9.0 trillion, higher than the target range of 10-12%. Furthermore, BCAS managed to book a net income of Rp153.8 billion, 30.8% higher than the previous year and exceeding the 17-19% target range.

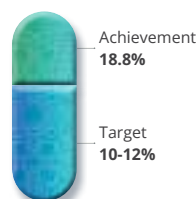
Asset Growth



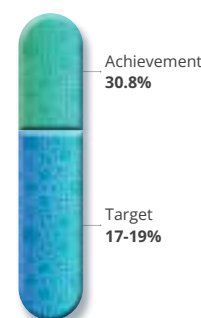
Third-Party Fund Growth



Financing Growth



Net Income Growth



Business Development Strategy and Targets for 2024

In the upcoming year, 2024, we are optimistic about upholding the principle of prudence when developing our strategies for business development, predicting the bank's growth, and setting targets for 2024.

The strategic steps BCAS will take to grow its business in 2024 include:

1. Infrastructure improvement to support business and service development

BCAS is currently developing its delivery channels to meet the needs and expectations of its customers. We are gradually adding more features to our mobile banking, internet banking, and other channels to offer digital services. One feature we just added in 2023 is a feature to open a bank account online through mobile banking. This effort is aimed at increasing our customer base, which will result in an increase in BCAS's CASA. This, in turn, will help us maintain our cost of funds at the expected level.

2. Measured and prudent financing disbursement

Although the central bank's benchmark interest rate was high in 2023, customers still expect competitive financing rates. BCAS remains committed to carrying out its intermediary function by applying prudent banking practices. We distribute financing prudently to prospective customers based on several considerations while taking prudential principles into account.

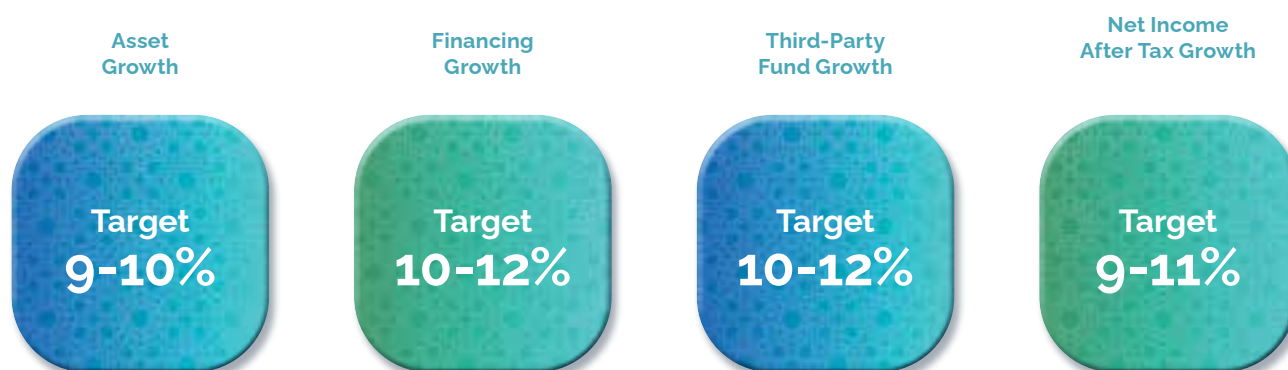
3. Expansion of strategic partnerships

BCAS conducts business-to-business cooperation with third parties, including developers, property agents, dealers, showrooms, insurance and securities companies, and other companies, to grow its business.

4. Human resource quality and quantity improvement

BCAS synergizes with its parent company to optimize human resources through recruitment, training, and utilization of the workforce within the BCA Group. We also undertake other mutually beneficial synergistic initiatives and promote a culture of innovation and continuous improvement to support our sustainable business growth.

We have formulated our growth targets for 2024 based on the projections for loan and deposit growth given by the regulators, the future economic outlook, and the business strategies we plan to implement. Some of the growth indicators we have set for the coming year are as follows:



Capital Structure and Capital Structure Management Policy

Capital Structure Management Policy

We recognize that a robust capital structure is crucial for anticipating risks and expanding our business operations. In order to ensure adequate capital, we assess the latest economic developments, our current business growth, and projected future growth when planning our capital structure. Furthermore, we strive to optimize our capital structure while maintaining its health in compliance with regulatory requirements.

BCAS's Board of Directors designs the capital plan as part of its business plan, which is then approved by the Board of Commissioners. We ensure that the minimum capital adequacy level is in line with the risk profile and calculate it using the

minimum Capital Adequacy Ratio (CAR) according to relevant regulations.

Capital Structure Breakdown

As of the end of 2023, BCAS's capital structure amounted to Rp3,082.5 billion. The composition includes paid-up capital of IDR2,255.5 billion, additional paid-up capital of IDR70.6 billion, other comprehensive income of IDR46.6 billion, retained earnings of IDR694.2 billion, and other reserves of IDR16.0 billion. There was a 5.2% increase in capital, or Rp151.7 billion, compared to 2022. As of 31 December 2023, our capital adequacy ratio was 34.8%, exceeding the regulatory requirement of 8.0%.

Material Commitments on Capital Investment

BCAS did not make any material commitments on capital investment in 2023. As a result, the following information is not available:

1. The name of the party to whom the commitment was made;
2. The purpose of the commitment;
3. The funding source to fulfil the commitment;
4. The currency in which the commitment was denominated; and
5. Any measures BCAS planned to take to hedge against foreign currency risks.

Capital Investment

Capital expenditures made by BCA in 2023 are presented in the following table:

In billion Rupiah, unless stated otherwise

Description	2023	2022	Growth	
			Nominal	%
Land	23.0	-	23.0	-
Building	14.4	2.2	12.2	547.4%
Inventory	15.9	13.3	2.7	19.9%
Motorized vehicles	0.0	0.0	0.0	95.5%
Total investment	53.4	15.5	37.8	243.5%

BCAS's asset value increased by Rp53.4 billion during the reporting year. This includes land, buildings, and inventory. Compared to 2022, there was a significant increase in the value of land, buildings, and inventory. Investments were made in land and buildings to renovate and relocate several BCAS buildings to provide customers with better and more comfortable services. On the other hand, the increase in inventory was due to activities carried over from the previous year to add more and replace office inventory for more optimal operations.

Significant Information and Facts Subsequent to the Accountant's Reporting Date

No significant events have taken place after the accountant's report, except for what is disclosed in the attached financial statements.

Dividend Policy

BCAS's policy for distributing dividends to shareholders complies with applicable laws and regulations. Some aspects of the policy are as follows:

- The distribution of cash dividends can be made if the Bank records a net profit, taking into account its conditions and development plans;
- Decisions about dividend amount and payment are determined through a General Meeting of Shareholders based on the Board of Directors' recommendations to the Board of Commissioners; and
- At their discretion, the directors may decide not to pay dividends to shareholders and set aside the profit earned for the fiscal year as reserves or retained earnings.

The annual GMS held on 22 February 2023 concluded that out of the net income of Rp117.5 billion earned in the 2022 financial year, Rp2.0 billion would be allocated as reserves, while the remaining unappropriated amount would be designated as retained earnings.

In the financial period that ended on 31 December 2023, BCAS did not declare any dividends. Therefore, no information is available about (i) the total amount of dividends distributed, (ii) the amount of cash dividends per share, (iii) the payout ratio, or (iv) the dates of announcement and payment of cash dividends.

Employee and Management Stock Ownership Plan

BCAS did not have an employee or management share ownership plan (ESOP/MSOP) in 2023. As a result, no information is available about the number of shares targeted in ESOP/MSOP, it's the actual number of shares given, the period, requirements for eligible employees or management staff, and the exercise price.

Use of Proceeds from Public Offering

Until 31 December 2023, BCAS had not conducted any public offering of its shares. As a result, no formation is available about the following:

1. The total amount of the proceeds;
2. The planned utilization of the proceeds;
3. Details of the use of the proceeds;
4. The fund balance; and
5. The date of GMS approval for changes in the use of the proceeds.

Material Information

No material information about BCAS's investment, expansion, acquisition, or debt/capital restructuring throughout 2023 is available.

Other Material Information

The rating agency PT Pemeringkat Efek Indonesia (PEFINDO) has rated BCAS favourably.

Rating
idAA+ / Stable (Double A Plus; Stable *Outlook*)

Period
5 October 2023 – 1 October 2024

The rating was given to BCAS for the period between 5 October 2023 and 1 October 2024, based on PEFINDO's examination of BCAS's unaudited financial statements as of 30 June 2023 and audited financial statements as of 31 December 2022.

Information on Material Transactions Containing Conflicts of Interest and/or Transactions with Affiliated Parties

Affiliated Party Transactions

In carrying out its operations, BCAS engages in transactions with affiliated parties per the definition described in PSAK No.7 (revised 2015) regarding "Related Party Disclosures". All transactions and balances that significantly impact related parties, whether conducted on normal terms as those with unrelated parties or not, have been described in detail in the accompanying notes to the financial statements. BCAS also has a policy on affiliated party transactions and transactions containing conflicts of interest as stipulated in the Board of Directors' Decision No. 057/SK/DIR/2023 dated 29 December 2023 on the Governance Policy of PT Bank BCA Syariah.

Our affiliated parties include:

- BCAS's employees, directors, and commissioners;
- BCAS's major shareholders, either individuals or companies who directly or indirectly own at least 20% (twenty per cent) of the voting rights of all voting shares issued by BCAS or a smaller amount than that as determined by the OJK;
- Companies with one or more directors or commissioners who serve or concurrently serve as BCAS's directors or commissioners;

- A company controlled by BCAS's major shareholder;
- A person who is related by marriage with or a descendant up to the second generation of a director, commissioner or major shareholder of BCA Syariah.

BCAS's major shareholder, BCA, has nine subsidiaries, which are not publicly listed and whose financial statements are consolidated with BCA. Those subsidiaries are PT Bank Digital BCA, PT Bank BCA Syariah, PT BCA Finance, PT BCA Multi Finance, BCA Finance Limited, PT BCA General Insurance, PT BCA Life Insurance, PT BCA Sekuritas, and PT Central Capital Ventura.

Related party transactions are conducted based on mutually agreed-upon agreements, which may include terms that differ from those applied in transactions with unrelated parties. All transactions and balances involving related parties are detailed in the notes attached to the financial statements.

Related party transactions disclosed herein are between BCA Syariah and BCA's other subsidiaries. Affiliated transactions in 2023 consisted of placements and deposits, with the following values as of 31 December 2023:

Type of Transaction	Affiliated Party	Transaction Value	Nature of Relationship
Deposits (in the form of current account deposits and other)	PT BCA Finance	Rp2,296,438	Shareholder
	PT BCA Sekuritas	Rp30,281,581,537	Owned by the same shareholder
	PT Central Capital Ventura	Rp2,259,154,406	Owned by the same shareholder
	PT Asuransi Jiwa BCA	Rp1,065,039,421	Owned by the same shareholder

Principles and Fairness of Transactions with Affiliated Parties

BCAS always prioritizes the following principles in carrying out transactions with affiliated parties:

- Observe the principles of Good Corporate Governance: transparency, accountability, responsibility, independence, and fairness.
- Ensure the appropriateness, fairness, value and terms of the arm's length transaction.

BCAS's affiliated transactions throughout 2023 were fair and at arm's length transactions.

Conformity of Affiliated Transactions with Applicable Procedures

All transactions with affiliated parties are carried out with BCAS's optimal benefits in mind. Affiliated transactions in 2023 went through proper procedures that BCAS established in accordance with its affiliated-transaction policies.

Conflict-of-Interest Transactions and Policies

In accordance with BCAS's code of ethics, decision-making processes must not be influenced by any parties and must not have any conflicts of interest. The decisions and conflicts of interest must be recorded and documented as evidence.

According to the Governance Policy of PT Bank BCA Syariah, as stated in the Board of Directors' Decision No. 057/SK/DIR/2023 dated 29 December 2023, BCAS's policy on conflicts of interest states that BCAS's employees at all levels must be aware of activities that may lead to conflicts of interest and should avoid them. To manage potential conflicts of interest, BCAS requires all employees of class 5 and above to sign an annual disclosure agreement.

a. Conflicts-of-interest policy for the Boards of Commissioners and Directors

Stipulations about conflicts of interest for the Boards of Commissioners and Directors are outlined in our corporate governance guidelines. These guidelines regulate the following matters:

- Boards of Commissioners and Directors' members with a conflict of interest are prohibited from making decisions, taking actions, or being involved in transactions that would harm BCAS or lower its profits. They must also reveal this conflict of interest in every decision-making process.
- Directors are not authorized to represent BCAS in transactions where they have a conflict of interest.

Conformity of Transactions Containing Conflict of Interest with Applicable Policies

BCAS's Boards of Commissioners and Directors effectively managed any potential conflicts of interest in 2023 in accordance with its corporate governance guidelines. When a member of either board had a conflict of interest, she or he refrained from participating in the decision making process to ensure impartiality and fairness.

b. Independent Parties in Affiliated Transactions and Conflicts of Interest

As per relevant regulations and BCAS's internal policies, if the transaction BCAS conducts with a third party would harm it due to different economic interests between BCAS and any director or commissioner or the major or controlling shareholder, BCAS will obtain prior approval based on the fair value of the transacted object or the fairness of the transaction.

c. Affiliated transactions with a conflict of interest

BCAS made no significant affiliated transactions with a potential conflict of interest in 2023.

Changes in Regulations and Legislation

Several regulations and laws related to BCAS's line of business came into effect in 2023, requiring our attention. Those regulations and laws as well as their significance for the banking sector are explained below.

Regulation	Subject	Impacts on the Banking Sector
Circular Letter of the Financial Services Authority of the Republic of Indonesia Number 29/SEOJK.03/2022	Cyber Resilience and Security for Commercial Banks	<p>Banks adopt good governance and risk management to minimize cyber threat and incident risks and ensure cyber resilience and security in their operations through proper utilization of IT and by:</p> <ol style="list-style-type: none"> 1. conducting an inherent cyber-security risk assessment; 2. conducting a cyber-security maturity level assessment; 3. determining their cyber-security risk level; 4. conducting periodic cyber-security testing of their network, system, and data; 5. establishing a unit to ensure their cyber resilience and security.
Financial Services Authority Regulation No. 3 of 2023	Improvement of Financial Literacy and Inclusion in the Financial Service Sector for Consumers and the Public	<p>Banks are required to have a unit to improve consumer and public financial literacy and inclusion.</p> <p>BCAS's financial literacy and inclusion unit is under the Corporate Communications and Secretarial Department.</p>
Financial Services Authority Regulation No. 8 of 2023	Implementation of Anti-Money Laundering, the Prevention of Financing Terrorism, and the Prevention of Financing the Proliferation of Weapons of Mass Destruction in the Financial Service Sector.	<p>Banks must adjust and update their anti-money laundering program and prevent financing terrorism and the proliferation of weapons of mass destruction.</p> <p>BCAS has an internal policy in the form of a decision entitled "PT Bank BCA Syariah's Policy on Anti-Money Laundering and the Prevention of Financing Terrorism and the Proliferation of Weapons of Mass Destruction."</p>
Bank Indonesia Regulation No. 3 of 2023	Bank Indonesia Consumer Protection	<p>Banks made internal adjustments based on Bank Indonesia's consumer protection regulation.</p> <p>BCAS updated its internal policy on consumer protection.</p>
Bank Indonesia Regulation No. 6 of 2023	Money Market and Foreign Exchange Market	<p>Banks adjusted their policies on activities and transactions in the money market by:</p> <ol style="list-style-type: none"> 1. adjusting their internal policies on the market code of conduct, treasury certificate ownership and treasury dealers; 2. registering their treasury dealers with Bank Indonesia; and 3. registering their treasury dealers as members of a treasury professional association and self-regulatory organizations in the money and foreign exchange markets.
Financial Services Authority Regulation No. 9 of 2023	Use of Public Accountant Services and Public Accounting Firm	Banks updated their internal policies on using the services of public accountants and public accounting firms.
Regulation of the Financial Services Authority of the Republic of Indonesia Number 17 of 2023	Commercial Bank Governance	Banks adjusted their governance mechanisms, policies, and procedures based on this regulation.

Regulation	Subject	Impacts on the Banking Sector
Circular Letter of the Financial Services Authority of the Republic of Indonesia Number 24/SEOJK.03/2023	Assessment of Commercial Banks' Digital Maturity Level.	To improve their maturity and measure the quality of their information technology, banks regularly assess their digital maturity level.
Financial Services Authority of the Republic of Indonesia Regulation Number 21 of 2023	Digital Services by Commercial Banks	Banks adjusted their digital service policy by: <ol style="list-style-type: none"> 1. Adjusting their digital service policies, standards, and procedures; 2. Establishing a unit to handle digital services; and 3. Establishing a handling mechanism to respond to and follow up on customers' questions and complaints.

Changes in Accounting Policy

There were no significant changes to our accounting policy or material impact on our financial statements, either in the current or prior periods, as a result of financial standards, amendments, or interpretations of financial accounting standards.

Business Support

Information Technology

Indonesia has entered a new phase of life, often referred to as post-COVID-19, since the pandemic status in the country was lifted. One of the most significant changes is the shift in people's patterns and lifestyles, with a greater reliance on digital aspects. This trend has been continuing due to the prolonged pandemic. In light of the current circumstances, BCAS is dedicated to improving its information technology infrastructure and working alongside BCA to facilitate digital customer banking transactions. The progress of digital banking is achieved by enhancing the features of electronic banking transactions and ensuring the sufficiency and dependability of the system, thus enabling customers to transact digitally with confidence and utilize all electronic banking services offered by BCAS.

We have improved our information technology management strategy with three main focuses to create added value and significantly contribute to business sustainability. The improvement we have made is as follows:

People

BCAS conducted multiple information technology development initiatives to accelerate its business growth in 2023. We realized the importance of strengthening the capacity and capability of our human resources to manage our information technology. To achieve this, we require a diverse set of human resource competencies such as programming, networking, cybersecurity, monitoring, reporting, and application testing. Through the BCA Syariah Information Technology (BSIT) Program, we meet the needs of information technology professionals with participation levels that continue to increase in line with BCAS's business needs.

BCAS encourages all of its employees to enhance their knowledge and awareness of technology and start utilizing digital solutions and products in their work and daily lives. As a concrete step, we have introduced a key performance indicator that measures an employee's digital experience. This KPI will be gradually applied to each employee. Moreover, we encourage employees to use various tools we have provided to make collaboration, monitoring, and reporting functions more efficient.

Process

Our process focuses on two main aspects: simplification for crucial tasks like account opening and automation for repetitive tasks that need speed.

BCAS introduced an online account opening feature through the BCA Syariah Mobile app in mid-2023. This feature aims to accelerate customer base growth and make account opening processes more efficient. The online account opening feature uses advanced technologies such as face recognition and e-Know Your Customer (e-KYC) to verify customers.

BCAS has developed its own financing origination system to speed up financing distribution. This application uses

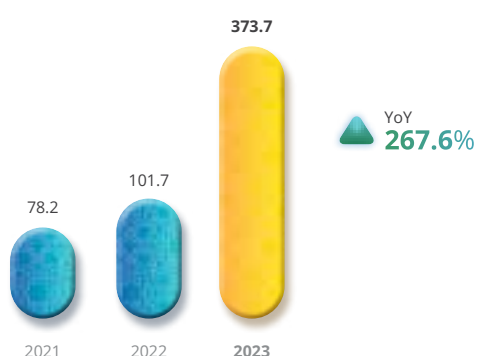
digital data to process financing from start to finish, making the process more efficient and accurate. This system allows financing to be tracked and reported more easily, providing valuable information for decision-making.

Technology

BCAS constantly develops its e-channels to make customer transactions easier. As previously mentioned, the BCA Syariah Mobile app now allows customers to open accounts online in response to customer needs. This feature has led to a significant increase in the number of new customers and users of the app. The number of BCA Syariah Mobile app users was 373,700 in 2023, an increase of 267.6% from 101,700 thousand users in 2022.

Number of Mobile Banking Users

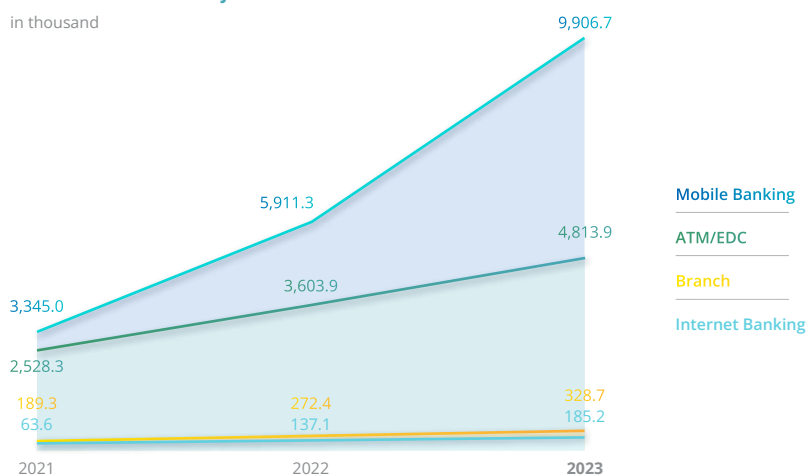
in thousand



The number of transactions made through BCAS's e-channels has increased, with mobile banking accounting for 65.0% of total transactions. This outperforms ATM/EDC, branch banking, and Internet banking, which made up only 31.6%, 2.2%, and 1.2% of customer transactions in BCAS, respectively. The number of mobile banking transactions in 2023 was 9.9 million, representing a 67.6% increase from 5.9 million transactions in 2022.

Total Transactions by Channel

in thousand



In line with the regulators' efforts to accelerate the digitalization of the national economy and finance, we are actively engaged in activities to advance transactional solutions through BI Fast on the BCA Syariah Mobile app. We organized various BI Fast transfer fee promotional events with a thematic approach in 2023. Our objective was to encourage customers to become more familiar with and increase their use of BI Fast services for fast, easy, economical, and secure interbank transfers.



BCAS recognizes that cyber risks will also increase with the increase in digital transactions. Therefore, we are committed to strengthening our data security system and implementing IT-based cyber risk management. We regularly update our security system to protect BCAS's databases, ensuring that the system is not vulnerable to intrusion and anticipating potential attacks from external and internal parties. We carry out data security testing through penetration tests, and the results are evaluated to continuously improve our protection system. We conduct penetration tests of our new products and features and regularly every year. We have obtained an ISconduct2013 certificate for our commitment to information security. This certificate covers the scope of providing API (Application Programming Interface) and Host-to-Host Network infrastructure program applications. This certification signifies our strong commitment to implementing an Information Security Management System (ISMS) in accordance with the SNI ISO/IEC 27001:2013 standard.

Sumber Daya Manusia

Effective human resource management is crucial for BCAS, as it relies on qualified and professional human resources to achieve its desired performance. We focus on managing and developing human resource competencies through a comprehensive, organized, and sustainable process cycle. This process involves key steps such as recruitment, capacity building, creating a supportive work climate, and termination management.

Recruitment Management

To produce proficient and reliable professionals in the Islamic banking sector, it is vital that we recruit individuals who share BCAS's values. Therefore, our recruitment process emphasizes looking for candidates with strong values of teamwork, responsibility, integrity, and professionalism.

BCAS is rapidly expanding its business, which highlights the need for a well-equipped and capable workforce. To this end, a more efficient and accurate recruitment system is required. We are committed to developing high-quality systems and improving service levels at every stage of the recruitment process. This includes using competency standards, online and offline selection methods in our psychological tests and interviews, and collaboration with third-party sources as an alternative.

We have identified competency standards at each position level to quickly identify competency gaps. These gaps will be taken into consideration during recruitment decisions and can be an area of development for the prospective employee once s/he joins BCAS.

We offer various programs to cater to the need for human resources. These programs include the BCA Syariah Information Technology (BSIT) Program, which is designed to produce competent professionals in information technology. Additionally, the BCA Syariah Development Program (BDP) is offered to provide education and meet the need for marketing and financing analysis professionals.

We offer equal opportunities to all individuals to join BCAS through an open, fair and equal recruitment process. We do not discriminate on the basis of gender, ethnicity, religion, class or racial background. Our employee placement policy is based solely on the individuals' quality and competence and BCAS's needs.

Competence Development

To improve our employees' competence, we ensure that all staff members receive training every year. Employees can obtain training from various sources, both internal and external. We understand that technology has made learning more accessible, including training, and therefore, we allow our employees to search for training opportunities independently.

Once they find a suitable training subject, they can register the results in their respective training data.

BCAS provides an online training platform, Syariah Mobile Learning iB (SMILE iB). The platform enables employees to access the training materials from anywhere. As of 2023, 2,316 participants took part in the training on the SMILE iB application with 24 modules available.

BCAS consistently assigns a more prominent role to supervisors to provide coaching and mentoring to guide their subordinates' performance and improve their technical expertise and interpersonal skills. Furthermore, BCAS has introduced target teaching hours for middle-to-upper management employees to foster a culture of teaching and knowledge transfer.

A transparent and fair performance appraisal system is essential for the development of the employees. At BCAS, we have a performance appraisal mechanism customized to each employee's position. The appraisal results are used for evaluation and guidance to assist their career development. We co-implement career development programs through training with BCA. This helps our employees prepare for the next career path within BCAS.

BCA is committed to implementing digital transformation initiatives for its employees. To achieve this, they have developed various digital applications that facilitate employee performance management processes. BCAS has a Coaching application that stores the history of coaching implementation, making it a helpful tool for employees. Additionally, BCAS has a Performance Appraisal application that enables supervisors and employees to conduct and store performance appraisal history in a digital format.

Conducive Work Climate

Ensuring employee satisfaction and well-being is vital to maintaining and improving productivity. Similarly, achieving a healthy work-life balance is key to creating a conducive work environment that promotes a sense of security, comfort, and happiness. To this end, it is necessary to establish a supportive work climate.

Our efforts in establishing a supportive work climate include:

- Employee remuneration and benefits - including bonuses, allowances, healthcare, and other perks - are continually reviewed and enhanced by considering employee performance, company performance, and market competitiveness.
- Employees can get financing with lower margins for primary needs like housing and vehicles and without margins for short-term incidental needs.
- Employees are provided with safe and comfortable work facilities. BCAS renovated its head office in 2023 to accommodate the growth in the number of employees and improve work comfort.
- Employees' basic needs are met with worship, sports, and lactation facilities.
- Support is provided for spiritual activities like congregational prayers, online/offline studies, and group iftar.
- Support is provided for the growing art, sports, and hobby communities through a forum named the Sports and Arts Coordinating Board or Bakorseni.

We promote a culture of innovation and continuous improvement through various programs such as the Community of Practice (CoP), Kaizen, and Quality Meeting (QM). The CoP provides a platform for employees of all positions to share their knowledge and positive information to help with daily tasks. The Kaizen program encourages all BCAS staff to evaluate current work processes and suggest innovative ideas to make them more efficient. The QM program encourages middle and top management to discuss important issues in depth and find solutions. CoP, Kaizen, and QM are bundled together and compete at the national level in a program called Beberes, where winners will be determined annually at the branch and head office levels. In addition, we have a program called the BCA Syariah Innovation Award (BIA) that allows our employees to suggest innovative ideas that can enhance the efficiency of our products, services, or operations. The BIA competition takes place annually, and the winner will be eligible to participate in the BCA Group's national competition.

Termination Management

We recognize the importance of an open and trusting relationship between management and employees, even after they have completed their tenure at BCAS. Therefore, we ensure that all employees who leave BCAS due to retirement or resignation receive their rights as per relevant regulations. Additionally, with BCA and several training institutions, we co-organize retirement preparation training programs for employees who are about to retire.

Risk Management Practices

Risk information is disclosed per the Circular Letter of the Financial Services Authority No. 10/SEOJK.03/2020, issued on 1 July 2020. This circular letter regulates transparency and publication of reports of Sharia-compliant commercial banks and business units.

Credit Risk

Disclosure of Net Claims by Region

In million Rupiah

No	Portfolio Category	31 December 2023			
		Net Claims by Region			
		Sumatra	Java	Eastern Indonesia	Total
1	Claims against Government	-	4,060,419	-	4,060,419
2	Claims against Public Sector Entities	-	670,837	-	670,837
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-
4	Claims against Banks	-	52,689	-	52,689
5	Collateralized Housing Loans	23,189	634,370	12,167	669,726
6	Collateralized Commercial Property Loans	4,959	183,634	1,471	190,064
7	Loans to Employees/Pensioners	-	254,391	-	254,391
8	Claims against MSMEs and Retail Portfolio	20,953	281,490	4,580	307,023
9	Claims against Corporations	388,178	7,792,137	4,612	8,184,927
10	Mature Claims	-	-	-	-
11	Other Assets	-	365,907	-	365,907
Total		437,279	14,295,874	22,829	14,755,982

Disclosure of Net Claims by Remaining Contract Term

In million Rupiah

No	Portfolio Category	31 December 2023				
		Net Claims by Remaining Contract Term				
		< 1 Year	>1 Year to 3 Year	>3 Year to 5 Year	> 5 Year	Non-Contractual
1	Claims against Government	2,502,105	709,028	321,149	528,136	-
2	Claims against Public Sector Entities	137,702	35,710	45,433	451,991	-
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-
4	Claims against Banks	29,773	-	22,916	-	-
5	Collateralized Housing Loans	3,387	22,570	85,970	557,798	-
6	Collateralized Commercial Property Loans	48,886	5,417	66,209	69,551	-

31 December 2022				
Net Claims by Region				
	Sumatra	Java	Eastern Indonesia	Total
	-	3,430,809	-	3,430,809
	-	655,990	-	655,990
	-	-	-	-
	-	244,396	-	244,396
	8,661	283,914	1,281	293,855
	3,063	241,353	1,533	245,949
	-	234,276	-	234,276
	8,009	179,554	2,829	190,393
	189,610	6,907,051	165,744	7,262,405
	-	50,063	-	50,063
	-	410,488	-	410,488
	209,343	12,637,896	171,386	13,018,625

Note:

- Region I: Greater Jakarta
- Region II: Outside Greater Jakarta (Java Island)
- Region III: Sumatra

31 December 2022							
Net Claims by Remaining Contract Term							
	Total	< 1 Year	>1 Year to 3 Year	>3 Year to 5 Year	> 5 Year	Non-Contractual	Total
	4,060,419	3,430,809	-	-	-	-	3,430,809
	670,837	286,368	39,103	4,868	325,652	-	655,990
	-	-	-	-	-	-	-
	52,689	244,396	-	-	-	-	244,396
	669,726	4,425	20,427	42,889	226,114	-	293,855
	190,064	51,655	10,864	53,503	129,927	-	245,949

No	Portfolio Category	31 December 2023				
		Net Claims by Remaining Contract Term				
		< 1 Year	>1 Year to 3 Year	>3 Year to 5 Year	> 5 Year	Non-Contractual
7	Loans to Employees/Pensioners	5,766	41,073	61,384	146,168	-
8	Claims against MSMEs and Retail Portfolio	210,140	36,619	39,839	20,425	-
9	Claims against Corporations	4,080,512	1,829,151	1,182,504	1,092,761	-
10	Mature Claims	-	-	-	-	-
11	Other Assets	365,907	-	-	-	-
Total		7,384,178	2,679,568	1,825,404	2,866,831	-

Disclosure of Net Claims by Economic Sector

In million Rupiah

No	Economic Sector	Claims against government	Claims against Public Sector Entities	Claims against Multilateral development Banks and international organizations	Claims against Banks
31 December 2023					
1	Agriculture, Forestry and Fisheries	-	-	-	-
2	Mining and extractive industries	-	-	-	-
3	Processing industry	-	-	-	-
4	Electricity, Gas, Steam/Hot Water and Cold Air Supply	-	425,000	-	-
5	Water Management, Wastewater Management, Waste Management and Recycling	-	-	-	-
6	Construction	-	26,991	-	-
7	Wholesale and retail trade; Car and Motorcycle Repair and Maintenance	-	-	-	1,011
8	Transportation and Warehousing	-	-	-	-
9	Provision of Accommodation and Provision of Food and Drink	-	-	-	-
10	Information and Communication	-	-	-	-
11	Financial and Insurance Activities	4,060,419	188,910	-	51,678
12	Real Estate	-	-	-	-
13	Professional, Scientific, and Technical Activities	-	-	-	-
14	Leasing and Hire Purchase without Option Rights, Employment, Travel Agencies, and Other Business Supports	-	175	-	-
15	Government Administration, Defense and Mandatory Social Security	-	-	-	-
16	Education	-	29,760	-	-
17	Human Health and Social Activities	-	-	-	-
18	Arts, Entertainment, and Recreation	-	-	-	-

31 December 2022						
Net Claims by Remaining Contract Term						
Total	< 1 Year	>1 Year to 3 Year	>3 Year to 5 Year	> 5 Year	Non-Contractual	Total
254,391	7,622	43,025	53,679	129,950	-	234,276
307,023	114,244	45,471	19,046	11,631	-	190,393
8,184,927	4,442,546	553,631	942,601	1,323,627	-	7,262,405
-	50,063	-	-	-	-	50,063
365,907	410,488	-	-	-	-	410,488
14,755,982	9,042,617	712,521	1,116,587	2,146,901	-	13,018,625

Collateralized Housing Loans	Collateralized Commercial Property Loans	Loans to Employees/Pensioners	Claims against MSMEs and retail Portfolio	Claims against Corporations	Mature Claims	Other Assets
-	-	241,489	40,171	1,158,440	-	-
-	-	-	35,175	366,663	-	-
-	19,560	-	23,337	1,753,769	-	-
-	-	-	-	-	-	-
-	-	-	9	1,513	-	-
-	46,000	-	3,718	311,641	-	-
-	-	-	59,886	1,094,274	-	-
-	63,953	-	58,002	1,143,688	-	-
380	-	-	2,277	215,628	-	-
-	-	-	4,920	67	-	-
-	-	-	8,949	640,700	-	-
-	43,552	-	-	328,906	-	-
-	-	-	586	7,458	-	-
-	-	-	3,111	660,433	-	-
-	-	-	-	-	-	-
-	-	-	-	60,140	-	-
366	-	-	12	9,638	-	-
-	-	-	-	-	-	-

No	Economic Sector	Claims against government	Claims against Public Sector Entities	Claims against Multilateral development Banks and international organizations	Claims against Banks
19	Other Services	-	-	-	-
20	Household Activities as Employer; Self-use homemade products and services	-	-	-	-
21	International organizations and other extra international organizations	-	-	-	-
22	Household	-	-	-	-
23	Non-Business Field	-	-	-	-
24	Others	-	-	-	-
Total		4,060,419	670,837	-	52,689
31 December 2022					
1	Agriculture, Forestry and Fisheries	-	-	-	-
2	Mining and extractive industries	-	-	-	-
3	Processing industry	-	-	-	-
4	Electricity, Gas, Steam/Hot Water and Cold Air Supply	-	289,286	-	-
5	Water Management, Wastewater Management, Waste Management and Recycling	-	-	-	-
6	Construction	-	9,779	-	-
7	Wholesale and retail trade; Car and Motorcycle Repair and Maintenance	-	-	-	-
8	Transportation and Warehousing	-	-	-	-
9	Provision of Accommodation and Provision of Food and Drink	-	-	-	-
10	Information and Communication	-	-	-	-
11	Financial and Insurance Activities	3,430,809	325,471	-	244,396
12	Real Estate	-	-	-	-
13	Professional, Scientific, and Technical Activities	-	-	-	-
14	Leasing and Hire Purchase without Option Rights, Employment, Travel Agencies, and Other Business Supports	-	-	-	-
15	Government Administration, Defense and Mandatory Social Security	-	-	-	-
16	Education	-	-	-	-
17	Human Health and Social Activities	-	31,455	-	-
18	Arts, Entertainment, and Recreation	-	-	-	-
19	Other Services	-	-	-	-
20	Household Activities as Employer; Self-use homemade products and services	-	-	-	-

	Collateralized Housing Loans	Collateralized Commercial Property Loans	Loans to Employees/Pensioners	Claims against MSMEs and retail Portfolio	Claims against Corporations	Mature Claims	Other Assets
	-	-	-	363	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	668,980	12,902	12,902	13,381	250,471	-	-
	-	-	-	53,128	181,496	-	-
	-	-	-	-	-	-	365,907
	669,726	254,391	254,391	307,023	8,184,927	-	365,907
	-	-	218,867	54,528	1,314,249	-	-
	-	-	-	83	48,057	-	-
	-	9,446	-	15,282	1,386,393	50,063	-
	-	-	-	-	-	-	-
	-	-	-	34	-	-	-
	-	46,951	-	5,998	246,968	-	-
	4,198	-	-	41,232	1,169,349	-	-
	-	16,098	-	2,052	362,406	-	-
	25	-	-	1,903	19,324	-	-
	-	-	-	1,004	36,117	-	-
	-	-	-	8,847	1,717,744	-	-
	-	158,618	-	-	147,808	-	-
	-	-	-	1,231	2,679	-	-
	-	-	-	2,678	736,785	-	-
	-	-	-	-	-	-	-
	-	-	-	343	22,149	-	-
	342	-	-	41	10,946	-	-
	-	-	-	-	-	-	-
	-	-	-	841	-	-	-
	-	-	-	-	-	-	-

No	Economic Sector	Claims against government	Claims against Public Sector Entities	Claims against Multilateral development Banks and international organizations	Claims against Banks
21	International organizations and other extra international organizations	-	-	-	-
22	Household	-	-	-	-
23	Non-Business Field	-	-	-	-
24	Others	-	-	-	-
Total		3,430,809	655,990	-	244,396

Disclosure of Claims and Allowances by Region

In million Rupiah

No	Portfolio Category	31 December 2023			
		Claims and Allowances by Region			
		Sumatra	Java	Eastern Indonesia	Total
1	Claims	437,582	15,813,154	22,829	16,273,565
2	Impaired claims	7,745	635,160	-	642,905
	a. Outstanding	7,745	584,543	-	592,288
	b. Mature	-	50,617	-	50,617
3	CKPN – Individual	3,690	336,620	-	340,310
4	CKPN – Collective	3,812	128,496	29	132,337
5	Written-off claims	60,766	28,413	-	89,179

Disclosure of Claims and Allowances by Economic Sector

In million Rupiah

No	Economic Sector	Claims	Impaired claims		
			Outstanding	Mature	
31 December 2023					
1	Agriculture, Forestry, and Fisheries	1,487,401	1,441	-	
2	Mining and extractive industries	259,906	4	-	
3	Processing industry	3,556,995	360,073	50,617	
4	Electricity, Gas, Steam/Hot Water and Cold Air Supply	533,434	-	-	
5	Water Management, Wastewater Management, Waste Management and Recycling	1,522	9	-	
6	Construction	1,936,879	70,328	-	
7	Wholesale and retail trade; Car and Motorcycle Repair and Maintenance	385,274	3,408	-	
8	Transportation and Warehousing	596,028	89,452	-	
9	Provision of Accommodation and Provision of Food and Drink	78,765	-	-	
10	Information and Communication	35,823	-	-	

	Collateralized Housing Loans	Collateralized Commercial Property Loans	Loans to Employees/ Pensioners	Claims against MSMEs and retail Portfolio	Claims against Corporations	Mature Claims	Other Assets
	-	-	-	-	-	-	-
	289,291	14,836	15,409	12,661	51,394	-	-
	-	-	-	41,636	37	-	-
	-	-	-	-	-	-	410,488
	293,855	245,949	234,276	190,393	7,262,405	50,063	410,488

	31 December 2023			
	Claims and Allowances by Region			
	Region 1	Region 2	Region 3	Total
	5,144,747	1,302,408	6,207	6,453,362
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	2,926	30,975	59	33,960
	3,220	77,081	-	80,301

Notes

Region 1 : Greater Jakarta

Region 2 : Outside Greater Jakarta (Java island)

Region 3 : Sumatra

	CKPN - Individual	CKPN - Collective	Written-off claims
	67	12,271	-
	0	1,521	-
	153,543	8,666	-
	-	5,321	-
	1	5	-
	1,180	39,815	-
	69,632	14,052	14,573
	60,978	3,140	6,104
	-	602	-
	-	344	-

No	Economic Sector	Claims	Impaired claims	
			Outstanding	Mature
11	Financial and Insurance Activities	4,340,169	-	-
12	Real Estate	443,814	49,925	-
13	Professional, Scientific, and Technical Activities	8,017	-	-
14	Leasing and Hire Purchase without Option Rights, Employment, Travel Agencies, and Other Business Supports	557,665	641	-
15	Government Administration, Defense and Mandatory Social Security	1,093,935	-	-
16	Education	61,166	-	-
17	Human Health and Social Activities	10,010	12	-
18	Arts, Entertainment, and Recreation	-	-	-
19	Other Services	62,147	-	-
20	Household Activities as Employer; Self-use homemade products and services	-	-	-
21	International organizations and other extra international organizations	-	-	-
22	Household	770,644	16,996	-
23	Non-Business Field	53,970	-	-
24	Others	-	-	-
Total		16,273,565	592,288	50,617
31 December 2022				
1	Agriculture, Forestry, and Fisheries	501,668	-	-
2	Mining and extractive industries	177,144	-	-
3	Processing industry	399,804	-	-
4	Electricity, Gas, Steam/Hot Water and Cold Air Supply	41,436	-	-
5	Water Management, Wastewater Management, Waste Management and Recycling	34	-	-
6	Construction	83,506	-	-
7	Wholesale and retail trade; Car and Motorcycle Repair and Maintenance	70,877	-	-
8	Transportation and Warehousing	191,871	-	-
9	Provision of Accommodation and Provision of Food and Drink	6,303	-	-
10	Information and Communication	32,824	-	-
11	Financial and Insurance Activities	2,347,386	-	-
12	Real Estate	97,880	-	-
13	Professional, Scientific, and Technical Activities	1,896	-	-
14	Leasing and Hire Purchase without Option Rights, Employment, Travel Agencies, and Other Business Supports	139,897	-	-
15	Government Administration, Defense and Mandatory Social Security	1,980,580	-	-
16	Education	24,327	-	-
17	Human Health and Social Activities	6,322	-	-
18	Arts, Entertainment, and Recreation	-	-	-
19	Other Services	39	-	-

	CKPN – Individual	CKPN – Collective	Written-off claims
	-	13,232	-
	48,494	21,275	-
	-	76	-
	629	6,538	17,440
	-	-	-
	-	460	-
	1	16	-
	-	-	-
	-	611	51,063
	-	-	-
	-	-	-
	5,785	4,346	-
	-	185	-
	-	-	-
	340,310	132,476	89,179
	-	4,887	-
	-	1,761	-
	-	4,010	-
	-	411	-
	-	4	-
	-	819	-
	-	749	26,000
	-	1,891	1,628
	-	177	6,117
	-	323	-
	-	8,957	44,468
	-	946	2,088
	-	559	-
	-	2,196	-
	-	-	-
	-	231	-
	-	66	-
	-	-	-
	-	6	-

No	Economic Sector	Claims	Impaired claims	
			Outstanding	Mature
20	Household Activities as Employer; Self-use homemade products and services	-	-	-
21	International organizations and other extra international organizations	-	-	-
22	Household	309,116	-	-
23	Non-Business Field	40,453	-	-
24	Others	-	-	-
Total		6,453,362		-

Disclosure of Details of Movements in Impairment Losses

In million Rupiah

No	Description	31 December 2023	
		CKPN Individual	CKPN Collective
1	Initial balance of CKPN	4,602	29,214
2	Establishment (recovery) of CKPN in the current period (Net)	41,744	(14,664)
	a. Establishment of CKPN in the current period	57,948	31,523
	b. Recovery of CKPN in the current period	(16,205)	(46,187)
3	CKPN used to write off bills for the current period	(561)	-
4	Formation (recovery) of Others in the current period	-	-
Closing Impairment Reserve Balance		45,785	14,550

	CKPN – Individual	CKPN – Collective	Written-off claims
	-	-	-
	-	-	-
	-	5,583	-
	-	385	-
	-	-	-
	-	33,960	80,301

	31 December 2022	
	CKPN Individual	CKPN Collective
	-	16,602
	11,445	21,878
	11,445	21,878
	-	-
	(856)	-
	-	-
	10,589	38,481

Net Claims by Portfolio Category and Rating

In million Rupiah

No	Portfolio Category	Rating Agency	Net Claims				
			Long-Term Ratings				
		Standard and Poo	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	
		Fitch Rating	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3	
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+ (idn) to AA- (idn)	A+(idn) to A-(idn)	BBB+(idn) to BBB- (idn)	
		PT. Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	idBBB+ to idBB-	
31 December 2023							
1	Claims against Government		-	-	-	-	
2	Claims against Public Sector Entities		-	589,350	-	-	
3	Claims against Multilateral Development Banks and International Organizations		-	-	-	-	
4	Claims against Banks		-	28,762	-	-	
5	Collateralized Housing Loans		-	-	-	-	
6	Collateralized Commercial Property Loans		-	-	-	-	
7	Loans to Employees/ Pensioners		-	-	-	-	
8	Claims against MSMEs and Retail Portfolio		-	-	-	-	
9	Claims against Corporations		-	664,359	907,618	65,428	
10	Mature Claims		-	-	-	-	
11	Other Assets		-	-	-	-	
Total							

	Short-Term Ratings								
	BB+ to BB-	B+ to B-	Less Than B-	A-1	A-2	A-3	Less Than A-3	No Rating	Total
	BB+ to BB-	B+ to B-	Less Than B-	F1+ to F1	F2	F3	Less Than F3		
	Ba1 to Ba3	B1 to B3	Less Than B3	P-1	P-2	P-3	Less Than P-3		
	BB+(idn) to BB-(idn)	B+(idn) to B-(idn)	Less Than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Less Than F3(idn)		
	Id BB+ to idBB-	Id B+ to idB-	Less Than idB-	idA1	idA2	idA4	Less Than idA4		
	-	-	-	-	-	-	-	4,060,419	4,060,419
	-	-	35,525	-	-	-	-	45,962	670,837
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	23,926	52,689
	-	-	-	-	-	-	-	669,726	669,726
	-	-	-	-	-	-	-	190,064	190,064
	-	-	-	-	-	-	-	254,391	254,391
	-	-	-	-	-	-	-	307,023	307,023
	-	-	-	-	-	-	-	6,547,522	8,184,927
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	365,907	365,907
									14,755,982

No	Portfolio Category	Rating Agency	Net Claims			
		Long-Term Ratings				
		Standard and Poo	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Fitch Rating	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+ (idn) to AA-(idn)	A+(idn) to A-(idn)	BBB+(idn) to BBB- (idn)
		PT. Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	idBBB+ to idBB-
31 December 2022						
1	Claims against Government		-	-	-	-
2	Claims against Public Sector Entities		-	507,770	106,986	-
3	Claims against Multilateral Development Banks and International Organizations		-	-	-	-
4	Claims against Banks		-	14,396	-	-
5	Collateralized Housing Loans		-	-	-	-
6	Collateralized Commercial Property Loans		-	-	-	-
7	Loans to Employees/ Pensioners		-	-	-	-
8	Claims against MSMEs and Retail Portfolio		-	-	-	-
9	Claims against Corporations		-	264,139	935,892	425
10	Mature Claims		-	-	-	-
11	Other Assets		-	-	-	-
Total						

				Short-Term Ratings						
	BB+ to BB-	B+ to B-	Less Than B-	A-1	A-2	A-3	Less Than A-3	No Rating	Total	
	BB+ to BB-	B+ to B-	Less Than B-	F1+ to F1	F2	F3	Less Than F3			
	Ba1 to Ba3	B1 to B3	Less Than B3	P-1	P-2	P-3	Less Than P-3			
	BB+(idn) to BB-(idn)	B+(idn) to B-(idn)	Less Than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Less Than F3(idn)			
	Id BB+ to idBB-	Id B+ to idB-	Less Than idB-	idA1	idA2	idA4	Less Than idA4			
	-	-	-	-	-	-	-	3,430,809	3,430,809	
	-	-	-	-	-	-	-	41,234	655,990	
	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	230,000	244,396	
	-	-	-	-	-	-	-	293,855	293,855	
	-	-	-	-	-	-	-	245,949	245,949	
	-	-	-	-	-	-	-	234,276	234,276	
	-	-	-	-	-	-	-	190,393	190,393	
	-	-	-	-	-	-	-	6,061,949	7,262,405	
	-	-	-	-	-	-	-	50,063	50,063	
	-	-	-	-	-	-	-	410,488	410,488	
										13,018,625

Disclosure of Counterparty Credit Risks

Sharia Hedging Transactions Over The Counter

Dalam jutaan Rupiah

No	Underlying Variables	31 December 2023						
		Notional Value			Sharia Hedging Claims	Sharia Hedging Obligations	Net Claims Before Credit Risk Mitigation	Credit Risk Mitigation
		≤ 1 Year	> 1 Year - ≤ 5 Year	> 5 Year				
1	Shariah-Compliant Profit Rate Swap	-	-	-	-	-	-	-
2	Shariah-Compliant Foreign Currency Swap	-	-	-	-	-	-	-
3	Other	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-

Repo Transactions

In million Rupiah

No	Portfolio Category	31 December 2023			
		Net Claims	Credit risk mitigation value	Net Claims After Credit Risk Mitigation	Risk-weighted Assets
1	Claims against Government	-	-	-	-
2	Claims against Public Sector Entities	-	-	-	-
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-
4	Claims against Banks	-	-	-	-
5	Claims against MSMEs and Retail Portfolio	-	-	-	-
6	Claims against Corporations	-	-	-	-
Total		-	-	-	-

		31 December 2022							
	Net Claims After Credit Risk Mitigation	Notional Value			Sharia Hedging Claims	Sharia Hedging Obligations	Net Claims Before Credit Risk Mitigation	Credit Risk Mitigation	Net Claims After Credit Risk Mitigation
		≤ 1 Year	> 1 Year - ≤ 5 Year	> 5 Year					
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-

31 December 2022				
	Net Claims	Credit risk mitigation value	Net Claims After Credit Risk Mitigation	Risk-weighted Assets
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-

Reverse Repo Transactions

In million Rupiah

No	Portfolio Category	31 December 2023			
		Net Claims	Credit Risk Mitigation value	Net Claims After Credit Risk Mitigation	Risk-weighted assets after Credit Risk Mitigation
1	Claims against Government	-	-	-	-
2	Claims against Public Sector Entities	-	-	-	-
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-
4	Claims against Banks	-	-	-	-
5	Claims against MSMEs and Retail Portfolio	-	-	-	-
6	Claims against Corporations	-	-	-	-
Total		-	-	-	-

Disclosure of Net Claims Based on Risk Weight After Credit Risk Mitigation Impact Calculation

Dalam jutaan Rupiah

No	Portfolio Category	Net Claims After Credit Risk Mitigation Impact						
		0%	20%	25%	35%	40%	45%	
31 December 2023								
A	On-balance sheet exposure							
1	Claims against Government	4,060,419	-	-	-	-	-	
2	Claims against Public Sector Entities	-	589,350	-	-	-	-	
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-	
4	Claims against Banks	-	28,762	-	-	-	-	
5	Collateralized Housing Loans	-	106,642	244,217	318,668	-	-	
6	Collateralized Commercial Property Loans	-	-	-	-	-	-	
7	Loans to Employees/ Pensioners	-	-	-	-	-	-	
8	Claims against MSMEs and Retail Portfolio	-	-	-	-	-	-	
9	Claims against Corporations	-	664,359	-	-	-	-	
10	Mature Claims	-	-	-	-	-	-	
11	Other Assets	365,907	-	-	-	-	-	
Total on-balance sheet exposure		-	-	-	-	-	-	
B	Other off-balance sheet exposure							
1	Claims against Government	-	-	-	-	-	-	
2	Claims against Public Sector Entities	142,716	-	-	-	-	-	

31 December 2022				
	Net Claims	Credit Risk Mitigation value	Net Claims After Credit Risk Mitigation	Risk-weighted assets after Credit Risk Mitigation
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-

	50%	75%	100%	150%	Others	ATMR	Capital Expense
	-	-	-	-	-	-	-
	45,962	-	-	35,525	-	194,139	-
	-	-	-	-	-	-	-
	23,926	-	-	-	-	17,716	-
	-	-	-	-	-	193,916	-
	-	-	190,064	-	-	190,064	-
	254,391	-	-	-	-	127,195	-
	-	193,551	-	-	-	145,163	-
	907,618	-	6,001,577	45,000	-	6,655,757	-
	-	-	-	-	-	-	-
	-	-	323,096	-	-	323,095	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-

No	Portfolio Category	Net Claims After Credit Risk Mitigation Impact						
		0%	20%	25%	35%	40%	45%	
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-	-
4	Claims against Banks	-	-	-	-	-	-	-
5	Collateralized Housing Loans	414	1,000	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-	-	-
7	Loans to Employees/ Pensioners	-	-	-	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	10,000	9,075	-	-	-	-	-
9	Claims against Corporations	996,701	524,831	-	-	-	-	-
10	Mature Claims	-	-	-	-	-	-	-
Total Other Off-Balance Sheet Exposure		-	-	-	-	-	-	-
C Counterparty Credit Risk Exposure								
1	Claims against Government	-	-	-	-	-	-	-
2	Claims against Public Sector Entities	-	-	-	-	-	-	-
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-	-
4	Claims against Banks	-	-	-	-	-	-	-
5	Claims against MSMEs and Retail Portfolio	-	-	-	-	-	-	-
6	Claims against Corporations	-	-	-	-	-	-	-
Total Counterparty Credit Risk Exposure		5,576,156	1,924,019	244,217	318,668	-	-	-
31 December 2022								
A On-balance sheet exposure								
1	Claims against Government	3,430,809	-	-	-	-	-	-
2	Claims against Public Sector Entities	-	507,770	-	-	-	-	-
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-	-
4	Claims against Banks	-	244,396	-	-	-	-	-
5	Collateralized Housing Loans	-	53,740	79,767	160,347	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-	-	-
7	Loans to Employees/ Pensioners	-	-	-	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	-	-	-	-	-	-	-
9	Claims against Corporations	-	264,139	-	-	-	-	-
10	Mature Claims	-	-	-	-	-	-	-
11	Other Assets	410,488	-	-	-	-	-	-
Total on-balance sheet exposure		-	-	-	-	-	-	-

						ATMR	Capital Expense
	50%	75%	100%	150%	Others		
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	40	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	50	-	-	1,399	-
	-	-	75,683	-	-	180,649	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	1,231,898	193,551	6,590,469	80,525	-	8,029,133	-
	-	-	-	-	-	-	-
	148,220	-	-	-	-	175,664	-
	-	-	-	-	-	-	-
	-	-	-	-	-	48,879,25	-
	-	-	-	-	-	85,641	-
	-	-	245,949	-	-	245,949	-
	234,286	-	-	-	-	117,138	--
	-	189,062	-	-	-	92,750	-
	935,892	-	5,902,456	-	-	6,049,981	-
	-	-	50,063	-	-	50,063	-
	-	-	-	-	-	341,267	-
	-	-	-	-	-	-	-

No	Portfolio Category	Net Claims After Credit Risk Mitigation Impact						
		0%	20%	25%	35%	40%	45%	
B Other off-balance sheet exposure								
1	Claims against Government	-	-	-	-	-	-	
2	Claims against Public Sector Entities	-	-	-	-	-	-	
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-	
4	Claims against Banks	-	-	-	-	-	-	
5	Collateralized Housing Loans	-	-	-	-	-	-	
6	Collateralized Commercial Property Loans	-	1	-	-	-	-	
7	Loans to Employees/ Pensioners	-	-	-	-	-	-	
8	Claims against MSMEs and Retail Portfolio	-	-	-	-	-	-	
9	Claims against Corporations	28,500	6,576	-	-	-	-	
10	Mature Claims	842,726	565,426	-	-	-	-	
Total other off-balance sheet exposure		-	-	-	-	-	-	
C Counterparty credit risk exposure								
1	Claims against Government	-	-	-	-	-	-	
2	Claims against Public Sector Entities	-	-	-	-	-	-	
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-	
4	Claims against Banks	-	-	-	-	-	-	
5	Claims against MSMEs and Retail Portfolio	-	-	-	-	-	-	
6	Claims against Corporations	-	-	-	-	-	-	
Total Counterparty Credit Risk Exposure		4,712,523	1,642,047	79,767	160,347	-	-	

						ATMR	Capital Expense
	50%	75%	100%	150%	Others		
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	0	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	16	-	-	998	-
	-	-	46,833	-	-	159,918	-
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Disclosure of Net Claims and Credit Risk Mitigation Methods

In million Rupiah

No	Portfolio Category	31 December 2023						
		Net Claims	The Guaranteed Section With				No Guaranteed	
			Collateral	Warranty	Financing Insurance	Other		
A	On-balance sheet exposure							
1	Claims against Government	4,060,419	-	-	-	-	4,060,419	
2	Claims against Public Sector Entities	670,837	-	-	-	-	670,837	
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-	
4	Claims against Banks	52,689	-	-	-	-	52,689	
5	Collateralized Housing Loans	669,526	-	-	-	-	669,526	
6	Collateralized Commercial Property Loans	190,064	-	-	-	-	190,064	
7	Loans to Employees/ Pensioners	254,391	-	-	-	-	254,391	
8	Claims against MSMEs and Retail Portfolio	305,158	111,606,68	-	-	-	193,551	
9	Claims against Corporations	8,004,278	385,724,47	-	-	-	7,618,554	
10	Mature Claims	-	-	-	-	-	-	
11	Other Assets	365,907	-	-	-	-	365,907	
Total on-balance sheet exposure		14,573,268	4 97,331	-	-	-	14,075,937	
B	Other off-balance sheet exposure							
1	Claims against Government	-	-	-	-	-	-	
2	Claims against Public Sector Entities	-	-	-	-	-	-	
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-	
4	Claims against Banks	-	-	-	-	-	-	
5	Collateralized Housing Loans	200	-	-	-	-	-	
6	Collateralized Commercial Property Loans	-	-	-	-	-	-	
7	Loans to Employees/ Pensioners	-	-	-	-	-	-	
8	Claims against MSMEs and Retail Portfolio	1,865	-	-	-	-	-	

	31 December 2022					
	Net Claims	The Guaranteed Section With				No Guaranteed
		Collateral	Warranty	Financing Insurance	Other	
	3,430,809	-	-	-	-	-
	655,990	-	-	-	-	387,976
	-	-	-	-	-	-
	244,396	-	-	-	-	-
	293,854	4,000,00	-	-	-	290,170
	245,949	-	-	-	-	245,949
	234,276	-	-	-	-	234,276
	189,062	104,898,54	-	-	-	123,515
	7,102,487	628,941,74	-	-	-	5,573,773
	50,063	-	-	-	-	50,063
	410,488	-	-	-	-	-
	12,857,375	737,840,27	-	-	-	6,905,722
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	1	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	1,331	-	-	-	-	-

No	Portfolio Category	31 December 2023					
		Net Claims	The Guaranteed Section With				No Guaranteed
			Collateral	Warranty	Financing Insurance	Other	
9	Claims against Corporations	180,649	-	-	-	-	-
10	Mature Claims	-	-	-	-	-	-
Total other off-balance sheet exposure		182,714	-	-	-	-	-
C Counterparty Credit Risk Exposure							
1	Claims against Government	-	-	-	-	-	-
2	Claims against Public Sector Entities	-	-	-	-	-	-
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-
4	Claims against Banks	-	-	-	-	-	-
5	Claims against MSMEs and Retail Portfolio	-	-	-	-	-	-
6	Claims against Corporations	-	-	-	-	-	-
Total Counterparty Credit Risk Exposure		-	-	-	-	-	-

Disclosure of Asset Securitization Transactions

No	Securitization Exposure	31 December 2023					
		Value of Securitized Assets	The Value of Securitized Assets that Have Decreased In Value		Profit/Loss From Securitization Activities	Risk-weighted assets	Capital Deduction
			Maturity	Not Yet Due			
1	Bank acts as an initial creditor - Type of exposure (e.g., claims with a residential house as the collateral)	-	-	-	-	-	-
2	Bank acts as a supporting credit provider:						
	a. First risk insurer facility - Type of exposure (e.g., claims with a residential house as the collateral)	-	-	-	-	-	-
	b. Second risk insurer facility - Type of exposure (e.g., claims with a residential house as the collateral)	-	-	-	-	-	-

31 December 2022						
Net Claims	The Guaranteed Section With				No Guaranteed	
	Collateral	Warranty	Financing Insurance	Other		
159,918	-	-	-	-	-	-
-	-	-	-	-	-	-
161,250	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-

Notes:
 Unguaranteed Portion = Net Claims
 - (Collateral + Guarantee + Financing Insurance + Other)

31 December 2022					
Value of Securitized Assets	The Value of Securitized Assets that Have Decreased In Value		Profit/Loss From Securitization Activities	Risk-weighted assets	Capital Deduction
	Maturity	Not Yet Due			
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-

No	Securitization Exposure	31 December 2023					
		Value of Securitized Assets	The Value of Securitized Assets that Have Decreased in Value		Profit/Loss From Securitization Activities	Risk-weighted assets	Capital Deduction
			Maturity	Not Yet Due			
3	Bank acts as a provider of liquidity facilities - Type of exposure (e.g., claims with a residential house as the collateral)	-	-	-	-	-	-
4	Bank acts as a service provider - Type of exposure (e.g., claims with a residential house as the collateral)	-	-	-	-	-	-
5	Bank acts as custodian bank - Type of exposure (e.g., claims with a residential house as the collateral)	-	-	-	-	-	-
6	Banks act as a financier						
	a. Senior tranche - Type of exposure (e.g., claims with a residential house as the collateral)	-	-	-	-	-	-
	b. Junior tranche - Type of exposure (e.g., claims with a residential house as the collateral)	-	-	-	-	-	-

Summarized Disclosure of Asset Securitization Transactions When the Sharia-compliant Commercial Bank Acts as an Initial Creditor

No	Underlying Asset	31 December 2023		31 December 2022	
		Value of Securitized Assets	Sales Gains/Losses	Value of Securitized Assets	Sales Gains/Losses
1	Claims against Government	-	-	-	-
2	Claims against Public Sector Entities	-	-	-	-
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-
4	Claims against Banks	-	-	-	-
5	Collateralized Housing Loans	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-
7	Loans to Employees/Pensioners	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	-	-	-	-
9	Claims against Corporations	-	-	-	-
10	Mature Claims	-	-	-	-
Total		-	-	-	-

31 December 2022							
	Value of Securitized Assets	The Value of Securitized Assets that Have Decreased In Value		Profit/Loss From Securitization Activities	Risk-weighted assets	Capital Deduction	
		Maturity	Not Yet Due				
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-

Disclosure of Risk-weighted Asset Calculation for Credit Risk Using the Standard Approach

On-Balance Sheet Asset Exposure

In million Rupiah

No	Portfolio Category	31 December 2023			31 December 2022		
		Net Claims	Risk-weighted Assets Before Credit Risk Mitigation	Risk-weighted Assets After Credit Risk Mitigation	Net Claims	Risk-weighted Assets Before Credit Risk Mitigation	Risk-weighted Assets After Credit Risk Mitigation
1	Claims against Government	4,060,419	-	-	3,430,809	-	-
2	Claims against Public Sector Entities	670,837	194,138	194,138	655,990	175,664	175,664
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-
4	Claims against Banks	52,689	17,716	17,716	244,396	48,879	48,879
5	Collateralized Housing Loans	669,526	193,916	193,916	293,855	86,811	85,641

No	Portfolio Category	31 December 2023			31 December 2022		
		Net Claims	Risk-weighted Assets Before Credit Risk Mitigation	Risk-weighted Assets After Credit Risk Mitigation	Net Claims	Risk-weighted Assets Before Credit Risk Mitigation	Risk-weighted Assets After Credit Risk Mitigation
6	Collateralized Commercial Property Loans	190,064	190,064	190,064	245,949	245,949	245,949
7	Loans to Employees/Pensioners	254,391	127,195	127,195	234,276	117,138	117,138
8	Claims against MSMEs and Retail Portfolio	305,158	228,868	145,163	190,393	141,796	92,750
9	Claims against Corporations	8,004,278	7,041,482	6,655,757	7,262,405	6,423,230	6,049,981
10	Mature Claims	-	-	-	50,063	50,063	50,063
11	Other Assets	365,907	-	323,096	410,488	-	341,267
Total		14,573,267	7,993,379	7,847,045	13,018,625	7,289,625	7,207,332

Other Off-Balance Sheet Exposure

In million Rupiah

No	Portfolio Category	31 December 2023			31 December 2022		
		Net Claims	Risk-weighted Assets Before Credit Risk Mitigation	Risk-weighted Assets After Credit Risk Mitigation	Net Claims	Risk-weighted Assets Before Credit Risk Mitigation	Risk-weighted Assets After Credit Risk Mitigation
1	Claims against Government	-	-	-	-	-	-
2	Claims against Public Sector Entities	-	-	-	-	-	-
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-
4	Claims against Banks	-	-	-	-	-	-
5	Collateralized Housing Loans	200	40	40	1	0	0
6	Collateralized Commercial Property Loans	-	-	-	-	-	-
7	Loans to Employees/Pensioners	-	-	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	1,865	1,399	1,399	1,331	998	998
9	Claims against Corporations	180,649	180,649	180,649	159,918	159,918	159,918
10	Mature Claims	-	-	-	-	-	-
Total		182,714	182,088	182,088	161,250	160,916	160,916

Counterparty Credit Risk Exposure

No	Portfolio Category	31 December 2023			31 December 2022		
		Net Claims	Risk-weighted Assets Before Credit Risk Mitigation	Risk-weighted Assets After Credit Risk Mitigation	Net Claims	Risk-weighted Assets Before Credit Risk Mitigation	Risk-weighted Assets After Credit Risk Mitigation
1	Claims against Government	-	-	-	-	-	-
2	Claims against Public Sector Entities	-	-	-	-	-	-
3	Claims against Multilateral Development Banks and International Organizations	-	-	-	-	-	-
4	Claims against Banks	-	-	-	-	-	-
5	Collateralized Housing Loans	-	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-	-
Total		-	-	-	-	-	-

Settlement Risk Exposure

No	Portfolio Category	31 December 2023			31 December 2022		
		Net Claims	Risk-weighted Assets Before Credit Risk Mitigation	Risk-weighted Assets After Credit Risk Mitigation	Net Claims	Risk-weighted Assets Before Credit Risk Mitigation	Risk-weighted Assets After Credit Risk Mitigation
1	Delivery versus payment	-	-	-	-	-	-
	a. Capital expenses 8% (5-15 days)	-	-	-	-	-	-
	b. Capital expenses 50% (16-30 days)	-	-	-	-	-	-
	c. Capital expenses of 75% (31-45 days)	-	-	-	-	-	-
	d. 100% capital expense (more than 45 days)	-	-	-	-	-	-
2	Non – Delivery versus payment	-	-	-	-	-	-

Securitization Exposure

No	Type of Transaction	31 December 2023		31 December 2022	
		Capital Reduction Factor	Risk-weighted Assets After Credit Risk Mitigation	Capital Reduction Factor	Risk-weighted Assets After Credit Risk Mitigation
1	Supporting Financing Facilities that meet the requirements	-	-	-	-
2	Supporting Financing Facilities that do not meet the requirements	-	-	-	-
3	Financing facilities that meet the requirements	-	-	-	-
4	Financing facilities that do not meet the requirements	-	-	-	-
5	Purchase of Asset-Backed Securities that meet the requirements	-	-	-	-
6	Purchase of Asset-Backed Securities that do not meet the requirements	-	-	-	-
7	Securitization exposure not covered by the Financial Services Authority Regulations on the principle of prudence in asset securitization activities for commercial banks	-	-	-	-
Total		-	-	-	-

Credit Risk Measurement Total

In million Rupiah

No	Description	31 December 2023	31 December 2022
1	Total Credit Risk for Risk-weighted Assets	8,029,133	6,337,115
2	Total Capital Reduction Factor	-	-

Market Risk

Market Risk Disclosure Using the Standard Approach

No	Types of Risk	31 December 2023				31 December 2022			
		Bank		Consolidation		Bank		Consolidation	
		Capital Expense	Risk-weighted Assets	Capital Expense	Risk-weighted Assets	Capital Expense	Risk-weighted Assets	Capital Expense	Risk-weighted Assets
1	Interest Rate Benchmark Risk	-	-	-	-	-	-	-	-
	a. Specific Risk	-	-	-	-	-	-	-	-
	b. General Risk	-	-	-	-	-	-	-	-
2	Exchange Rate Risk	-	-	-	-	-	-	-	-
3	Equity Risk *)	-	-	-	-	-	-	-	-
4	Commodity Risk *)	-	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-	-

Liquidity Risk

Profile Disclosure of Rupiah and Foreign Currency Maturity

Rupiah Maturity Profile

In Million Rupiah

No	Account	31 December 2023						
		Balance	Maturity *)					
			≤ 1 month	> 1 month to 3 months	> 3 months to 6 months	6 months to 12 months	> 12 months	
BALANCE SHEET								
A	Asset	14,471,734	2,782,159	716,042	1,764,590	1,623,751	7,585,192	
1	Cash	42,811	42,811	-	-	-	-	
2	Placements with Bank Indonesia	1,093,935	1,093,935	-	-	-	-	
3	Placements with Other Banks	28,762	28,762	-	-	-	-	
4	Marketable Securities	4,288,943	1,410,434	231,523	212,508	353,885	2,080,593	
5	Murabahah Receivables (gross)	1,654,583	909	3,755	13,042	45,599	1,591,278	
6	Salam Receivables	-	-	-	-	-	-	
7	Istishna’ receivables	-	-	-	-	-	-	
8	Qardh receivables	13,486	8,465	2,366	90	485	2,080	
9	Mudharabah Financing	760,307	151	20,010	31,131	162,979	546,036	
10	Musarakah Financing	5,988,631	196,178	453,189	1,500,797	1,044,610	2,793,857	
11	Ijarah	596,546	27	5,167	4,847	16,018	570,487	
12	Other Assets	3,730	487	32	2,175	175	861	
B	Liabilities	14,471,734	10,241,002	448,100	153,369	335,058	3,294,205	
1	Third-Party Funds	10,949,450	9,984,595	448,100	153,369	335,058	28,328	
	a. Wadiah Demand Deposits	2,076,138	2,076,138	-	-	-	-	
	b. Mudharabah Time Deposits	6,776,761	5,840,974	448,030	153,369	334,388	-	
	c. Wadiah Savings	1,159,440	1,159,440	-	-	-	-	
	d. Mudharabah Savings	937,111	908,043	70	-	670	28,328	
	e. Other	-	-	-	-	-	-	
2	Liabilities to Bank Indonesia	-	-	-	-	-	-	
3	Liabilities to Other Banks	66,407	66,407	-	-	-	-	
4	Securities Issued	190,000	190,000	-	-	-	-	
5	Received Financing	-	-	-	-	-	-	
6	Other Liabilities	3,265,877	-	-	-	-	3,265,877	

31 December 2022						
	Balance	Maturity *)				
		≤ 1 month	> 1 month to 3 months	> 3 months to 6 months	6 months to 12 months	> 12 months
	12,671,669	3,474,518	479,916	1,290,367	1,534,557	5,892,311
	69,221	69,221	-	-	-	-
	946,012	946,012	-	-	-	-
	14,396	14,396	-	-	-	-
	4,110,855	2,105,911	-	100,311	88,264	1,816,369
	1,348,575	473	2,952	9,136	41,397	1,294,617
	-	-	-	-	-	-
	-	-	-	-	-	-
	30,846	1,326	15,711	12,715	241	853
	508,124	1,325	48,088	6,030	40,997	401,684
	5,297,352	335,666	413,134	1,148,640	1,363,333	2,036,579
	391,921	151	24	3,333	248	388,164
	(45,633)	36	7	202	77	(45,955)
	12,671,669	8,964,066	348,368	58,945	106,059	3,194,231
	9,481,633	8,958,178	348,368	58,945	106,059	10,083
	2,103,955	2,103,955	-	-	-	-
	5,821,627	5,319,184	345,364	55,169	101,910	-
	760,343	760,343	-	-	-	-
	795,708	774,696	3,004	3,776	4,149	10,083
	-	-	-	-	-	-
	-	-	-	-	-	-
	5,888	5,888	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	3,184,148	-	-	-	-	3,184,148

No	Account	31 December 2023					
		Balance	Maturity *)				
			≤ 1 month	> 1 month to 3 months	> 3 months to 6 months	6 months to 12 months	> 12 months
C	Commitment and Contingency Statements	76,033	17,513	27,304	15,728	14,488	1,000
1	Commitment obligations						
2	Contingency obligations	76,033	17,513	27,304	15,728	14,488	1,000
D	Difference (A-B)	-	(7,458,843)	267,942	1,611,221	1,288,693	4,290,987

Foreign Currency Maturity Profile

No	Account	31 December 2023						
		Balance	Maturity *)					
			≤ 1 month	> 1 month to 3 months	> 3 months to 6 months	6 months to 12 months	> 12 months	
BALANCE SHEET								
A	Asset	-	-	-	-	-	-	
1	Cash	-	-	-	-	-	-	
2	Placements with Bank Indonesia	-	-	-	-	-	-	
3	Placements with Other Banks	-	-	-	-	-	-	
4	Marketable Securities	-	-	-	-	-	-	
5	<i>Murabahah</i> Receivables (gross)	-	-	-	-	-	-	
6	Salam Receivables	-	-	-	-	-	-	
7	<i>Istishna'</i> receivables	-	-	-	-	-	-	
8	<i>Qardh</i> receivables	-	-	-	-	-	-	
9	<i>Mudharabah</i> Financing	-	-	-	-	-	-	
10	<i>Musarakah</i> Financing	-	-	-	-	-	-	
11	<i>Ijarah</i>	-	-	-	-	-	-	
12	Other Assets	-	-	-	-	-	-	
B	Liabilities	-	-	-	-	-	-	
1	Third-Party Funds	-	-	-	-	-	-	
	<i>a. Wadiah</i> Demand Deposits	-	-	-	-	-	-	
	<i>b. Mudharabah</i> Time Deposits	-	-	-	-	-	-	
	<i>c. Wadiah</i> Savings	-	-	-	-	-	-	
	<i>d. Mudharabah</i> Savings	-	-	-	-	-	-	
	e. Other	-	-	-	-	-	-	
2	Liabilities to Bank Indonesia	-	-	-	-	-	-	

	31 December 2022					
	Balance	Maturity *)				
		≤ 1 month	> 1 month to 3 months	> 3 months to 6 months	6 months to 12 months	> 12 months
	46,849	23,615	4,758	11,605	6,871	-
	46,849	23,615	4,758	11,605	6,871	-
	-	(5,489,548)	131,548	1,231,422	1,428,498	2,698,080

[illegible]

No	Account	31 December 2023					
		Balance	Maturity *)				
			≤ 1 month	> 1 month to 3 months	> 3 months to 6 months	6 months to 12 months	> 12 months
3	Liabilities to Other Banks	-	-	-	-	-	-
4	Securities Issued	-	-	-	-	-	-
5	Received Financing	-	-	-	-	-	-
6	Other Liabilities	-	-	-	-	-	-
C	Commitment and Contingency Statements	-	-	-	-	-	-
1	Commitment obligations	-	-	-	-	-	-
2	Contingency obligations	-	-	-	-	-	-
D	Difference (A-B)	-	-	-	-	-	-

Operational Risks

In Million Rupiah

No	Approach Used	31 December 2023		
		Gross Income (Average in the last three years)	Capital Expense	Risk-weighted Assets
1	Standard indicator approach	506,359	75,954	949,422
Total		506,359	75,954	949,422

	31 December 2022					
	Balance	Maturity *)				
		≤ 1 month	> 1 month to 3 months	> 3 months to 6 months	6 months to 12 months	> 12 months
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-

	31 December 2022		
	Gross Income (Average in the last three years)	Capital Expense	Risk-weighted Assets
	414,880	62,232	777,900
	414,880	62,232	777,900

Marketing Aspect and Market Share

Marketing Aspect

Marketing has become a critical success factor in today's increasingly competitive environment. In 2023, BCAS pursued a hybrid marketing strategy that involved a combination of digital platforms and direct customer interaction to promote its products and services. By leveraging digital and social media, BCAS was able to educate and engage with its customers more effectively, providing them with faster and more comprehensive information and solutions to their needs.

In 2023, we introduced an online account opening feature that we had added to our BCA Syariah Mobile app. Various acquisition and loyalty programs were implemented throughout the year to attract new customers. These programs were aimed at providing an attractive experience to existing customers by offering transaction programs at our partner merchants.



Although digital marketing has grown rapidly, offline marketing still has a significant impact. Below-the-line marketing is a type of offline marketing. In 2023, BCAS actively participated in various below-the-line events organized by the BCA Group and events initiated by all BCAS branches in collaboration with agencies or communities in the areas where the branches were located.



We are committed to responsible marketing practices. To make it easy for our customers to use BCAS's products and services, we always provide comprehensive and easy-to-understand information about them. Our officers manage the information on products and services, and we distribute it through brochures, our website, and social media channels. We are constantly improving our corporate website, which you can access at www.bcasyariah.co.id, to ensure that it remains a primary source of information for our products, services, and corporate activities.

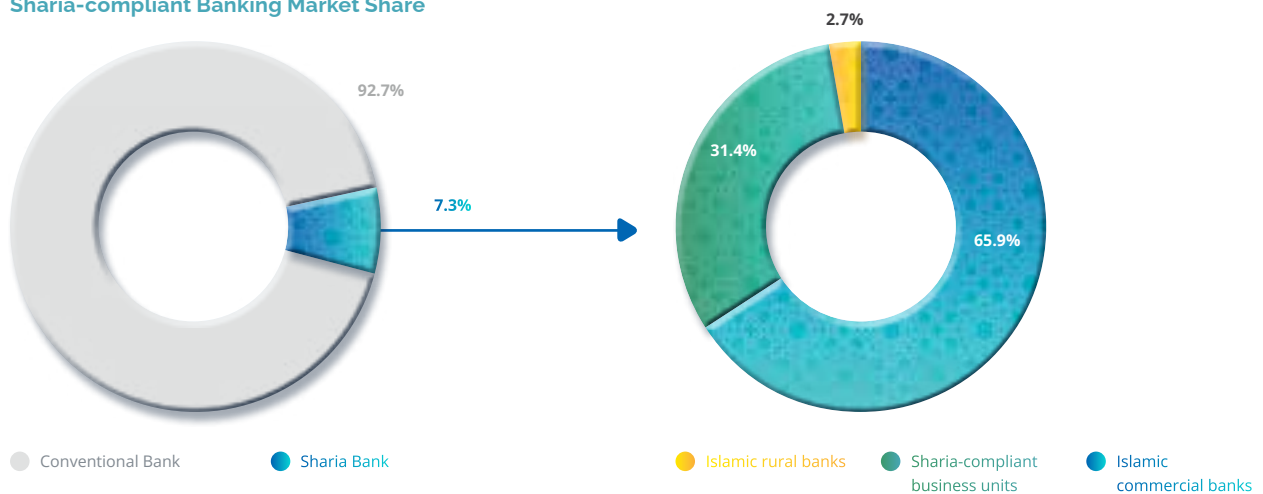
Cybersecurity issues are becoming increasingly common due to the rise in digital communication and transactions. As a result, we are dedicated to providing information and education to the public on this matter. We regularly use social media, websites and webinars to educate people on personal data security and transaction security. Our goal is to help people make wiser decisions when using digital solutions and understand the importance of maintaining personal data security. This will allow them to use our digital transaction solutions optimally, safely, and comfortably.



Market Share

As of 30 November 2023, Islamic banking accounted for 7.3% of the national banking market, indicating growth from the end of 2022, which was recorded at 6.8%. Islamic commercial banks contributed 65.9% to the total Islamic banking assets.

Sharia-compliant Banking Market Share



Market Share by Assets

By the end of 2023, BCAS had total assets of Rp14,471.7 billion, with a market share of 2.6% of the total assets of Islamic commercial banks*.

Market Share by Third-Party Funds

BCAS secured Rp10,949.5 billion in third-party funds in 2023, with a 2.5% market share among Islamic commercial banks.*

Market Share by Financing

By the end of 2023, BCAS had recorded Rp9,013.6 billion in financing, representing a 2.5% market share of the total financing distributed by Islamic commercial banks*.

BCAS's Position in the Islamic Banking Industry

BCAS performed relatively well compared to other national Islamic banks, particularly Islamic commercial banks. A comparison of BCAS's performance with other Islamic commercial banks is shown in the table below.

Description	BCAS	Other Islamic Commercial Banks*
Asset growth	14.2%	10.1%
Financing growth	18.8%	13.8%
Third-party fund growth	15.5%	5.6%
CAR	34.8%	25.6%
ROA	1.5%	2.0%
BOPO	78.6%	77.1%
FDR	82.3%	83.2%
NPF Gross	1.04%	2.20%
NPF Net	0.00%	0.72%

* Islamic commercial banks' data as of 30 November 2023

Business Outlook for 2024

According to the October 2023 outlook report by the International Monetary Fund (IMF), the global banking sector faces increased risks due to higher and longer interest rates. The report highlights that the initial signs of rising interest rates have exposed vulnerabilities in some banks, while a prolonged period of tight monetary policy will negatively impact many others. Inflation remains high in several countries, and thus, central banks are expected to keep interest rates higher for an extended period to control it.

Over the last two years, and possibly continuing until 2024, the global banking sector, including Indonesian banking, is expected to face several risks. These risks may include an increase in benchmark interest rates, geopolitical tensions, oil price spikes, cost of living crises, and fragmentation or divergence of the global economy. The combination of these factors could lead to an economic downturn that affects the financial sector, including banking. In addition, non-performing loan (NPL) ratios are likely to increase as businesses face liquidity and profitability difficulties. It is crucial for banking players to be disciplined and periodically improve their stress test tools to prepare for the impact of these risks, especially the risk of rising benchmark interest rates and the risk of economic stagflation.

Moreover, in 2024, Indonesia will hold general elections, which may significantly impact the economy going forward. As such, a political agenda needs to be taken into account when formulating business prospects. The outcome of the presidential election may change the dynamics of the economy, and it is vital to consider this factor while making business decisions.

Indonesia's banking sector remains solid despite the persistently high global interest rates, which are expected to continue. This strength is supported by a high capital adequacy ratio (CAR) of 27.41%, well above the average CAR of other countries, which is generally below 20%. This high CAR reflects the implementation of conservative prudential policies that have significantly helped overcome uncertainties in the still-volatile global situation. The national banking industry has shown resilience and the ability to cope with various potential risks amidst the dynamics of the global economy. However, banking industry players should remain cautious to ensure that the Indonesian banking industry continues to run smoothly. BCAS is optimistic about the long-term prospects of the Indonesian economy and the national banking system.

Islamic banking still faces the challenge of low Islamic banking literacy. However, we believe that challenges always bring opportunities. Our optimism is supported by the growth trend in Islamic banking market share. Factors such as Indonesia's demographics, which has the world's largest Muslim population, the potential growth of the halal industry globally and locally, the government's commitment to making Indonesia the centre of the world's halal market, and the significant role of MSMEs in the Indonesian economy are opportunities for the business world and the Islamic banking sector in Indonesia.

Islamic banking has unique services and products that distinguish it from conventional banking. If supported by technology adoption, these services and products can be a strength for Islamic banking to grow and meet customers' increasingly complex and specific needs. Product development for both funds and financing and maximizing the development of digital infrastructure will make it easier for the public to access Sharia-compliant services and products.

These conditions further strengthen our optimism that the future prospects for Islamic banking business are very open.

BCAS aims to maintain its growth momentum and achieve quality and sustainable performance. To this end, BCAS has

formulated a 2024 strategy and will implement it consistently. Our strategy will generally focus on four key development areas: solid performance and sustainable growth, operational excellence, human capital development, and good corporate governance implementation.

Business Continuity Information

BCAS maintains its business continuity by following a corporate plan, which is mandated by regulatory requirements. This plan serves as a guide for BCAS to operate according to its long-term strategic direction. The corporate plan is translated into a business plan and short-term strategies that guide all organizational lines to work together to achieve the desired performance. The business strategy is continuously adjusted to economic and banking sector developments, taking into account the prevailing policies and regulations and the strategic direction of BCA as the parent company. In addition, BCAS has a substantial capital and liquidity position, which provides the foundation for its long-term business continuity.

We place a high priority on ensuring the reliability of our banking systems. This includes ensuring adequate IT capacity and capability, as well as IT-related human resources. The use of information technology in BCAS's business activities and operations is an ongoing focus for management. This enables BCAS to be more responsive in providing products and services to customers while running operational processes more efficiently. However, the rapid development of technology also brings threats, especially related to information security. Therefore, BCAS constantly evaluates and updates its security systems to anticipate cybercrime and ensure customers can transact safely. We also strive to continuously improve our IT systems and align them with global standards, including obtaining an ISO certificate for our Information Security Management System (ISMS).

We have also implemented a business continuity plan designed to anticipate disruptions that may affect our banking

operations. This plan is supported by high-quality infrastructure and human resources. To ensure the reliability of our hardware, software, network infrastructure, and supporting facilities, regularly evaluated by BCAS. We also continuously review and update our guidelines and procedures for dealing with emergencies to ensure that our core business functions can continue to operate. Additionally, BCAS conducts training and simulations periodically to prepare for disasters, such as earthquakes and fires, and other potential events that could disrupt our business activities.

We consider the following factors:

- The vast potential of the national halal market;
- The strengthening and resilient national economy and banking industry despite global economic uncertainty
- The Islamic banking industry's increasing market share compared to the national banking industry
- BCAS's position in the Islamic banking industry, especially among Islamic commercial banks;
- BCAS's healthy financial condition and continuous financial performance improvement every year;
- BCAS's health;
- The adequacy of BCAS's business continuity plan.

Our assessment suggests that BCAS is capable of sustaining its business in the future, and no issues could substantially affect the continuity of BCAS's business. BCAS will remain cautious and vigilant while conducting its business operations and continue closely monitoring global and national economic developments. We are optimistic that BCAS will continue to exhibit quality and sustainable growth.

Corporate Governance



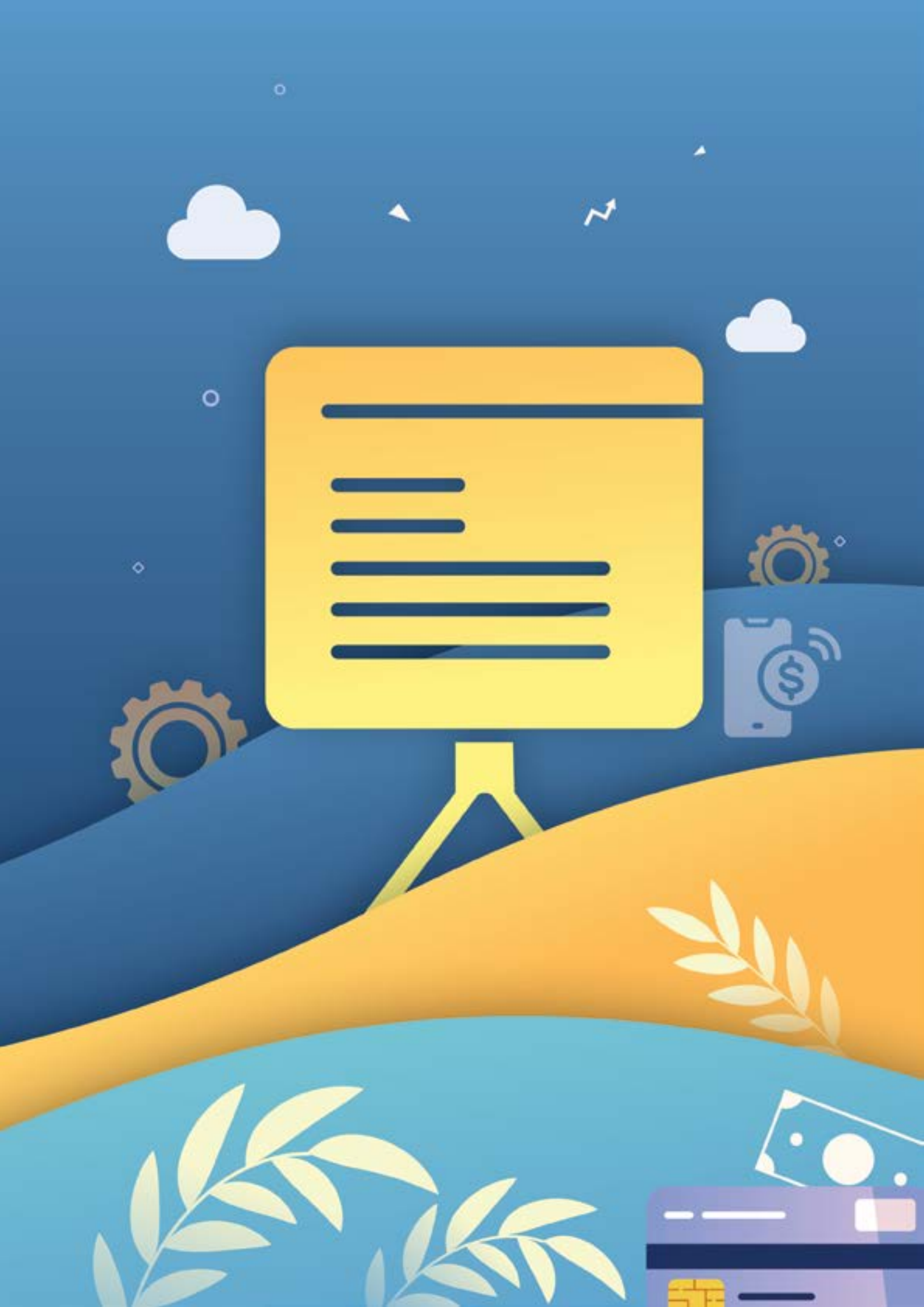


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Good Corporate Governance

To establish a robust and sustainable sharia banking sector, it is crucial to efficiently execute Good Corporate Governance (GCG) in Islamic commercial banks and business units that align with Sharia (Sharia compliance). The application of GCG is a vital step towards safeguarding the interests of all stakeholders while ensuring compliance with relevant laws and regulations, as well as ethical values that are generally practised in the Islamic banking sector.

GCG is critical to BCAS's revival after the COVID-19 pandemic. As the global economy gradually recovers from the pandemic, companies in Indonesia need to ensure that GCG is incorporated into their business activities. This step is expected to create new sources of economic growth, accelerate economic recovery and mitigate emerging risks. BCAS is committed to implementing GCG in accordance with applicable regulations and international best practices.

Basis and Objectives of Implementing GCG

The purpose of implementing GCG is to ensure business continuity and achieve BCAS's vision and mission, which include promoting sustainable growth and increasing stakeholder confidence. The implementation of GCG at BCAS involves adhering to regulatory requirements set by the Financial Services Authority (OJK) and Bank Indonesia (BI), as well as complying with relevant laws, internal regulations, and best practices that are considered exemplary on a national and international scale, such as the ASEAN Corporate Governance Scorecard (ACGS).

GCG Structure and Implementation at BCAS

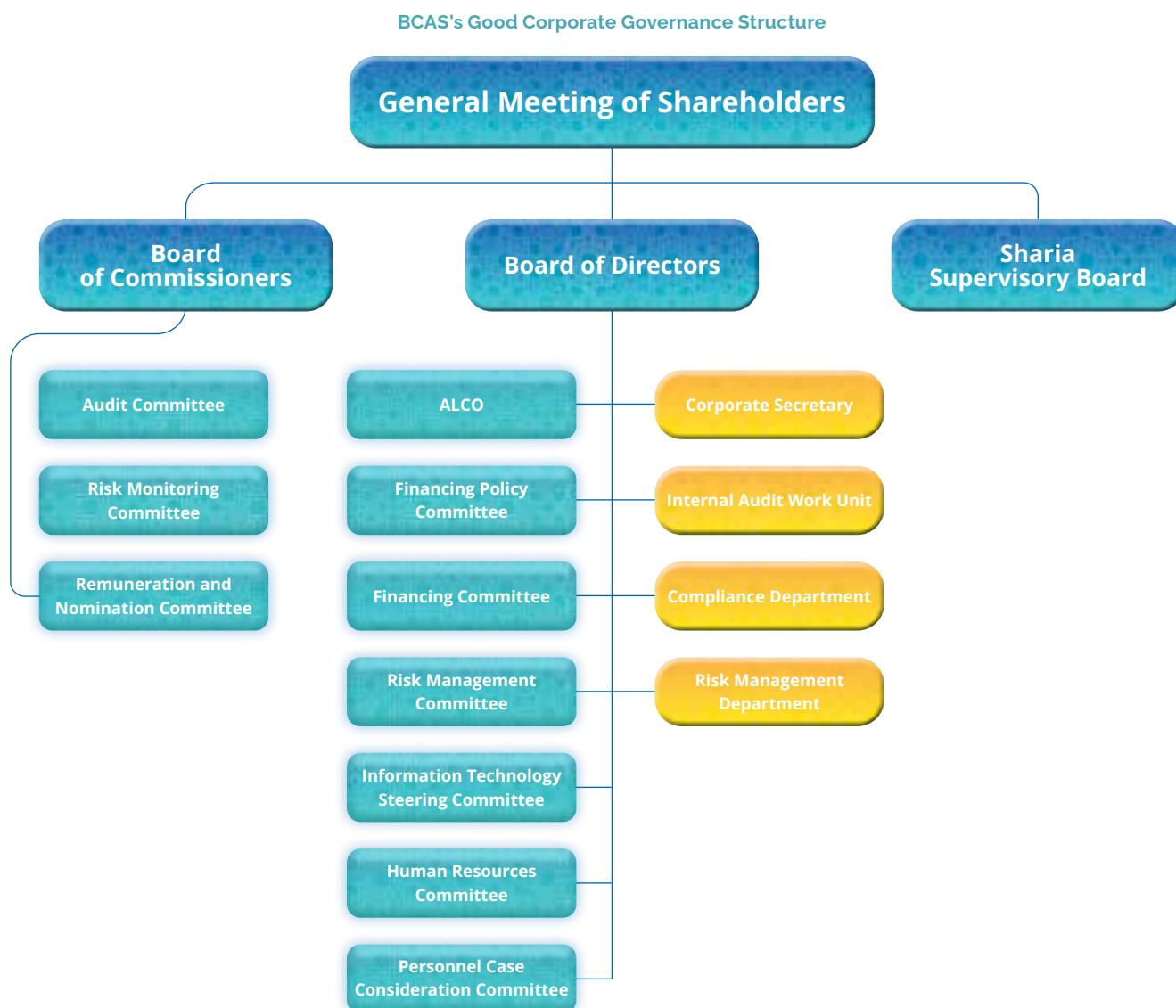
GCG implementation at BCAS is carried out through a series of activities that are guided by its commitment and based on GCG principles. These activities include governance structure, governance process, and governance outcome.

GCG Implementation in BCA Syariah

GCG Principles	<ul style="list-style-type: none"> • Transparency • Accountability • Responsibility • Independence • Fairness
BCA Syariah Commitment	<ul style="list-style-type: none"> • Vision • Mission • Values • Guidelines/Charter • Code of Ethics
Governance Structure	<ul style="list-style-type: none"> • Main organ (GMS, Board of Commissioners, Board of Directors, Sharia Supervisory Board) • Supporting Organ (committees under the Board of Commissioners, the Executive Commissioner, the Corporate Secretary, the Risk Management Department, the Compliance Department, and the Internal Audit Unit).
Governance Process	<ul style="list-style-type: none"> • Communications with stakeholders • Policy formulation and decision-making • Assessment and evaluation
Governance Outcome	<ul style="list-style-type: none"> • Positive growth in corporate performance • The bank's health level • Assessment by credible rating agencies for BCA's corporate performance and GCG practices • Awards from various reputable organizations

a. Governance structure

BCAS's GCG structure complies with regulations, reflects effective principles, and creates checks and balances through clear roles and responsibilities. BCAS's GCG structure is as follows:



b. Governance process

BCAS is committed to implementing GCG by adhering to existing internal policies. This is done to ensure compliance with regulations and to support the infrastructure necessary for GCG implementation. Some of BCAS's internal policies related to GCG include:

- Articles of Association.
- The Code of Ethics.
- The Board of Directors' Decision No. 026/SK/DIR/2020 dated 28 August 2020 regarding the Implementation of the Whistleblowing System at PT Bank BCA Syariah in 2020.
- The Board of Directors' Decision No. 057/SK/DIR/2023 dated 29 December 2023 regarding the Governance Policy of PT Bank BCA Syariah.
- The Board of Directors' Decision No. 011/SK/DIR/2020 regarding Guidelines for the Implementation of the Anti-Fraud Strategy of PT Bank BCA Syariah in 2020.
- The Board of Directors' Decision No. 070/SK/DIR/2019 dated 25 November 2019 regarding PT Bank BCA Syariah Policies on Anti-Money Laundering and Countering Terrorism Financing in 2019.
- The Board of Directors' Decision No. 043/SK/DIR/2019 dated 28 May 2019 regarding the Internal Audit Charter.
- The Board of Directors' Decision No. 002/SK/DIR/2018 dated 4 January 2018 regarding Revising the General Guidelines for the Compliance Function.
- BCA Syariah's values based on the Board of Directors' Decision No. 11/SK/DIR/2017 regarding BCAS's Vision, Mission and Values Policy and the Board of Directors' Decision No. 051/SK/DIR/2017 regarding Developing BCA Syariah Vision, Mission and Values Policy.

c. Governance outcome

BCAS's GCG implementation, which is supported by an adequate governance structure and infrastructure, can increase stakeholder confidence in its management, internal control, and risk management. This, in turn, can have a positive impact on BCAS's operational and financial performance, helping to maintain its business continuity.

GCG Implementation Self-Assessment

BCAS conducts a self-assessment of the implementation of GCG in accordance with SEOJK No. 10/SEOJK.03/2014 concerning Health Level Assessment of Islamic Commercial Banks and Business Units. The Compliance Department collects relevant data and information for self-assessment purposes to evaluate the adequacy and effectiveness of BCAS's GCG implementation. The assessment was conducted comprehensively, covering three aspects: BCAS's governance structure, process, and outcome. The assessment is measured based on the following eleven factors:

Governance Structure	1. The Board of Commissioners' duty performance and responsibility fulfilment
	2. The Board of Directors' duty performance and responsibility fulfilment
	3. Committees' thorough duty performance
Governance Process	4. The Sharia Supervisory Board's duty performance and responsibility fulfilment
	5. Sharia compliance in fundraising and financing, as well as service delivery
	6. Resolution of conflicts of interest
	7. Implementation of the bank's compliance function
	8. Implementation of internal audit function
	9. Implementation of external audit function
Governance Outcome	10. Maximum Fund Disbursement Limit (BMPD)
	11. Transparency of financial and non-financial conditions, GCG implementation reports, and internal reporting

Self-assessments in the first and second half of 2023 resulted in the following:

Period	Rating	Definition of Rating
First Half of 2023	2	The bank's management of has implemented GCG practices, which are rated 'good'. The bank's GCG practices has been adequate and reflects the management's commitment towards good governance. In case there are any weaknesses in its GCG practices, they are generally minor and can be resolved through routine actions taken by the bank's management.
Second Half of 2023	1	The bank's management has implemented GCG practices, which are rated 'very good'. This is evident in the adequate implementation of GCG practices. In case there are any weaknesses in its GCG practices, they are generally minor and can be immediately resolved by the bank's management.

General Meeting of Shareholders

In BCAS's GCG structure, the General Meeting of Shareholders (GMS) is the highest authority that allows shareholders to exercise their rights and fulfil their obligations. The GMS has its own power, which is not authorized by the Boards of Directors or Commissioners, within the limits defined by the law and BCAS's Articles of Association. The GMS enables shareholders to understand and assess the activities and management of BCAS. Unless specifically provided otherwise, the GMS is composed of an Annual GMS (AGMS) and an Extraordinary GMS (EGMS).

Shareholder Rights

BCAS's shareholders have the following rights:

- Propose an agenda for the GMS as per relevant regulations.
- Obtain published GMS materials at the latest 28 days before the relevant GMS takes place.
- Take up the opportunity to ask questions or provide opinions in each discussion of the agenda of the GMS.

- Amend the contents of the Articles of Association.
- Vote during a GMS.
- Appoint and dismiss any members of the Boards of Directors or the Board of Commissioners, or the Sharia Supervisory Board.
- Determine the duties and authorities of members of the Boards of Directors and the Board of Commissioners.
- Approve or reject the transfer of BCAS's assets in accordance with BCAS's procedures and Articles of Association as well as relevant laws and regulations.
- Approve or reject BCA Syariah's increased capital.
- Authorize and execute other rights and powers per BCAS's Articles of Association and relevant laws.

Annual GMS for Financial Year 2022

In 2023, BCAS held its Annual General Meeting of Shareholders (AGMS) for the financial year 2022 with the following details:

Day/Date	February 22, 2023	
Time	10.50 WIB	
Place	Territory of the Republic of Indonesia through video conference	
Quorum	100% of shareholders present	
Attendance: Board of Commissioners	Name	Position
	Tantri Indrawati	Independent President Commissioner
	Ratna Yanti	Independent Commissioner
	Ina Widjaja	Commissioner
Attendance: Board of Directors	Name	Position
	Yuli Melati Suryaningrum	President Director
	Rickyadi Widjaja	Director
	Houda Muljanti	Director for Compliance
	Pranata	Director
	Lukman Hadiwijaya	Director
Attendance: Audit Committee	Name	Position
	Tantri Indrawati	Head of Audit Committee
Shareholder Attendance: BCA	Name	Position
	Subur Tan	Director
	John Kosasih	Director
Shareholder Attendance: BCA Finance	Name	Position
	Roni Haslim	President Director
	Lim Handoyo	Director

Organization of Annual GMS for Financial Year 2022

- a. The AGMS was held at the company through video conference.
- b. The meeting was attended by shareholders who represented all 2,255,183,207 shares issued by BCAS. This means that the quorum requirement for the meeting attendance was fulfilled, and the shareholders unanimously voted on the resolutions of the GMS's agenda.
- c. The meeting was held in Indonesian language.
- d. Mrs. Ratna Yanti, as an Independent President Commissioner, chaired the Annual GMS for the financial year 2022.

- e. The person appointed as the Chairman of the meeting will preside over it and has the authority to determine the meeting procedures that are not clearly defined in the rules. The Chairman also has the right to request attendees to provide proof of their eligibility to attend the meeting and cast their votes.

Resolution of the 2022 AGMS and its Implementation

The 2022 AGMS was held on Wednesday, 22 February 2023, with the following agenda and resolutions:

Agenda Items	Resolution of the 2022 AGMS	Realisation
1. Annual report approval and ratification, including the Company's Financial Statements, Board of Directors' Report, the Board of Commissioners' Oversight Report, and the Sharia Supervisory Board's Oversight Report for the financial year that ended on 31 December 2022. They are also expected to release and discharge all responsibilities (<i>acquitt et de charge</i>) to all Board members for the management and supervision carried out during the financial year that ended on 31 December 2022.	Annual report approval and ratification, which has been reviewed by the Company's Board of Commissioners, including its financial statements for the financial year ending on 31 December 2022. These statements have been audited and examined, along with the Board of Directors' Report, the Board of Commissioners' Supervisory Report, and the Sharia Supervisory Board's Supervisory Report. The members of the Board of Directors will be released and discharged (<i>acquitt et de charge</i>) for their management actions, and the Board of Commissioners and the Sharia Supervisory Board will be released and discharged for their supervisory actions during the financial year that ended on 31 December 2022.	Realized
2. How the Company's net profit for the financial year ending on 31 December 2022 would be used.	The AGMS decides that Rp117,582,548,930 in net profit obtained by the Company in the financial year ending on 31 December 2022 would be used as follows: <ol style="list-style-type: none"> a. Rp2,000,000,000 would be set aside as reserves, increasing the Company's reserves to Rp16,000,000,000; b. The undecided remainder amount would be used is retained earnings. 	Realized

Agenda Items	Resolution of the 2022 AGMS	Realisation
<p>3. The resolution decided changes in the composition of the Company's Boards of Directors and Board of Commissioners.</p>	<p>The AGMS approved the following changes in the composition of the Company's Boards of Directors and Board of Commissioners.</p> <ul style="list-style-type: none"> a. Ms. Tantri Indrawati has been honourably discharged from her position as the Company's Independent President Commissioner b. Ms. Ratna Yanti has been honourably discharged from her position as the Company's Independent Commissioner c. Ms. Ina Widjaja has been honourably discharged from her position as the Company's Commissioner d. Mr. Rickyadi Widjaja has been honourably discharged from his position as the Company's Director e. Ms. Ratna Yanti has been appointed as the Company's Independent President Commissioner f. Ms. Inge Setiawati has been appointed as the Company's Independent Commissioner g. Mr. Rickyadi Widjaja has been appointed as the Company's Commissioner h. Ms. Ina Widjaja has been appointed as the Company's Director i. The resolution confirmed that since the closing of the meeting, the composition of the Boards of Directors, the Board of Commissioners, and the Sharia Supervisory Board has changed to be as follows: <p>Board of Directors President Director : Ibu Yuli Melati Suryaningrum Director : Ibu Ina Widjaja Director : Bapak Pranata Director for Compliance : Ibu Houda Muljanti Director : Bapak Lukman Hadiwijaya</p> <p>Board of Commissioners Independent President Commissioner : Ibu Ratna Yanti Independent Commissioner : Ibu Inge Setiawati Commissioner : Bapak Rickyadi Widjaja</p> <p>Sharia Supervisory Board Chairman : Bapak Fathurrahman Djamil Member : Bapak Sutedjo Prihatono</p> <p>The abovementioned members' term of office would be valid until the closing of the AGMS in 2025, without prejudice to the GMS's right to dismiss any of the abovementioned members at any time.</p> <ul style="list-style-type: none"> j. The Board of Commissioners shall be authorized to determine the division of duties and authorities among the Board of Directors per Article 12, paragraph 9 of the Company's Articles of Association. 	<p>Realized</p>
<p>4. Determination of salary or honorariums and benefits for the financial year 2023 and bonuses for the financial year 2022 to be distributed to all Board members.</p>	<p>The AGMS grants full power and authority to PT Bank Central Asia Tbk as the controlling shareholder to determine the amount of salary or honorariums and other benefits for the Board of Directors, Board of Commissioner and Sharia Supervisory Board members. The controlling sharehokder also has full power and authority to determine the amount of bonus to be distributed to each director, Board of Commissioner or\ Sharia Supervisory Board member who served during the financial year ending on 31 December 2022, provided that the Remuneration and Nomination Committee's recommendations are taken into consideration. The amount of salary or honorariums, allowances, and bonuses will be included in the financial atatemnts for the financial year 2023.</p>	<p>Realized</p>

Agenda Items	Resolution of the 2022 AGMS	Realisation
5. Appointment of a registered Public Accounting Firm (including registered public accountants working in a registered public accounting firm) to examine/audit the Company's books and records for the financial year ending on 31 December 2023.	For the Company to obtain the best Registered Public Accountant Firm in terms of quality, terms and competitive price, the AGMS decided to grant full power and authority to the Board of Commissioners to: <ol style="list-style-type: none"> Select and appoint a Public Accounting Firm registered with the Financial Services Authority to examine or audit the Company's books and records for the financial year ending on 31 December 2023, including appointing its successor; and Determine the amount of honorariums and other conditions related to the appointment by taking into account the recommendations of the Company's Audit Committee and relevant laws and regulations. 	Realized

Statement Regarding the Unrealized GMS Resolution

BCAS has implemented all recommendations specified in the Resolution of the AGMS for the financial year 2022. Therefore, there is no information in this report regarding any resolutions that were not realized and the reasons behind the failure to realize them.

Board of Commissioners

The Board of Commissioners is an organ within the Company responsible for conducting general and specific supervision in accordance with the Company's Articles of Association. They provide advice to the Board of Directors and ensure that governance is practised in every business activity at all levels of the organization.

Board of Commissioners Charter

The Charter of the Board of Commissioners can be found in Decree No. 057/SK/DIR/2023, issued on 29 December 2023 and contains the Governance Policy of PT Bank BCA Syariah. This Charter acts as a guide for the Board of Commissioners of BCAS, enabling them to carry out their duties and responsibilities in a manner that is effective, efficient, accountable, transparent, and independent. The Charter is reviewed and updated periodically in accordance with the existing laws and regulations. To access the Board of Commissioners Charter, please visit the BCAS website at <https://www.bcasyariah.co.id/dewan-komisaris-gcg>.

In general, BCAS's Board of Commissioners Charter regulates:

1. Composition
2. Criteria and requirements
3. Independence
4. Terms of office
5. Multiple positions
6. Transfers of positions
7. Obligations, duties, responsibilities, and authority
8. Meetings

Duties, Responsibilities, and Authorities of the Board of Commissioners

When implementing governance, the owner is not allowed to interfere in the Board of Commissioners' obligations, duties, responsibilities, and authority. Doing so could disrupt the bank's operations and lead to a decrease in its assets and profits. Therefore, the following measures are taken:

1. The Board of Commissioners is responsible for overseeing BCAS's interests regarding the Board of Directors' policies and management. They provide advice to the Board of Directors and ensure that their oversight aligns with the Bank's goals and objectives stated in laws and regulations, the bank's articles of association, and decisions made in the AGM.
2. The Board of Commissioners is obliged to exercise its duties, authority, and responsibilities with good faith and prudence.
3. The Board of Commissioners carries out its duties and responsibilities independently by supervising the implementation of governance in BCAS's every business activity at all levels of the organization.
4. When conducting supervision, the Board of Commissioners is obliged to direct, monitor and evaluate the implementation of integrated governance, risk management, and compliance. They also ensure that BCAS's strategic policies are in line with statutory regulations, the Bank's Articles of Association, and GMS decisions.
5. The Board of Commissioners shall exercise the authority delegated to it in accordance with statutory regulations, the bank's articles of association, and GMS decisions.

6. The Board of Commissioners may perform other supervisory duties and exercise other supervisory authority.
7. The Board of Commissioners approves and Supervises the Bank's Business and corporate plans. However, when conducting supervision, they are prohibited from participating in decision-making on the Bank's operations, except on the following:
 - Funding relevant parties as per the Financial Services Authority's regulations on credit limits and providing large funds for BCA Syariah.
 - other matters stipulated in the Bank's Articles of Association or statutory regulations.
8. As part of its supervisory duties, the Board of Commissioners can make decisions on BCAS's operations, as referred to in point 7. However, this does not absolve the Board of Directors' responsibility for Bank management.
9. The Board of Commissioners is obliged to oversee the directors' follow-up on audit findings, examinations, and recommendations from the Internal Audit Unit and External Auditor, as well as the results of monitoring conducted by the Financial Services Authority and other relevant authorities and institutions.
10. The Board of Commissioners is required to inform the Financial Services Authority within five working days after discovering any of the following:
 - Violation of laws and regulations related to finance, banking, or BCAS's business activities; and/or
 - Any circumstances or anticipated situations that could put BCAS's business continuity at risk.
11. The Board of Commissioners must allocate adequate time to fulfil their duties and responsibilities according to work guidelines and regulations.
12. The Board of Commissioners is obliged to protect all of BCAS's data, including that submitted by the directors, in accordance with statutory regulations.
13. The Board of Commissioners is obliged to establish at least the following committees:
 - The Audit Committee
 - The Risk Monitoring Committee
 - The Remuneration and Nomination Committee
14. The Board of Commissioners has the authority to establish additional committees tailored to the needs or complexity of the Bank or expand the scope of a committee's duties, responsibilities, or authority to support the Board of Commissioners' supervisory duties and responsibilities.
15. The Board of Commissioners must ensure that their established committees perform their duties effectively.
16. The Board of Commissioners must evaluate committee performance at least once per fiscal year.

Independence

The following outlines the independence criteria for the Board of Commissioners:

1. Independent Commissioners must not have any financial, managerial, share ownership, or familial relationships with the controlling shareholder, Board of Commissioners or Directors, or any financial or share ownership relationships with other sharia commercial banks.
2. Most members of the Board of Commissioners are prohibited from having any familial relationships up to the second degree with their fellow members or members of the Board of Directors.
3. Members of the Board of Commissioners are not allowed to use the bank for personal, family, or any other interests that could potentially damage or reduce the bank's profits.

4. Members of the Board of Commissioners are prohibited from accepting personal benefits from the Bank, except for remuneration and other facilities determined by the GMS.
5. Members of the Board of Commissioners are required to disclose their remuneration and any other facilities they receive in accordance with the Financial Services Authority regulation on governing remuneration for sharia commercial banks.

Eligibility Criteria and Terms of Office for the Board of Commissioners

Members of the Board of Commissioners must meet the following criteria and requirements:

1. Board of Commissioners members are individuals who meet the Financial Services Authority's approval requirements.
2. Board of Commissioners members who have fulfilled the Financial Services Authority's approval requirements have adequate integrity, competence and financial reputation.
3. Board of Commissioners members must have passed the Fit and Proper Test in accordance with regulatory provisions and have obtained a letter of approval from the Financial Services Authority.
4. They must have adequate and relevant competencies and be able to put their knowledge into practice in performing their duties and responsibilities
5. Candidate Independent Commissioners must have:
 - Relevant knowledge in the banking sector;
 - Experience in the banking or finance sector.
6. Former Directors, Executive Officers, or anyone with a relationship with BCAS that could influence their ability to act independently must wait at least one year before becoming an Independent Commissioner.
7. The waiting period, referred to in point 6, particularly applies to:
 - The former President Director;
 - A former Director or Executive Officer with a supervisory function at the bank who must wait at least six months before becoming an Independent Commissioner.
8. In the event of a conflict of interest or potential conflict of interest, the candidate must disclose it during the fit and proper test.
9. In the event that based on the assessment of the Financial Services Authority there is a conflict of interest or potential conflict of interest of the candidate for Independent Commissioner or candidate for Non-Independent Commissioner related to the Bank in connection with the nomination concerned, the Financial Services Authority is authorized to determine the necessary supervisory actions.
10. Member appointment and replacement proposals to the GMS must take into account the nomination committee's recommendations. In case a committee member has a conflict of interest with any proposed candidate, they must disclose it in the proposal.
11. When appointing and replacing Board of Commissioners members, priority should be given to their professional composition, independence, competence, and diversity, which are essential for fulfilling their duties and responsibilities.

As per BCAS's Articles of Association,, the term of office for Board of Commissioners members is three years from the date decided in the Annual GMS. The term of office for the current members will conclude at BCAS's Annual GMS in 2025. The GMS has the power to dismiss any members of the Board of Commissioners before the expiry of their term.

Number and Composition of Board of Commissioners Members

BCAS has determined the membership number and composition of its Board of Commissioners according to applicable regulations. As of 31 December 2023, its Board of Commissioners has three members: one Independent President Commissioner, one Commissioner, and one Independent Commissioner.

The number of BCAS's Board of Commissioners members does not exceed the total number of its Directors. BCAS's

Independent Commissioners make up 66.67% of the total number of its Board of Commissioners members. It is worth noting that all members of BCAS's Board of Commissioners reside in Indonesia.

In 2023, BCAS went through some changes in its Board of Commissioners. These changes were based on the 2023 AGMS Resolution. You can find more information about the changes in the General Meeting of Shareholders section herein. The current composition of BCAS's Board of Commissioners for 2023 is as follows:

BCAS's Board of Commissioners Composition between January and February 2023

Name	Gender	Position	Term of Office
Tantri Indrawati	Female	Independent President Commissioner	Ended on 22 February 2023
Ratna Yanti	Female	Independent Commissioner	Ended on 22 February 2023
Ina Widjaja	Female	Commissioner	Ended on 22 February 2023

BCAS's Board of Commissioners Composition in February and December 2023

Name	Gender	Position	Term of Office
Ratna Yanti	Female	Independent President Commissioner	From 22 February 2023 to the 2025 AGMS
Inge Setiawati	Female	Independent Commissioner	From 22 February 2023 to the 2025 AGMS
Rickyadi Widjaja	Male	Commissioner	From 22 February 2023 to the 2025 AGMS

All members of BCAS's Board of Commissioners must pass OJK's fit and proper test before assuming their roles.

- Online and offline meetings and discussions with fellow Board of Commissioners and Directors to discuss BCAS-related issues or other necessary information.
- A desk review of BCAS-related information available online.

Orientation Program for New Board of Commissioners Members

An orientation program is provided for new Boards of Commissioners and Board of Directors members to introduce them to the organization's culture. This program utilizes various methods such as follows:

- An online or offline presentation by each work unit in the head office.
- Visits to BCAS's activity locations.

Training Programs to Improve Board of Commissioners Members' Competence

The Board of Commissioners at BCAS is required to attend annual training programs to support the successful performance of their duties and responsibilities. Below is the list of training programs attended by the Board of Commissioners during 2023:

Training Programs Attended by the Board of Commissioners in 2023

Name	Training Program	Organizer	Date
Ratna Yanti	An Annual Kick-off Meeting of Risk Management Profession in the Financial Services Sector in 2023 entitled "Challenges and Opportunities for Risk Management Profession in Achieving Sustainable Financial Goals."	IRMAPA	03 March 2023
	A webinar entitled "Improving Banking Collaboration for the Prevention and Eradication of Money Laundering Crime in the Implementation of General Elections and Regional Head Elections with Integrity and Accountability."	FKDKP	17 May 2023
	A webinar entitled "The Impact of Cloud Computing Implementation in the Financial Services Industry."	OJK INSTITUTE	08 June 2023
	Webinar Batch 3/2023 with the theme "Effectiveness of Digital Maturity Assessment in Measuring the Maturity of Banking Digital Transformation."	FKDKP	28 August 2023
	ESG in House Workshop & Discussion, (Socialization of BCAS's Sustainable Finance Policy, & ESRA)	TRISAKTI SUSTAINABILITY CENTER	27 September 2023
	A Refreshment Program entitled "Developing a Level-7 Risk Management Control System."	LSPKS	27 September 2023
	The Cooler Earth Sustainability Summit 2023 Jakarta	CIMB NIAGA	13 September 2023
	Indonesian Knowledge Forum (IKF) 2023	BCA Learning Service	10 October 2023
	Corporate Governance Based on OECD's International Standards on GCG Practices	PT Cita Negeri Amanah	13 November 2023
	The 2024 National Work Meeting, entitled "Energized You! BCAS Dares to Change."	PT. Bank BCA Syariah	21-24 November 2023
	Protect the Forest and Save Your Life	Lindungi Hutan dan Siaga Satu	22 November 2023
	Annual Islamic Banking Meeting and Launch of the Road Map for the Development and Strengthening of Indonesian Islamic Banking 2023-2027	OJK INSTITUTE	27 November 2023
Inge Setiawati	ESG Capacity Building entitled "Introduction To Business and Human Rights."	BCA	30 November 2023
	Webinar Batch 3/2023 with the theme "Effectiveness of Digital Maturity Assessment in Measuring the Maturity of Banking Digital Transformation."	FKDKP	28 August 2023
	The Cooler Earth Sustainability Summit 2023 Jakarta	CIMB Niaga	13 September 2023
	ESG in House Workshop & Discussion, (Socialization of BCAS's Sustainable Finance Policy, & ESRA)	Trisakti Sustainability Center	27 September 2023
	Indonesian Knowledge Forum (IKF) 2023	BCA Learning Service	10 – 11 October 2023
	Corporate Governance Based on OECD's International Standards on GCG Practices	PT Cita Negeri Amanah	13 November 2023
	The 2024 National Work Meeting, entitled "Energized You! BCAS Dares to Change."	PT. Bank BCA Syariah	21-24 November 2023
	Protect the Forest and Save Your Life	Lindungi Hutan dan Siaga Satu	22 November 2023
	Capacity Building ESG "Introduction To Business And Human Rights"	BCA	30 November 2023

Name	Training Program	Organizer	Date
Rickyadi Widjaja	An Annual Kick-off Meeting of Risk Management Profession in Financial Services Sector in 2023 entitled "Challenges and Opportunities for Risk Management Profession in Achieving Sustainable Financial Goals."	IRMAPA	03 March 2023
	The Launch of the Risk Management Survey Report: Indonesian Corporate Context in 2023	IRMAPA	07 June 2023
	Webinar Batch 3/2023 with the theme "Effectiveness of Digital Maturity Assessment in Measuring the Maturity of Banking Digital Transformation."	FKDKP	28 August 2023
	The Cooler Earth Sustainability Summit 2023 Jakarta	CIMB NIAGA	13 September 2023
	Refreshment Program entitled "Developing a Level-7 Risk Management Control System."	LSPKS	27 September 2023
	ESG in House Workshop & Discussion, (Socialization of BCAS's Sustainable Finance Policy, & ESRA)	Trisakti Sustainability Center	27 September 2023
	Indonesian Knowledge Forum (IKF) 2023	BCA Learning Service	10-11 October 2023
	Corporate Governance Based on OECD's International Standards on GCG Practices	PT Cita Negeri Amanah	13 November 2023
	The 2024 National Work Meeting, entitled "Energized You! BCAS Dares to Change."	PT. Bank BCA Syariah	21 November 2023
	Protect the Forest and Save Your Life	Lindungi Hutan dan Siaga Satu	22 November 2023
	ESG Capacity Building entitled "Introduction To Business and Human Rights"	BCA	30 November 2023
Tantri Indrawati*)	NA	NA	NA
Ina Widjaja*)	NA	NA	NA

Notes: *) Tantri Indrawati and Ina Widjaja served with the Board of Commissioners only until 22 February 2023, hence their participation in training programs prior to that is not listed herein.

Mandatory Certification for the Board of Commissioners in 2023

Name	Certification	Acquisition Date	Organizer
Tantri Indrawati*)	NA		
Ratna Yanti	Level-7 Risk Management Certification Maintenance Program on "Developing a Risk Management Control System"	27 September 2023	LSPKS
Ina Widjaja*)	NA		
Inge Setiawati	NA		
Rickyadi Widjaja	Level-7 Risk Management Certification Maintenance Program on "Developing a Risk Management Control System"	27 September 2023	LSPKS

Notes: *) Served with the Board of Commissioners until 22 February 2023.

The Board of Commissioners' Share Ownership of Five Percent or More of the Paid-up Capital

BCA Syariah's policy on reporting the share ownership of the Board of Commissioners is based on Article 57 of the Financial Services Authority Regulation Number 17/POJK.03/2023 on Governance Practices for Commercial Banks.

Policy on Reporting Ownership or Any Change in Share Ownership

The Charter of the Board of Commissioners outlines several regulations, including the requirement that commissioners disclose any share ownership equal to 5% or more of the paid-up capital. This disclosure should include the type and number of shares held in BCA Syariah, other banks, non-banking financial institutions, and other companies, both domestic and foreign.

Table of Share Ownership of Members of the Board of Commissioners with 5% (Five Percent) or More as of 31 December 2023

Name	Five percent of more share ownership of Board of Commissioners members in:			
	BCA	Other Banks	Non-Banking Financial Institutions	Other companies
Ratna Yanti	NONE	NONE	NONE	NONE
Inge Setiawati	NONE	NONE	NONE	NONE
Rickyadi Widjaja	NONE	NONE	NONE	NONE

BCAS Share Ownership by the Board of Commissioners in 2023

Name	Beginning-of-Year Share Ownership (as of 1 January 2023)	Year-End Share Ownership (as of 31 December 2023)
Ratna Yanti	-	-
Inge Setiawati	-	-
Rickyadi Widjaja	-	-

BCAS Share Ownership by the Board of Commissioners in 2022

Nama	Beginning-of-Year Share Ownership (as of 1 January 2022)	Year-End Share Ownership (as of 31 December 2022)
Ratna Yanti	-	-
Inge Setiawati	-	-
Rickyadi Widjaja	-	-

Board of Commissioners Members' Concurrent Positions

In 2023, BCAS ensured that its Board of Commissioners members followed all relevant regulations regarding concurrent positions. They did not hold concurrent positions as Board of Directors, Board of Commissioners, or Executive Officers in any financial institution (bank or non-bank) or more than one non-financial institution or non-financial company, both within the country and outside.

Board of Commissioners Members' Concurrent Positionson BCAS's Committees in 2023

Name	Position on the Board	AGMS Period	Position on the Committee
Ratna Yanti	Independent President Commissioner	2023-2025	Chairman of the Risk Monitoring Committee Member of the Remuneration and Nomination Committee
Inge Setiawati	Independent Commissioner	2023-2025	Chairman of the Audit Committee Chairman of the Remuneration and Nomination Committee Member of the Risk Monitoring Committee
Rickyadi Widjaja	Commissioner	2023-2025	Member of the Remuneration and Nomination Committee Member of the Risk Monitoring Committee

Policy on Board of Commissioners Meetings

The Board of Commissioners is required to hold meetings following the rules below.

1. Regular internal meetings must be held at least once every two months.
2. Regular meetings with the Directors must be held at least once every four months.
3. The meetings referred to in points 1 and 2 can be held if the majority of Board of Commissioners members are present.
4. All members must attend the meetings in person at least twice a year.
5. Non-Independent Commissioners who cannot attend meetings in person may attend them online via remote communication technologies.
6. Decisions made during the meetings must first be made based on deliberation to reach a consensus. If the deliberation process fails to reach a consensus, then decisions in the meeting will be based on the majority vote.
7. All decisions made by the Board of Commissioners are binding on its members.
8. Differences of opinion at Board of Commissioners meetings should be clearly documented in the minutes, including reasons for disagreements.
9. Board of Commissioners meeting minutes must be prepared according to statutory regulations and signed by all present members.
10. Copies of the minutes must be distributed to all members.

Policy on Board of Commissioners Succession

The policy on Board of Commissioners succession in BCA Syariah is set out in the BCA Syariah policy. The main contents of the BCA Syariah Board of Commissioners Succession Policy are as follows:

- Develop and provide recommendations regarding the system and procedures for the election and/or replacement of members of the Board of Commissioners to the Board of Commissioners to be submitted to the GMS.
- Provide recommendations regarding candidates for the Board of Commissioners to the Board of Commissioners to be submitted to the GMS.
- In order to prepare BCA Syariah executives to gain the full knowledge and experience of being an officer at the head office or branch office, several executives who are considered to have the potential for further development will be rotated.
- The process of identifying and selecting candidates for the Board of Commissioners can be done from within the

Company or external candidates who meet the requirements. If necessary, the Remuneration and Nomination Committee may utilize the services of an independent and reputable search firm in the process of selecting members of the Board of Commissioners.

Committees' Duty Performance Evaluation

The Board of Commissioners has established several committees to support their duty performance. Those committees are:

- The Audit Committee
- The Risk Monitoring Committee
- The Remuneration and Nomination Committee

The Board of Commissioners evaluates its committees according to the following rules:

1. Criteria
The evaluation criteria for committees under the Board of Commissioners are determined by their adherence to the charter and the successful execution of their responsibilities.
2. Processes
The Board of Commissioners conducts the evaluation once a year.
3. Results
The Board of Commissioners has evaluated that the committees successfully fulfilled their responsibilities and upheld high standards of competency and quality throughout 2023.

The Board of Commissioners believes that the committees have performed their duties effectively throughout 2023. They are confident that these committees can continue to support the Board in implementing governance standards at BCAS. For more details on the committees' responsibilities and performance, please refer to the Committees' Duty Performance Evaluation section herein.

Board of Commissioners' Duty Performance

The complete report on the performance of tasks assigned to the Board of Commissioners can be found in the Board of Commissioners Report section herein. The policy on the Board of Commissioners meetings section herein contains information about meetings organized by the Board of Commissioners, including joint meetings with the Directors and the Sharia Supervisory Board, as well as the attendance records of each Board member.

Independent Commissioners

As of 31 December 2023, BCAS had two Independent Commissioners, accounting for 66.67% of the total members. The presence of independent commissioners aims to promote a more objective climate and work environment, ensuring fairness and equality among various interests, including the interests of minority shareholders and stakeholders. The composition of BCAS's Board of Commissioners complies with the applicable regulations.

Eligibility Criteria for Independent Commissioners

BCAS's Independent Commissioners have to meet specific criteria to be eligible for the position. They include the following:

1. They should have adequate and relevant knowledge of the banking sector.
2. They should have prior experience in banking or finance.
3. They must have professionalism, independence, relevant competencies, and attention to diversity, which are required appropriately in carrying out their duties and responsibilities.
4. They are prohibited from holding concurrent positions as a public official.
5. They should not own any shares in BCAS, either directly or indirectly.
6. They should have no affiliation with BCAS, fellow members, any of the directors, or the major shareholder of BCAS.
7. They should have no business relationship related to BCAS's business activities, either directly or indirectly.
8. They must fulfil other requirements for Independent Commissioners in accordance with applicable regulations.

In addition to the criteria listed above, candidates must meet the requirements that apply to all Board members. In 2023, Ms. Inge Setiawati was appointed as an Independent Commissioner based on the 2023 AGMS Resolution dated 22 February 2023 and the Decision of the OJK Deputy Commissioner for Banking Supervision I Number KEP-12/PB.1/2023 dated 7 February 2023.

Term of Office and Waiting Period for Independent Commissioners

The term of office for the Independent Commissioners is aligned with that of the Board of Commissioners. If they have served for two consecutive terms, they may be reappointed as Independent Commissioners in the next period on the following factors:

1. Their performance evaluation
2. A decision made in a Board of Commissioners meeting that confirms their ability to act independently
3. Decisions made by the Head of the Internal Audit Unit and

the Executive Officer in charge of human resources that confirm their ability to act independently

4. Their statement at the GMS regarding their independence

The waiting period, also known as the cooling-off period, refers to the time between the end of a person's role as a Director, Executive Officer, or any other position with the bank and their appointment as an Independent Commissioners for the same bank. It is mandatory for this waiting period to be carried out outside the bank in question. The requirement for the waiting period is that individuals are that individuals who were previously Director, Executive Officer, or had any other relationship with the bank must wait for at least one year before being appointed as an Independent Commissioners for the same bank. The waiting period applies to the following:

- The Bank's former President Director; and
- A former Director or Executive Officer performing the supervisory function at the bank.

They must wait at least six months before becoming an Independent Commissioners at the same bank.

As of 2023, no Independent Commissioners served for more than two terms at BCAS. Additionally, no former Director, Executive Officer, or parties with a relationship with the bank were appointed to Independent Commissioners.

Conflicts of Interest and Non-Independent Commissioners' Transition to Independent Commissioners

If a candidate for the position of Independent Commissioners or Non-Independent Commissioners has a conflict of interest or a potential conflict of interest related to the bank, they must disclose it during the fit and proper test.

Non-Independent Commissioners may transition to Independent Commissioners in the bank or bank business group. To do so, they must meet the requirements necessary to become an Independent Commissioners and receive approval from the Financial Services Authority through a fit and proper test in accordance with relevant regulations.

As of 31 December 2023, all Independent Commissioners at BCAS had no conflict of interest, and no transition from Non-Independent to Independent Commissioners occurred.

Directors

The Board of Directors is an organ of the Company authorized and fully responsible for managing the Company for its own benefit in accordance with its goals and objectives. The Board also represents the Company inside and outside the court per the Company's Articles of Association and relevant laws and regulations.

Board of Directors Charter

In performing their duties and fulfilling their responsibilities, BCAS's Directors are guided by a charter prepared according to relevant regulations. The charter is regularly reviewed and updated based on the prevailing laws and regulations. It is part of BCA Syariah Corporate Governance Guidelines and can be accessed by the public in the section on BCA Syariah corporate governance on their website (<https://www.bcasyariah.co.id/direksi-gcg>).

In general, the Board of Directors Charter regulates:

- Its composition;
- Criteria and requirements;
- Its independence;
- Its term of office;
- Concurrent positions;
- Transfer of positions;
- Obligations, duties, responsibilities, and authority;
- Meetings.

Duties, Responsibilities, and Authority of the Board of Directors

In governance practices, the owner is not allowed to interfere in the Board of Commissioners' obligations, duties, responsibilities, and authority. Such interference could disrupt the Bank's operations, leading to a reduction in the Bank's assets or profits. Therefore, the following measures are taken:

1. The responsibility of managing BCAS and looking after its interests lies with the Directors. This management must be done in accordance with the Bank's goals and objectives, as defined in statutory regulations, BCAS's Articles of Association and GMS resolutions
2. The Directors must perform their duties, exercise their authority, and fulfil their responsibilities with good faith and prudence, based on Sharia
3. The Directors are authorized to represent BCAS in compliance with laws, regulations, and BCAS's Articles of Association and GMS resolutions
4. The Directors must ensure integrated good governance, risk management, and compliance at BCA Syariah, adapted to the latest banking ecosystem developments and supported by digitalization and technological innovation
5. The Directors are required to act on findings from audits and recommendations from the Bank's internal audit unit, external auditors, and various monitoring bodies, including the Sharia Supervisory Board, the Financial Services Authority, and other relevant institutions
6. The Directors have established at least the Internal Audit Unit, Risk Management Department, and Compliance Department

7. The Directors have also established other work units as required by the Financial Services Authority's regulations
8. The Directors are required to communicate BCAS's strategic personnel policies to the employees. These policies include recruitment, promotion, and remuneration systems. Moreover, they must also share BCAS's plans for streamlining, which may involve employee reduction. Such disclosure should be made through easily accessible means known to the employees
9. The Directors have provided the Board of Commissioners and the Sharia Supervisory Board with accurate, relevant, and timely data and information
10. The Directors are responsible for appointing the members of the supporting committees under the Board of Commissioners based on the Board of Commissioners' meeting resolutions
11. The Directors report to the shareholders on BCAS's management, and they are held accountable through the GMS
12. The Directors have obligations related to the bank's business plan. Therefore, the following measures have been taken:
 - The Bank prepared a realistic, comprehensive, and measurable (achievable) business plan considering prudence, responsiveness to changes, and sustainable growth'.
 - The business plan was formulated after conducting a comprehensive SWOT analysis to identify strengths, weaknesses, opportunities, and threats.
 - The Directors have communicated the bank's business plan to shareholders and everyone serving with the Bank.
13. The Directors are obliged to communicate BCAS's business direction to employees in order to achieve its vision and mission
14. The Directors are responsible for managing BCAS's data and information in accordance with good governance practices and statutory regulations

Independence

The Directors' independence can be observed from the following points:

1. The Directors have discharged their responsibilities and obligations autonomously towards the shareholders.
2. The majority of Directors do not have any family ties up to the second degree with any of their fellow Directors or members of the Board of Commissioners.
3. The President Director should be free from any controlling shareholders influence. This means that the President Director must not have any financial, management, share ownership, or family relationships with the controlling shareholder.

Eligibility Criteria and Terms of Office for Directors

The following are the eligibility criteria and requirements for Directors:

1. The majority of Directors must have at least five years of experience as Bank executive officers in banking operations.
2. Directors must meet the requirements, pass the fit and

proper test as per relevant regulations, 'and obtain a letter of approval from the Financial Services Authority.

3. Directors have integrity, a good reputation, adequate competence. And are relevant to their position to carry out their duties and responsibilities. They must be able to implement their competence in carrying out their duties and responsibilities.
4. Every proposal for the appointment or replacement of directors to the GMS must take into account the recommendations of the Nomination Committee.
5. Replacement or appointment of Directors must prioritize professional composition, independence, suitability of competence, and attention to diversity, which are needed appropriately in carrying out their duties and responsibilities.
6. Directors are required to foster a learning culture, where the results of increasing their knowledge, skills, and abilities in managing the Bank will be demonstrated, among other things, by improving the Bank's performance, resolving problems faced by the Bank, and achieving results in line with stakeholder expectations.

The term of office of BCAS's Directors will end at the closing of the third Annual GMS since the GMS appointing the Directors concerned, without prejudice to the GMS's authority to dismiss one or more Directors at any time before their term of office ends. BCA Syariah's Articles of Association state that Directors whose term of office has expired may be reappointed.

Number and Composition of Directors

BCAS has complied with relevant regulations on the number and composition of its Directors. As of December 31, 2023, BCAS had five Directors, consisting of the following:

- One President Director;
- One Director in Charge of Compliance;
- Three other Directors.

In 2023, the composition of BCAS's Directors underwent changes as per the AGMS Resolution 2023. You can find the details of the changes in the General Meeting of Shareholders section herein. The list of Directors at BCAS in 2023 is as follows:

Directors at BCAS between January and February 2023

Name	Gender	Position	Term of Office
Yuli Melati Suryaningrum	Female	President Director	Until the closing of the AGMS in 2025
Houda Muljanti	Female	Director*)	Until the closing of the AGMS in 2025
Pranata	Male	Director	Until the closing of the AGMS in 2025
Rickyadi Widjaja	Male	Director	Until the closing of the AGMS in 2023
Lukman Hadiwijaya	Male	Director	Until the closing of the AGMS in 2025

Note: *) The Director in Charge of Compliance

Directors at BCAS Between February and December 2023

Name	Gender	Position	Term of Office
Yuli Melati Suryaningrum	Female	President Director	Until the closing of the AGMS in 2025
Houda Muljanti	Female	Director*)	Until the closing of the AGMS in 2025
Pranata	Male	Director	Until the closing of the AGMS in 2025
Lukman Hadiwijaya	Male	Director	Until the closing of the AGMS in 2025
Ina Widjaja	Female	Director	Until the closing of the AGMS in 2025

Note: *) The Director in Charge of Compliance

All the Directors have passed OJK's fit and proper test and obtained OJK's approval before assuming their positions and carrying out their duties.

Division of Duties and Responsibilities Among the Directors

The allocation of duties and authorities among the Directors was determined by the decision of the Directors, which was approved based on the Decision of the Board of Commissioners No. 001/SK/KOM/2023 dated 22 February 2023 concerning the Division of Duties and Responsibilities among the Directors and PT Bank BCA Syariah's Master Organizational Framework. It is supported by HSD No. 039/MO/HSD/2023 dated 22 February 2023 concerning BCAS's Management Composition, Duty and Responsibility Division among BCAS's Directors, and BCAS's Master Organizational Framework. The Directors' duties and responsibilities are as follows:

Name	Position	Areas of Duties and Responsibilities
Yuli Melati Suryaningrum	President Director	Internal Audit Unit Business and Communication Unit
Ina Widjaja	Director	Financing Risk Analysis Work Unit Operation Division
Houda Muljanti	Director *)	Legal and Human Resources Unit Risk Management Department Compliance Department
Pranata	Director	Corporate Finance and Planning Unit Retail and Consumer Business Unit
Lukman Hadiwijaya	Director	Information Technology and Logistics Unit

Note: *) The Director in Charge of Compliance

Orientation Sessions for New Directors

New members of Board of Commissioners and Board of Director are provided with a cultural introduction through an orientation session. The orientation methods include:

- A presentation by Head Office Work Units online or offline;
- Visits to BCAS's activity locations;
- Online and offline meetings and discussions with fellow members of Board of Commissioners and Board of Directors on BCAS-related issues and other necessary information;
- Desk review of BCAS-related information available online.

Training to Improve Directors' Competence

BCAS's Directors must attend training programs at least once a year to improve their competence and support their duty and obligation performance. The following is a list of training programs attended by each Directors in 2023:

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

Name	Training Topic	Organizer	Date
Yuli Melati Suryaningrum	Mid-Year Forecast & Strategy Review 2023	PT Bank BCA Syariah	26 July 2023
	Budget Kick Off 2024 entitled "BCAS Business Strategy & Macroeconomic Outlook"	PT Bank BCA Syariah	16 August 2023
	Strategic Discussion 2024	PT Bank BCA Syariah	01 September 2023
	Refreshment Program entitled "Developing a Level-7 Risk Management Control System"	LSPKS	27 September 2023
	ESG In-house Workshop & Discussion, (Socialization of BCAS Sustainable Finance Policy & ESRA)	Trisakti Sustainability Center	27 September 2023
	Indonesia Knowledge Forum (IKF) 2023	BCA Learning Service	10- 11 October 2023
	Corporate Governance Based on OECD's International Standardson GCG Practices	PT Cita Negeri Amanah	13 November 2023

Name	Training Topic	Organizer	Date
	The 2024 National Work Meeting, entitled "Energized You! BCAS Dares to Change"	PT Bank BCA Syariah	21 - 24 November 2023
	Protect the Forest and Save Your Life	Lindungi Hutan dan Siaga Satu	22 November 2023
	BCAS Sustainability Talk Vol.1 entitled "Sustainable Finance: Challenges and Opportunities for Industry and Banking Players"	PT Bank BCA Syariah	14 December 2023
Houda Muljanti	Program 2023 Human Capital Masterclass: Rewards Series	PT Towers Watson Indonesia (WTW)	7-9 March 2023
	Webinar on Adaptation Strategy Amidst Blockchain Disruption in the Financial Industry	CRMS dan ICOPI	21 June 2023
	Mid-Year Forecast & Strategy Review 2023	PT Bank BCA Syariah	26 July 2023
	Budget Kick Off 2024 entitled "BCAS Business Strategy & Macroeconomic Outlook"	PT Bank BCA Syariah	16 August 2023
	Special Batch Corporate Governance Leadership Program: Sustainability For Long Term Value Creation And Asean CG Scorecard	Indonesian Institute Corporate Directorship (IICD)	22 -24 August 2023
	Webinar Batch 3/2023 entitled "Effectiveness of Digital Maturity Assessment in Measuring the Maturity of Banking Digital Transformation"	FKDKP	28 August 2023
	Strategic Discussion 2024	PT Bank BCA Syariah	1 September 2023
	Webinar on How To Manage Stress entitled "It's Okay Not To Be Okay"	PT Bank BCA Syariah	13 September 2023
	Refreshment Program entitled "Developing a Level-7 Risk Management Control System"	LSPKS	27 September 2023
	ESG In-house Workshop & Discussion-Socialization of BCAS Sustainable Finance Policy & ESRA	Trisakti Sustainability Center	27 September 2023
	Corporate Governance Based on OECD's International Standards on GCG Practices	PT Cita Negeri Amanah	13 November 2023
	The 2024 National Work Meeting, entitled "Energized You! BCAS Dares to Change"	PT Bank BCA Syariah	21 -24 November 2023
	Protect the Forest and Save Your Life	Lindungi Hutan dan Siaga Satu	22 November 2023
	RCSA 2023 Workshop	PT Bank BCA Syariah	1 December 2023
	FHCPI Annual Conference 2023 entitled "Future Business Challenges And Opportunities: Determine Future Talent Readiness"	Forum Human Capital Indonesia	1-2 December 2023
	Technical Competency Workshop	PT Bank BCA Syariah	4 - 5 December 2023
	BCAS Sustainability Talk Vol.1 entitled "Sustainable Finance: Challenges and Opportunities for Industry and Banking Players"	PT Bank BCA Syariah	14 December 2023

Name	Training Topic	Organizer	Date
Pranata	Mid-Year Forecast & Strategy Review 2023	PT Bank BCA Syariah	26 July 2023
	Budget Kick Off 2024 entitled "BCAS Business Strategy & Macroeconomic Outlook"	PT Bank BCA Syariah	16 August 2023
	Strategic Discussion 2024	PT Bank BCA Syariah	1 September 2023
	Refreshment Program entitled "Developing a Level-7 Risk Management Control System"	LSPKS	27 September 2023
	ESG In-house Workshop & Discussion, (Socialization of BCAS Sustainable Finance Policy & ESRA)	Trisakti Sustainability Center	27 September 2023
	Indonesia Knowledge Forum (IKF) 2023	BCA Learning Service	10- 11 October 2023
	Corporate Governance Based on OECD's International Standards on GCG Practices	PT Cita Negeri Amanah	13 November 2023
	The 2024 Natioanl Work Meeting, entitled "Energized You! BCAS Dares to Change"	PT Bank BCA Syariah	21 - 24 November 2023
	Protect the Forest and Save Your Life	Lindungi Hutan dan Siaga Satu	22 November 2023
Rickyadi Widjaja*)	BCAS Sustainability Talk Vol.1 entitled "Sustainable Finance: Challenges and Opportunities for Industry and Banking Players"	PT Bank BCA Syariah	14 December 2023
	NA	NA	NA
Lukman Hadiwijaya	Webinar on "Enhancing Banking Collaboration for the Prevention and Eradication of Money Laundering in the Implementation of General Elections and Regional Head Elections with Integrity and Accountability"	FKDKP	17 May 2023
	Mid-Year Forecast & Strategy Review 2023	PT Bank BCA Syariah	26 July 2023
	Budget Kick Off 2024 entitled "BCAS Business Strategy & Macroeconomic Outlook"	PT Bank BCA Syariah	16 August 2023
	Webinar Batch 3/2023 entitled "Effectiveness of Digital Maturity Assessment in Measuring the Maturity of Banking Digital Transformation"	FKDKP	28 August 2023
	Strategic Discussion 2024	PT Bank BCA Syariah	1 September 2023
	Refreshment Program entitled "Developing a Level-7 Risk Management Control System"	LSPKS	27 September 2023
	ESG In-house Workshop & Discussion, (Socialization of BCAS Sustainable Finance Policy & ESRA)	TRISAKTI SUSTAINABILITY CENTER	27 September 2023
	Indonesia Knowledge Forum (IKF) 2023	BCA Learning Service	10- 11 October 2023
	Corporate Governance Based on OECD's International Standards on GCG Practices	PT Cita Negeri Amanah	13 November 2023
	The 2024 National Work Meeting, entitled "Energized You! BCAS Dares to Change"	PT Bank BCA Syariah	21 - 24 November 2023
Lukman Hadiwijaya	Protect the Forest & Save Your Life	Lindungi Hutan Dan Siaga Satu	22 November 2023
	BCAS Sustainability Talk Vol.1 entitled "Sustainable Finance: Challenges and Opportunities for Industry and Banking Players"	PT Bank BCA Syariah	14 December 2023

Note: *) Rickyadi Widjaja did not participate in the training because his term of office ended on 22 February 2023.

Name	Training Topic	Organizer	Date
Ina Widjaja	Mid-Year Forecast & Strategy Review 2023	PT Bank BCA Syariah	26 July 2023
	Budget Kick Off 2024 entitled "BCAS Business Strategy & Macroeconomic Outlook"	PT Bank BCA Syariah	16 August 2023
	Strategic Discussion 2024	PT Bank BCA Syariah	1 September 2023
	Refreshment Program entitled "Developing a Level-7 Risk Management Control System"	LSPKS	27 September 2023
	ESG In-house Workshop & Discussion, (Socialization of BCAS Sustainable Finance Policy & ESRA)	Trisakti Sustainability Center	27 September 2023
	2023 Building Healthy Lifestyles Program entitled "Who Says Healthy Lifestyle Commitment is Difficult?"	PT Bank BCA Syariah	10 November 2023
	Corporate Governance Based on OECD's International Standards on GCG Practices	PT Cita Negeri Amanah	13 November 2023
	The 2024 National Work Meeting, entitled "Energized You! BCAS Dares to Change"	PT Bank BCA Syariah	21 - 24 November 2023
	Protect the Forest & Save Your Life	Lindungi Hutan dan Siaga Satu	22 November 2023
	BCAS Sustainability Talk Vol.1 entitled "Sustainable Finance: Challenges and Opportunities for Industry and Banking Players"	PT Bank BCA Syariah	14 December 2023

Note: *) Rickyadi Widjaja was not required to take the certification as his term of office ended on 22 February 2023.

Mandatory Certification for Directors in 2023

Name	Training Program	Implementation Date	Organizer
Yuli Melati Suryaningrum	Level-7 Risk Management Certification Maintenance Program entitled "Developing a Risk Management Control System"	27 September 2023	LSPKS
Houda Muljanti	Level-7 Risk Management Certification Maintenance Program entitled "Developing a Risk Management Control System"	27 September 2023	LSPKS
Pranata	Level-7 Risk Management Certification Maintenance Program entitled "Developing a Risk Management Control System"	27 September 2023	LSPKS
Lukman Hadiwijaya	Level-7 Risk Management Certification Maintenance Program entitled "Developing a Risk Management Control System"	27 September 2023	LSPKS
Rickyadi Widjaja *)	NA	NA	NA
Ina Widjaja	Level-7 Risk Management Certification Maintenance Program entitled "Developing a Risk Management Control System"	27 September 2023	LSPKS

Note: *) Rickyadi Widjaja was not required to take the certification as his term of office ended on 22 February 2023.

Directors' Share Ownership Equivalent to 5% of More of the Paid-up Capital

BCA Syariah's policy on reporting Directors' share ownership refers to Article 32 of the Financial Services Authority Regulation Number 17/POJK.03/2023 on Commercial Bank Governance.

Reporting Share Ownership or Changes in Share Ownership

The Code of Conduct for Directors has outlined specific regulations, one of which is the mandatory disclosure of share ownership by Directors that exceeds 5% of the paid-up capital. This includes details such as the type and number of shares held in BCA Syariah, other banks, non-banking financial institutions and other companies inside and outside the country.

Directors' 5% or More Share Ownership as of 31 December 2023

Name	Directors' 5% or more share ownership in:			
	BCA	Other Banks	Non-Banking Financial Institutions	Other companies
Yuli Melati Suryaningrum	NONE	NONE	NONE	NONE
Houda Muljanti	NONE	NONE	NONE	NONE
Pranata	NONE	NONE	NONE	NONE
Lukman Hadiwijaya	NONE	NONE	NONE	NONE
Ina Widjaja	NONE	NONE	NONE	NONE

Directors' BCAS Share Ownership in 2023

Name	Beginning-of-Year Share Ownership (as of 1 January 2023)	Year-End Share Ownership (as of December 31, 2023)
Yuli Melati Suryaningrum	-	-
Houda Muljanti	-	-
Pranata	-	-
Lukman Hadiwijaya	-	-
Ina Widjaja	-	-

Directors' BCAS Share Ownership in 2022

Name	Beginning-of-Year Share Ownership (as of 1 January 2022)	Year-End Share Ownership (as of December 31, 2022)
Yuli Melati Suryaningrum	-	-
Houda Muljanti	-	-
Pranata	-	-
Lukman Hadiwijaya	-	-
Ina Widjaja	-	-

Directors Concurrent Positions

BCAS made sure that its Directors are compliant with relevant regulations on concurrent positions in 2023. They did not hold concurrent positions either as Directors, Commissioners, or Executive Officers at other banks, companies, or institutions.

- f. If the deliberation process fails to reach a consensus, then decisions in the meeting will be based on the majority vote.
- g. Differences of opinion during the meetings should be clearly documented in the minutes, including reasons for disagreements.
- h. Directors are required to prepare meeting minutes according to statutory regulations.
- i. Copies of the minutes, which have been signed by all directors, must be distributed to them.

Policy on Directors' Meetings

Directors are required to hold meetings following the rules below:

- a. Regular internal meetings must be held at least every month.
- b. Regular meetings with the Board of Commissioners must be held at least once every four months.
- c. The meetings can be held if the majority of the Directors are present.
- d. Every strategic policy and decision must be made at a Directors' meeting with proper supervision according to the duties and responsibilities of the Board of Commissioners.
- e. Decisions made during the meetings must first be made based on deliberation to reach a consensus.

Policy on Succession

The succession of Directors at BCAS is governed by the Company's policy. The key elements of the succession policy are as follows:

- Recommendations on systems and procedures for selecting and replacing Board of Commissioners members and Directors must be provided to the Board of Commissioners for submission to the GMS.
- Recommendations on prospective Board of Commissioners members and prospective Directors must be provided to the Board of Commissioners for submission to the GMS.

- Several executive officers with potential for development will receive rotation between head and branch offices to provide them with complete knowledge and experience.
- The process of identifying and selecting candidates for members of the Board of Directors can be carried out from within the Company or external candidates who meet the requirements. If necessary, the Company's Remuneration and Nomination Committee may utilize the services of an independent and reputable search firm in the process of selecting members of the Board of Directors.

Directors' Executive Committees' Duty Performance Evaluation

In performing their management-related duties, the directors are supported by the following committees:

- The Risk Management Committee (KMR);
- The Information Technology Steering Committee;
- The Financing Policy Committee (KKP);
- The Financing Committee (KP);
- The Asset and Liability Committee (ALCO);
- The Human Resources Committee;
- The Personnel Case Consideration Committee (KPKK).

The Directors believe that the committees have fulfilled their duties and responsibilities and have provided valuable recommendations to assist the Directors in their performance throughout 2023. These committees meet regularly and engage in active discussions on subjects pertinent to the growth of BCAS's business, the economy, and regulatory matters.

Performance evaluation of committees under the Directors can be found in the Directors Report section herein.

Directors Performance Evaluation

The full report of the Directors is presented in the Directors Report section herein. Information about Directors meetings, including with the Board of Commissioners and Sharia Supervisory Board, with details including each Director's attendance rate, is presented in the section about Meetings of the Board of Commissioners, Directors, the Sharia Supervisory Board, and Joint Meetings herein. The evaluation of directors performance and the basis for the evaluation can be seen in the Board of Commissioners Report section herein.

Sharia Supervisory Board

Based on PBI No. 11/33/PBI/2009 regarding Good Corporate Governance Practices for Sharia Commercial Banks and Sharia Business Units, the Sharia Supervisory Board (DPS) is a board that is tasked with providing advice and suggestions to the Directors and overseeing the Bank's activities to comply with Sharia.

- Sanctions;
- Reporting;
- DPS appointment/replacement mechanisms, terms of office, and concurrent positions;
- Working time, work mechanisms, and meetings of the DPS;
- Transparency, prohibitions, and tools of DPS duties;
- DPS authority and sanctions; and
- The Integrated Governance Committee.

DPS's Charter and Code of Conduct

The BCAS DPS has work guidelines as stated in the DPS Charter based on the Decree of the Board of Directors No. 057/SK/DIR/2023 dated December 29, 2023. In general, the DPS Charter regulates:

- Composition, criteria and independence of the DPS;
- Eligibility criteria for DPS membership;
- DPS membership's term of office;
- Concurrent positions;
- Duties and responsibilities of the DPS;
- DPS duty performance supporting tools;
- Meeting effectiveness;
- Transparency;

Number of DPS Membership and DPS Composition

As per regulation, a DPS must have a minimum of two members and a maximum of 50% of the total number of Directors. The chairperson of the DPS must be selected from among the members.

As of 31 December 2023 the BCAS DPS has two members, following the regulation. Those two members are as follows:

Name	Position
Fathurrahman Djamil	Chairperson of the BCAS DPS
Sutedjo Prihatono	Member of the BCAS DPS

Duties and Responsibilities of the Sharia Supervisory Board

The DPS is responsible for advising and providing suggestions to the Directors. It is also responsible for overseeing the Bank's activities to ensure they comply with Sharia and GCG practices. The DPS's duties and responsibilities include the following:

- a. In the general scope
 - Assessing and ensuring that the Bank's operational guidelines and products comply with Sharia;
 - Supervising the process of developing new products for the Bank to ensure compliance with the fatwa of DSN-MUI;
 - Requesting a fatwa from DSN-MUI for any new Bank products that do not have one;
 - Conducting periodic reviews to ensure that the Bank's fund-raising and fund-channeling mechanisms and services comply with Sharia;
 - Requesting relevant data and information regarding the Sharia aspects from the Bank's working units to carry out its duties.
- b. In the scope of supervising new product development for the Bank
 - Requesting explanations from authorized Bank officials about the objectives, characteristics, and contracts used in new products to be issued;
 - Verifying whether the contract used in the new product has a DSN-MUI fatwa;
 - Analyzing the suitability of the new product contract with the DSN-MUI fatwa, if there is one;
 - Requesting a fatwa from DSN-MUI if there is no fatwa for the new product;
 - Reviewing the system and procedure of new products to be issued in relation to Sharia compliance;
 - Providing opinions on new products to be issued, including the procedures, contracts, and other matters, from the Sharia perspective and based on the DSN-MUI fatwa.
- c. In the scope of monitoring the Bank's activities
 - Analyzing reports submitted by or requested from the Directors, internal audit unit and compliance unit to determine the quality of the Bank's fund-raising, fund-channeling and services' compliance with Sharia;
 - Determining the number of transaction samples to be examined by taking into account the quality of each activity's compliance with Sharia;
 - Examining sample transaction documents to determine their compliance with Sharia as required in the procedure, including:
 - Checking for the presence or absence of proof of purchase of goods for *murabahah* contracts as evidence of the fulfillment of the *murabahah* sale-purchase requirement;
 - Checking for the presence or absence of customer business reports for *mudharabah/musyarakah* contracts as a basis for calculating profit-sharing distribution;

- Conducting inspections and observations and making requests for information or confirmation to Bank employees or customers to strengthen the results of the document examination referred to in the point about transaction document examination above, if necessary;
- Reviewing the SOP to see if there are indications of non-compliance with Sharia for the activity in question;
- Providing opinions about the Bank's fund-raising, fund-channeling, and services from the Sharia perspective;
- Reporting the monitoring results to the Board of Directors and Board of Commissioners.

- d. In the scope of risk management
 - Reviewing and evaluating the Bank's risk management policy to ensure its compliance with Sharia;
 - Evaluating the Directors accountability for complying with Sharia when implementing the Bank's risk management policy.

Eligibility Criteria for the Sharia Supervisory Board Membership

DPS members are required to meet the following criteria:

- They must have integrity, which at least includes the following:
 - a. good character and morals;
 - b. a commitment to developing a healthy and resilient (sustainable) bank;
 - c. Exclusion from the list of people who have failed the fit and proper test, per OJK's regulation on fit and proper tests.
- They must be competent and have knowledge and experience in sharia *mu'amalah*, banking, treasury, accounting, or finance in general;
- They must have a good financial reputation, which covers at least the last five years before being nominated. This includes the following:
 - a. Exclusion from the blacklist or bad credit list;
 - b. Confirmation that they have never been declared bankrupt or held any position as a shareholder, Board of Board of Commissioners, Board of Directors, or management of a business entity that has been declared bankrupt.
- They must foster a learning culture where they increase their knowledge, skills, and abilities in monitoring the Bank's activities' compliance with Sharia. This should be demonstrated by improving the Bank's performance through Sharia violation reduction and Sharia-violation-related problem resolution.

Appointment and Resignation of DPS Members

The process for appointing candidate DPS members is as follows:

- The Remuneration and Nomination Committee will recommend candidate DPS members to the Board of

Commissioners;

- Based on the committee's recommendations, the Board of Commissioners will propose the candidates to the Board of Directors; A meeting of the Directors will determine the candidates, taking into account the recommendations from the Board of Commissioners and other specific considerations, and recommend them to the Indonesian Ulama Council;
- The Indonesian Ulama Council may or may not recommend the candidates recommended by the Directors;
- The Bank will submit a request for approval to the OJK for the candidates who have received their delegated duties and responsibilities as recommended by the Indonesian Ulama Council;
- The OJK will approve or reject the submitted candidates;
- The GMS will appoint the candidates recommended by the Indonesian Ulama Council and approved by the OJK as DPS members. If the GMS appoints them before the OJK's approval, the appointment will only be effective after approval.

The process for a DPS member to resign is as follows:

- A DPS member has the right to resign from his position by notifying the bank in writing at least three months in advance.
- If this resignation reduces the number of DPS members below the minimum number determined by the regulators, the bank must hold a GMS within 60 days of the resignation.
- The resigned member can still be held accountable for his duty performance during his term of office, from his appointment by the GMS until his resignation.

Working Hours, Work Mechanisms, and the DPS's Meetings

Working Hours

- DPS members must provide sufficient time to perform their duties and responsibilities optimally.
- If a DPS member is unable to perform his duties for more than one month, this matter must be submitted in writing for further discussion at the Board of Commissioners meeting c.q. the Remuneration and Nomination Committee to obtain a follow-up decision. This matter will also need to be reported to the DSN and OJK.
- If a DPS member is found to be a suspect or defendant in a legal case, the matter must be reported to the Bank's Board of Commissioners, with a copy sent to the Directors. The Board will then hold a meeting to determine whether to deactivate or temporarily dismiss the DPS member.
- DPS members are required to attend non-routine meetings (on call basis) based on BCAS's requirements.
- They can attend external meetings or events as representatives of the BCAS DPS, provided they have an invitation or notification from BCAS.

Work Mechanisms

- The DPS must hold regular meetings;
- The members can visit the Bank's head and branch offices;
- If necessary, they can provide access to information related to the Bank and its policies and procedures, including through interviews;
- They must attend meetings of the Board of Directors or Board of Commissioners at the invitation of the Board of Directors or Board of Commissioners;
- They must coordinate with the Director for Compliance and

the Compliance Work Unit to ensure compliance with Sharia;

- They can request an internal audit report from the Internal Audit unit on the Bank's compliance with Sharia.

DPS's Meetings

- The DPS must hold a meeting at least once a month.
- Written invitations must be sent out prior to the meeting, including the date, time, place, and agenda.
- The meeting is chaired by the DPS Chairman, or in his absence, another member can be appointed to preside over the meeting.
- Decision-making at DPS meetings is based on deliberation and consensus. If there are differences of opinion during the decision-making process, they can be included in the minutes of the meeting along with the reasons.
- If necessary, the DPS can request consideration from DSN-MUI to make decisions.
- If a DPS meeting is held using teleconferencing technology, the Bank must document evidence of adequate audiovisual recording and produce minutes signed by the DPS members.
- All decisions stated in the minutes of the meeting are the decisions of all DPS members.
- The meeting's results must be stated in the minutes and properly documented, including clear disclosure of dissenting opinions.
- In circumstances where a meeting is not possible, the decisions can be conveyed in writing and circulated.

Transparency, Restrictions, and the DPS's Task Performance Supporting Tools

Transparency

DPS members are required to disclose in the Good Corporate Governance report any positions they concurrently hold at other Sharia-compliant financial institutions and the remuneration and other facilities they receive there.

Restrictions

- DPS members are not allowed to use BCAS for their personal, family, or any other third-party interests that could harm or affect the Bank's reputation, assets, or profits.
- DPS members are prohibited from receiving any personal benefits from the Bank, except for remuneration and other facilities determined by the GMS.

Task Performance Supporting Tools

To perform their duties properly, the following actions are taken:

- The DPS receives proper work supporting tools, including a workspace, telephone, and filing cabinets.
- The Bank assigns at least one employee to support the DPS's duty performance.

Orientation Sessions for New DPS Members

New DPS members are required to attend orientation sessions in order to perform their duties and fulfil their responsibilities effectively.

The orientation sessions cover the following topics:

- BCAS's vision, mission, values, and strategies;
- BCAS's medium- and long-term plans (the current year's business plan);
- BCAS's performance and finances;
- Matters relevant to the banking sector.

The orientation sessions can be conducted in the following ways:

- Presentations by work units at the head office;
- Meetings with Board of Directors and Board of Commissioners members to discuss BCAS-related issues and other necessary information;
- Desk review of BCAS-related information available online. It is important to note that no orientation sessions were organized for DPS members in 2023.

Training Programs to Improve Sharia Supervisory Board Members' Competence

BCAS has a DPS training program policy outlined in BCAS's GCG Manual.

Training programs that each DPS member has taken are listed below:

Name	Training Program	Organizer	Date
Fathurrahman Djamil	Sharia Supervisor Competency Certification	LSP MUI Bidang Ekonomi Syariah	18 July 2023
	Workshop on Pre-Ijtima' Sanawi (Annual Meeting) of DPS VIII in 2023 for Islamic Commercial Banks and Business Units	DSN-MUI	4 September 2023
	ESG In-house Workshop & Discussion, (Socialization of BCAS Sustainable Finance Policy, & ESRA)	Trisakti Sustainability Center	27 September 2023
	Indonesian Knowledge Forum BCA 2023	BCA Learning Service	10 October 2023
	Ijtima' Sanawi (Annual Meeting) of DPS XIX in 2023	DSN-MUI	13 October 2023
	Corporate Governance Based on OECD's International Standards on GCG Practices	PT Cita Negeri Amanah	13 November 2023
	The 2024 National Work Meeting, entitled "Energized You! BCAS Dares to Change"	PT Bank BCA Syariah	21 November 2023
Sutedjo Prihatono	Workshop on Pre-Ijtima' Sanawi (Annual Meeting) of DPS VIII in 2023 for Islamic Commercial Banks and Business Units	DSN-MUI	4 September 2023
	ESG In-House Workshop & Discussion, (Socialization of BCAS Sustainable Finance Policy, & ESRA)	Trisakti Sustainability Center	27 September 2023
	Indonesian Knowledge Forum BCA 2023	BCA Learning Service	10 October 2023
	Ijtima' Sanawi (Annual Meeting) of DPS XIX in 2023	DSN-MUI	13 October 2023
	Corporate Governance Based on OECD's International Standards on GCG Practices	PT Cita Negeri Amanah	13 November 2023
	The 2024 National Work Meeting, entitled "Energized You! BCAS Dares to Change"	PT Bank BCA Syariah	21 - 24 November 2023
	Protect the Forest and Save Your Life	Lindungi Hutan dan Siaga Satu	22 November 2023

DPS Members' Concurrent Positions

According to the relevant regulations, DPS members can only sit on the DPS in a maximum of four other Sharia-compliant financial institutions. They are not allowed to hold concurrent positions as consultants in any sharia commercial banks or business units. As of 31 December 2023, all DPS members at BCAS have disclosed their concurrent positions as follows:

Name	Position	Concurrent Positions
Fathurrahman Djamil	Chairperson of the DPS	PT AIA Financial (Chairperson of the DPS) PT Adira Dinamika Multi Finance Tbk (Chairperson of the DPS) PT Sun Life Financial Indonesia (Chairperson of the DPS) PT Bank CIMB Niaga Tbk (Member of the DPS)
Sutedjo Prihatono	Member of the DPS	BPRS HIK Ciledug (Member of the DPS)

Meetings of the Sharia Supervisory Board

The BCAS DPS held a total of 29 meetings in 2023. These meetings included joint meetings with the Board of Commissioners and Board of Directors and meetings with work units and external parties. The topics discussed in these meetings were as follows:

1. Financial highlights;
2. Report on the DPS's monitoring results;
3. The Bank's activities' compliance with Sharia;
4. Reviews of product applications;
5. Reviews of product SOPs;
6. Internal audit findings (audit result reporting);
7. Actual use of funds that cannot be recognized as the Bank's income or social funds and approval for the use of the funds;
8. Requesting opinions from work units and submitting the DPS's opinions regarding newly-developed products or features, financing applications, insurance use, financing agreements, and promotional programs;
9. Drafting policy on sampling by the DPS;
10. Meeting with the Public Accounting Firm;
11. Reviewing the rule about administrative fees for *murabahah*-based gold financing;
12. Following up on the OJK's audit findings.

Reporting the DPS's Duty Performance

As per relevant regulations, the DPS is required to report its supervisory duty performance in the following manners:

1. The DPS must submit a report to the Board of Directors and Board of Commissioners every semester.
2. The Bank must submit the report to the OJK within two months after the end of the semester.
3. The report should contain the outcome of the DPS's duty performance and responsibility fulfillment for one semester, including:
 - A working paper on the DPS's monitoring of the Bank's product development processes;
 - A working paper on the DPS's monitoring of the Bank's activities;
4. The report is submitted using the report format as applicable regulations.

The BCAS DPS published 33 opinions regarding the Bank's products, policies, operations, and business activities in 2023. They are as follows:

No.	Date	Opinion No.	Topic
1.	17/01/2023	001/OP/DPS/2023	Online Account Opening
2.	30/01/2023	002/OP/DPS/2023	Savings Promotion Program Scheme
3.	03/02/2023	003/OP/DPS/2023	Customer Application for Financing
4.	21/02/2023	004/OP/DPS/2023	Response to the OJK's Review of Applications for <i>Murabahah</i> -based Gold Products
5.	05/04/2023	005/OP/DPS/2023	BCAS Mobile
6.	05/04/2023	006/OP/DPS/2023	Development of BCAS's new mobile banking application
7.	06/04/2023	007/OP/DPS/2023	Changes and Sentence of Changes in the Profit-Sharing Rate (equivalent rate) for Shirkah (<i>Musarakah & Mudharabah</i>) Based Financing and MMQ in the Notice of Provision of Financing Facilities (SPPP) and financing contracts
8.	03/05/2023	008/OP/DPS/2023	Customer Settlement Agreement
9.	05/05/2023	009/OP/DPS/2023	Host-to-Host Scheme Utilization to Facilitate BCAS and BCA Customers' Banking Transactions
10.	19/05/2023	010/OP/DPS/2023	Use of Non-Sharia Insurance for Customers
11.	22/05/2023	011/OP/DPS/2023	Bancassurance Products (Integrated Business Model)
12.	26/05/2023	012/OP/DPS/2023	Development of the Customer Verification Feature at the Counter

No.	Date	Opinion No.	Topic
13.	20/06/2023	013/OP/DPS/2023	Use of Customer Non-Sharia Insurance
14.	23/06/2023	014/OP/DPS/2023	Use of Non-Sharia Insurance for Customer Groups
15.	27/06/2023	015/OP/DPS/2023	Development of the new BCAS mobile banking application
16.	27/06/2023	016/OP/DPS/2023	Loyalty Program: Cashback and Discounts
17.	17/07/2023	017/OP/DPS/2023	Use of Customer Non-Sharia Insurance
18.	14/08/2023	018/OP/DPS/2023	iB Gold <i>Murabahah</i> Financing Auction Program
19.	21/09/2023	019/OP/DPS/2023	Introducing BCAS's Internet Banking for Individuals
20.	21/09/2023	020/OP/DPS/2023	Introducing BCAS's Internet Banking for Businesses
21.	20/10/2023	021/OP/DPS/2023	Use of Customer Non-Sharia Insurance
22.	20/10/2023	022/OP/DPS/2023	Use of Customer Non-Sharia Insurance
23.	20/10/2023	023/OP/DPS/2023	Collateral for Customer Financing Receivables
24.	27/10/2023	024/OP/DPS/2023	Joint Financing and/or Financing Transfers (Sell Down/Club Deal) between BCA and BCAS using the <i>Halawah wal Sharia</i> Current Account Financing (PRKS) mechanism.
25.	09/11/2023	025/OP/DPS/2023	BCAS's <i>Murabahah</i> -based Gold Financing Agreement Template
26.	09/11/2023	026/OP/DPS/2023	Use of Customer Non-Sharia Insurance
27.	14/11/2023	027/OP/DPS/2023	Disbursement of IMBT-3 Facilities and Transfer of Rights to Customer IMBT Object Assets
28.	15/11/2023	028/OP/DPS/2023	Use of Customer Non Sharia Insurance
29.	30/11/2023	029/OP/DPS/2023	Cardless Cash Deposit Transactions
30.	30/11/2023	030/OP/DPS/2023	Development of the New Internet Banking for Businesses
31.	13/12/2023	031/OP/DPS/2023	Use of the Line Facility for Customer Financing with Simultaneous Disbursement
32.	13/12/2023	032/OP/DPS/2023	Financing for Customers
33.	27/12/2023	033/OP/DPS/2023	Use of Non-Sharia Insurance for BCAS's Asset Loss Insurance

Meetings of the Board of Commissioners, Directors, the Sharia Supervisory Board, and Joint Meetings

Policy on Board of Commissioners Meetings

BCAS refers to the following rules for holding Board of Commissioners meetings:

- a. Financial Services Authority Regulation Number 17/POJK.03/2023 concerning Commercial Banks Governance; Article 55 paragraph 1 states that the Board of Commissioners is obliged to hold regular Board of Commissioners meetings at least once every two months.
- b. Article 13 (Directors), Article 16 (Commissioners) of BCAS's articles of association.
- c. The Board of Commissioners Charter.

The Board of Commissioners meetings policy is regulated by the Board of Commissioners Charter and the Company's articles of association. It covers the following:

- a. Meeting Mechanism
 - Board of Commissioners meetings can be held at any time;
 - When such a meeting is deemed necessary with two Board of Commissioners members present;
 - Upon written request of the Directors or;
 - Upon written request from one or more shareholders who together represent at least 1/10 (one-tenth) of the total number of shares with voting rights issued by the Company;
 - Board of Commissioners meetings can be held physically or electronically via teleconference, video conference, or similar electronic media.
- b. Summon to a Board of Commissioners meeting
 - The summon must be made by the President Commissioner or two Board of Commissioners members.
 - It must be made in writing and directly sent to each Board of Commissioners member with adequate receipt no later than seven days before the meeting.
 - It is not required for scheduled meetings.
 - It must include the agenda, date, time, and place. The meeting can be held at the Company's head office or where the Company carries out its business activities.
- c. Meeting Day
 - A member of the Board of Commissioners can be represented at the Board of Commissioners meeting.

d. Meeting Frequency:

- Board of Commissioners meetings must be held at least once every two months or at least six times in one year.
- All Board of Commissioners members must physically attend at least two meetings a year.

e. Quorum and Meeting Resolutions:

- Decisions at Board of Commissioners meetings must first be made based on deliberation and consensus.
- All decisions made at Board of Commissioners meetings are binding and are the responsibility of all Board of Commissioners members.
- Materials for the BOC meeting will be prepared and distributed to the BOC at the latest 5 (five) working days before the BOC Meeting is held.

f. Minutes of Board of Commissioners Meetings:

- The resolutions of the meeting must be documented in the minutes, which are signed by all Board of Commissioners members present.
- The minutes must be properly made per relevant regulations.
- In the event of a dissenting opinion, it must be stated clearly in the minutes, along with the reasons for the difference of opinion.

Organization of Board of Commissioners Meetings

The Board of Commissioners held 44 physical and teleconference meetings in 2023, complying with OJK regulations on minimum meeting frequency.

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

The meeting frequency and the attendance frequency of each Board of Commissioners member throughout 2023 are as follows:

Name	Position	Number of Meetings	Presence	Percentage
Ratna Yanti *	Independent President Commissioner	44	43	98%
Inge Setiawati *	Independent Commissioner	38	37	97%
Rickyadi Widjaja *	Commissioner	38	34	89%
Tantri Indrawati **	Independent President Commissioner	6	6	100%
Ina Widjaja **	Commissioner	6	6	100%

Note:

*) In office since 22 February 2023.

**) The term of office ended on 22 February 2023.

The agendas of all Board of Commissioners meetings held throughout 2023 include the following:

1. Audit and Risk Monitoring Committees' Work Targets Realized in 2022 & Work Plan for 2023.
2. The Selection of a Public Accounting Firm to Audit BCAS's 2023 Financial Statements.
3. GCG Self-Assessment Discussion
4. Update on NPF and AYDA Settlement.
5. APU-PPT Implementation in the Fourth Quarter of 2022 and Compliance Report in Semester II of 2022.
6. Approval for the Remuneration and Nomination Committee's recommendations.
7. Changes in the Membership Composition of the Committees under BCAS's Board of Commissioners and BCA's Integrated Governance Committee.
8. Presentation of Work Units' Strategies and Business Plans.
9. Evaluation Report on the Public Accountant/Public Accounting Firm's Audit of BCAS's 2022 Financial Statements.
10. Changes to the Policies on Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction.

Planned Board of Commissioners Meetings for 2024

The following table lists BCAS's Board of Commissioners meetings planned for 2024:

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

The Board of Commissioners meeting schedule is subject to change as needed.

Directors Meeting Policy

BCAS's Directors meetings are organized based on the following regulations:

- a. Financial Services Authority Regulation Number 17/POJK.03/2023 concerning Commercial Bank Governance; according to Article 31, paragraph 1 of this regulation, every policy and strategic decision must be decided through a Board of Directors meeting, while ensuring proper supervision in line with the Board of Commissioners' duties and responsibilities.
- b. Article 13 of BCAS's Articles of Association.

The Directors meetings policy is regulated by the Directors Charter and the Company's Articles of Association. It covers the following:

- a. Meeting Mechanism
 - Directors meetings can be held physically or electronically via teleconference, video conference, or similar electronic media.
- b. Meeting Frequency:
 - Board of Directors meetings must be held at least once every month or at least twelve times in one year.
- c. Quorum and Meeting Resolutions:
 - Every policy and strategic decision must be made through a Board of Directors meeting with proper supervision in accordance with the Board of Commissioners' duties and responsibilities.
 - Decisions at meetings of the directors must first be made based on deliberation and consensus.
 - All decisions made at meetings of the directors are binding and are the responsibility of all directors.
 - Materials for the Board of Directors meeting will be prepared and distributed to the Board of Directors no later than 5 (five) business days prior to the meeting Board of Directors Meeting is held.
- d. Minutes of the directors meetings:
 - The resolutions of the meeting must be documented in the minutes, which are signed by all directors present and distributed to all directors.
 - The minutes must be properly made per relevant regulations.
 - Dissenting opinions during the meeting must be documented in the minutes, along with the reasons for the difference of opinion.

Organization of Directors Meetings

The directors held 43 physical and teleconference meetings in 2023, complying with OJK regulations on minimum meeting frequency.

Attendance Frequency, Schedule, and Agenda of Directors Meetings

The meeting frequency and the attendance frequency of each director throughout 2023 are as follows:

Name	Position	Number of Meetings	Presence	Percentage
Yuli Melati Suryaningrum	President Director	43	39	91%
Ina Widjaja*	Director	36	31	86%
Houda Muljanti	Director	43	39	91%
Pranata	Director	43	36	84%
Lukman Hadiwijaya	Director	43	41	95%
Rickyadi Widjaja**	Director	7	5	71%

Note:

*) In office since 22 February 2023.

**) The term of office ended on 22 February 2023.

The agendas of all meeting of the Directors held throughout 2023 include the following:

1. Presentations on of Head Office and Branch Office Service Standard Measurement Reporting using MRI.
2. Integrated Stress Testing.
3. Changes to the Bank's Business Plan 2023-2025 & Changes to the Bank Products.
4. Sustainable Financial Policy.
5. GCG Self-Assessment Discussion.
6. ABIYA Scoring.
7. BCAS's Risk Appetite and Risk Tolerance.
8. Follow-up monitoring of internal and external audit results.
9. Sustainable Financial Action Plan (RAKB) for 2024.
10. Bank Business Plan for 2024-2026 and Corporate Planning for 2024-2028.

Planned Directors Meetings for 2024

The following table lists BCAS's directors meetings planned for 2024:

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

The Board of Directors meeting schedule is subject to change as needed.

Policy on Joint Meetings

According to the Financial Services Authority Regulation Number 17/POJK.03/2023 on Commercial Bank Governance, the following rules apply:

- a. Article 30, paragraph 2 states that the directors are required to hold regular meetings with the Board of Commissioners at least once every four months.
- b. Article 55, paragraph 2 states that the Board of Commissioners is required to hold regular meetings with the directors at least once every four months.

Policy on joint meetings is regulated by the Charter of the Directors, the Charter of the Board of Commissioners, and the Company's Articles of Association.

It covers the following:

- a. Meeting Mechanism:
 - Joint meetings can be held physically or electronically via teleconference, video conference, or similar electronic media.
- b. Meeting Frequency:
 - The Board of Commissioners is required to hold regular joint meetings with the directors at least once every four months.
- c. Quorum and Meeting Resolutions:
 - Decisions at a joint meeting must first be made based on deliberation and consensus.
 - All decisions made at joint meetings are binding.
- d. Minutes of the joint meetings:
 - The resolutions of the meeting must be documented in the minutes, which are signed by all directors and Board of Commissioners members who are present, and distributed to all directors and Board of Commissioners members.
 - Dissenting opinions during the meeting and the reasons must be documented in the minutes.

Joint Meetings Between the Board of Commissioners and Directors

The Board of Commissioners and Directors held 11 joint physical and virtual meetings in 2023. The meeting frequency and the attendance frequency are listed in the following table:

Description	Board of Commissioners					Board of Directors					
	TI**	RY	IS*	RW*	IW**	YM	IW*	HM	PN	LH	RW**
Total Meetings	1	11	10	10	1	11	10	11	11	11	1
Presence	1	9	9	9	1	10	9	10	7	10	1
% Presence	100%	82%	90%	90%	100%	91%	90%	91%	64%	91%	100%

Note:

*) In office since 22 February 2023.

**) The term of office ended on 22 February 2023.

RY	: Ratna Yanti	YM	: Yuli Melati Suryaningrum
RW	: Rickyadi Widjaja	IW	: Ina Widjaja
IS	: Inge Setiawati	PN	: Pranata
TI	: Tantri Indrawati	HM	: Houda Muljanti
LH	: Lukman Hadiwijaya		

Joint Meetings Between the Board of Commissioners, Board of Directors, and the Sharia Supervisory Board

The Board of Commissioners, Board of Directors, and the Sharia Supervisory Board (DPS) held 12 physical and virtual joint meetings in 2023. The meeting frequency and the attendance percentage are listed in the following table:

Description	DPS		Board of Commissioners					Board of Directors					
	FD	SP	TI**	RY	IS*	RW*	IW**	YM	IW*	HM	PN	LH	RW**
Total Meetings	12	12	2	12	10	10	2	12	10	12	12	12	2
Presence	12	12	2	10	9	9	2	11	9	11	8	11	2
% Presence	100%	100%	100%	83%	90%	90%	100%	92%	90%	92%	67%	92%	100%

Note:

*) In office since 22 February 2023.

**) The term of office ended on 22 February 2023.

RY	: Ratna Yanti	YM	: Yuli Melati Suryaningrum	FD	: Fathurrahman Djamil
RW	: Rickyadi Widjaja	IW	: Ina Widjaja	SP	: Sutedjo Prihatono
IS	: Inge Setiawati	PN	: Pranata		
TI	: Tantri Indrawati	HM	: Houda Muljanti		
LH	: Lukman Hadiwijaya				

Affiliations

Direct and indirect affiliations between Board of Directors members, Board of Commissioners members, Sharia Supervisory Board (DPS) members, and the controlling shareholder are illustrated in the following table:

Name	Board of Commissioners			Board of Directors					DPS		Controlling Shareholder
	RY	RW	IS	YM	HM	IW	PN	LH	FD	SP	
Ratna Yanti	-	X	X	X	X	X	X	X	X	X	X
Rickyadi Widjaja	X	-	X	X	X	X	X	X	X	X	X
Inge Setiawati	X	X	-	X	X	X	X	X	X	X	X
Yuli Melati Suryaningrum	X	X	X	-	X	X	X	X	X	X	X
Houda Muljanti	X	X	X	X	-	X	X	X	X	X	X
Ina Widjaja	X	X	X	X	X	-	X	X	X	X	X
Pranata	X	X	X	X	X	X	-	X	X	X	X
Lukman Hadiwijaya	X	X	X	X	X	X	X	-	X	X	X
Fathurrahman Djamil	X	X	X	X	X	X	X	X	-	X	X
Sutedjo Prihatono	X	X	X	X	X	X	X	X	X	-	X

Note:

RY	: Ratna Yanti	IW	: Ina Widjaja	YM	: Yuli Melati Suryaningrum
HM	: Houda Muljanti	SP	: Sutedjo Prihatono	LH	: Lukman Hadiwijaya
FD	: Fathurrahman Djamil	IS	: Inge Setiawati		
RW	: Rickyadi Widjaja	PN	: Pranata		

Diversity in the Composition of the Board of Commissioners and Directors

To support the Board of Commissioners and Directors in managing, delegating, and carrying out their duties and improving their performance, they are composed of people with diverse backgrounds.

The Company's Policy on Diversity

BCAS is committed to providing equal opportunities to individuals regardless of their gender, ethnicity, religion or race. The Company ensures that both men and women, people of all ages, with various levels of expertise and independence,

and diverse educational backgrounds are considered for the Board of Commissioners member or director position. In the nomination process, the Remuneration and Nomination Committee evaluates the qualifications of all candidates for the Board of Commissioners and Director positions. The Company also takes into account external and internal factors, aligning them with BCAS's strategic goals and the controlling shareholder's recommendations. The composition of the Board of Commissioners and Directors of BCAS complies with regulations and recommendations set by OJK, emphasizing diversity.

Diversity in the Composition of the Board of Commissioners

Diversity Aspect	Realization
Skill	Board of Commissioners members possess a diverse range of expertise, including banking and financial strategy, corporate secretarial services, CSR, banking supervision, banking operations and services, corporate banking, branch banking, Islamic banking strategy, and risk management.
Education	Board of Commissioners members have diverse educational backgrounds, including bachelor's and master's degrees in management, engineering, economics, psychology, and others.
Work experience	All members of the current Board of Commissioners have professional work experience in the banking sector.
Age	The age of Board of Commissioners members ranges from 56 to 60 years old.
Gender	BCAS's Board of Commissioners has a diverse gender composition: two females (one of whom is the independent president commissioner) and one male.
Independence	<ul style="list-style-type: none"> All members of the Board of Commissioners in BCAS are completely independent of the Company's controlling shareholder. More than 60% of the Board of Commissioners members are Independent Commissioners. BCAS has two Independent Commissioners among its three members.

Diversity in the Composition of Directors

Diversity Aspect	Realization
Skill	Directors at BCAS possess a wide range of expertise, including accounting and financial management, banking strategy, branch management, banking operations and service excellence, banking compliance, corporate banking, commercial and SME banking, consumer banking, corporate culture, corporate strategy, employee training and development, ESG, human capital management, information technology, loan restructuring, marketing strategy, network distribution and delivery channel management, risk management, Islamic banking, strategic planning and transformation, syndication loans, transaction banking, and treasury.
Education	Directors have a diverse educational backgrounds, including bachelor's and master's degrees in management, economics, economic law, information technology, engineering, and others.
Work experience	Directors at BCAS have diverse work experience, including professionals from the banking and multinational company sectors.
Age	The age of the Directors ranges from 47 to 56 years old.
Gender	Three out of the five Directors at BCAS are female, including the President Director, while the remaining two are male.
Independence	<ul style="list-style-type: none"> The President Director is an independent individual who is not associated with the controlling shareholder of the Company. All directors at BCAS are independent from its controlling shareholder.

Remuneration Policy

BCA Syariah has a remuneration policy designed to reward its employees, Board of Commissioners and Sharia Supervisory Board members, and directors. The policy is formulated to take into account the Company's capabilities to accommodate the growth and development of its workforce and management while also ensuring the resilience and continuity of its business.

BCAS follows a remuneration strategy that is guided by various regulations, including the following:

1. Financial Services Authority Regulation Number 17/POJK.03/2023 on Commercial Bank Governance, particularly the following articles:
 - Article 33, paragraph (2) stipulates that directors of a bank are prohibited from taking and receiving personal benefits from the bank other than the remuneration and benefits determined by the bank's GMS resolution.
 - Article 33, paragraph (3) stipulates that directors of a bank are required to disclose their remuneration and benefits referred to in paragraph (2) in accordance with the Financial Services Authority regulations on governing remuneration for commercial banks and governing remuneration for Islamic commercial banks and business units.
 - Article 58, paragraph (2) stipulates that Board of Commissioners members of a bank are prohibited from taking and receiving personal benefits from the bank other than the remuneration and benefits determined by the bank's GMS.
 - Article 58, paragraph (3) stipulates that Board of Commissioners members are required to disclose the remuneration and benefits referred to in paragraph (2) per the Financial Services Authority regulations on governing remuneration for commercial banks and governing remuneration for sharia commercial banks and business units.
2. Financial Services Authority Regulation Number 45/POJK.03/2015 on the Governance of Remuneration for Commercial Banks. Article 28 of the regulation requires banks to disclose their remuneration policies in their annual governance reports as specified in the regulation on GCG practices for commercial banks.
3. Financial Services Authority Circular Number 40/SEOJK.03/2016 on the Governance of Remuneration for Commercial Banks, requiring banks to have a

written remuneration policy for directors, the Board of Commissioners, and employees. The policy should take into account the interests of the bank's employees, the bank itself, and its stakeholders.

4. Bank Indonesia Regulation Number 11/33/PBI/2009 on GCG Practices for Islamic Commercial Banks and Business Units, particularly the following articles:
 - Article 51, paragraph (2) stipulates that Sharia Supervisory Board members of an Islamic commercial bank are prohibited from taking and receiving personal benefits other than the remuneration and benefits determined by the bank's GMS.
 - Article 51, paragraph (3) stipulates that the Sharia Supervisory Board members are required to disclose the remuneration and benefits referred to in paragraph (2) in the bank's GCG report as specified in this Bank Indonesia regulation.

Remuneration and Nomination Committee

BCAS's Board of Commissioners has established a Remuneration and Nomination Committee. One of the committee's roles is to assist the Board of Commissioners in developing policies and overseeing remuneration for the Board of Commissioners, Board of Directors, and Sharia Supervisory Board at BCAS.

Full details regarding the composition, membership structure, duties and responsibilities, meeting organization, and remuneration of the committee are presented in the Remuneration and Nomination Committee section herein.

Scope of the Remuneration Policy and Its Implementation

The remuneration policy that BCAS has established covers remuneration for the Board of Commissioners, Board of Directors, and the Sharia Supervisory Board and applies to employees in both business and operational units. The remuneration policy includes fixed and variable remunerations.

Remuneration Associated with Risks and Performance

Remuneration Associated with Risks

Main Risks in Determining Remuneration

When deciding on remuneration strategies, particularly policies regarding variable remuneration, BCAS considers its two key risks: credit and operational risks. Credit and operational risk have been BCAS's key risks in 2023 and previous years because they are inherent in the types of transactions and businesses that significantly impact BCAS's operations and generate substantial revenue for the Company.

Impact of Key Risks on Remuneration

Determining a company's key risks is essential for developing its key performance indicators (KPIs) and planning its variable remuneration scheme.

Remuneration Associated with Performance

Performance Measurement Indicators to Determine Remuneration for Directors

The following indicators are used to determine the remuneration for directors:

- The work performance of each directors;
- BCA Syariah's financial performance and fulfillment of reserves as intended in Law no. 40 of 2007 concerning Limited Liability Companies;
- Internal equality of positions at BCAS and several similar banks, including in assets and characteristics;
- Consideration of BCA Syariah's long-term goals and strategies;
- Risks that may arise in the future, causing losses for BCAS.

Performance Measurement Indicators to Determine Remuneration for Board of Commissioners Members

Indicators used to determine the remuneration for Board of Commissioners members include the following:

- The extent of their oversight and guidance to the directors regarding the following:
 - Crucial strategies and plans;
 - The Integrity of financial statements;
 - The internal control system and risk management;
 - Good Corporate Governance.
- The approval they grant for directors' decisions in compliance with regulations or BCAS's Articles of Association.

Performance Measurement Indicators to Determine Remuneration for Sharia Supervisory Board Members

Indicators used to determine the remuneration for Sharia Supervisory Board members include the following:

- The extent of their oversight and guidance to the Directors, particularly the following:
 - The opinions they provide about published products and activities;
 - The opinions they provide about ongoing financing processes and financing processes that are about to start;
 - The extent to which they ensure that BCA Syariah complies with Sharia;
 - Good Corporate Governance.

Performance Measurement Indicators to Determine Remuneration for Employees

BCAS conducts an objective performance assessment focused on its employees' development. The assessment includes two key areas:

- Work performance and demonstrated corporate culture in the employee's behavior, in which:
 - Work performance refers to the employee's ability to achieve their employment goals and targets.
 - Cultural behaviour refers to the employee's demonstration of behaviours that reflect the Company's core values while performing their duties and responsibilities.
- The results of achievement assessments, combined with employees' competency assessments, serve as a reference for determining employee development direction.

Impact of BCAS's, Work Units' and Individual Performance on Remuneration

The remuneration amount, including variable pay, is reviewed annually. Individual performance is assessed and forms the basis for bonuses, promotions, and salary increases.

At the start of each year, we set targets to measure employee performance. Bonuses are awarded based on individual

performance assessments, which are determined by decrees and circulars. To evaluate whether employees have met the quantitative business or work targets, we use assessment guidelines outlining three indicators: exceeding targets (>110%), achieving targets (100-110%), and partially achieving targets (<100%).

Material Risk Takers

Material risk takers at BCAS are determined using a qualitative approach. They are as follows:

- The President Director and Directors; and
- The President Commissioner and all Commissioners.

Based on these criteria, BCAS has determined that the individuals who will become material risk takers (MRTs) are Board of Commissioners and Board of Directors at BCA Syariah totalling eight people in accordance with the number of people holding office as of 31 December 2023.

Adjusting Remuneration Associated with Risks and Performance

• Deferred Variable Remuneration

For individuals considered material risk takers (MRTs), their bonuses are paid out in a deferred manner and split as follows:

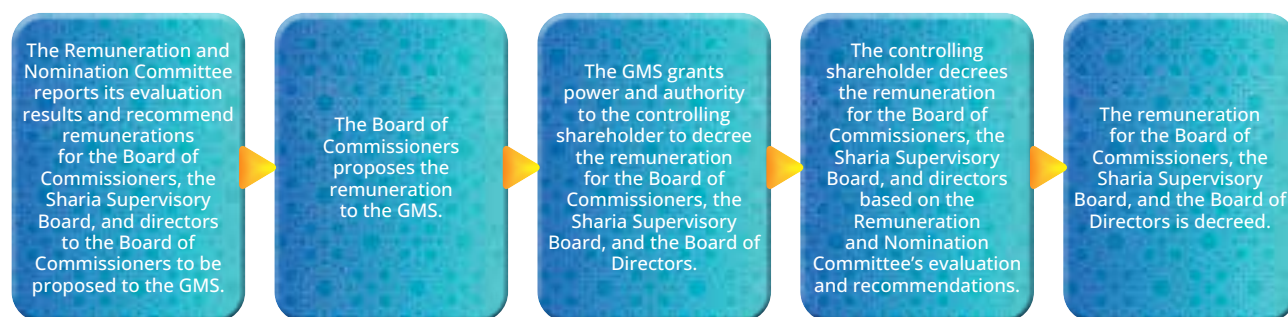
- 90% in cash;
- 10% is deferred for three years by paying in cash and saved in a blocked deposit with an annual composition of 30%, 30%, 40%. The deposit can be withdrawn in stages over three years.

Procedures for Determining Remuneration for the Board of Commissioners and Directors

Remuneration for the Board of Commissioners, Board of Directors, and the Sharia Supervisory Board at BCAS is determined based on procedures, structures, and indicators regulated in BCAS's articles of association. These procedures, structures, and indicators are guided by the following regulations:

- a. Bank Indonesia Regulation Number 11/33/PBI/2009 concerning GCG Practices for Islamic Commercial Banks and Business Units;
- b. Circular No. 12/13/DPbS concerning GCG Practices for Islamic Commercial Banks and Business Units;
- c. Financial Services Authority Regulation Number 45/POJK.03/2015 concerning the Governance of Remuneration for Commercial Banks;
- d. Financial Services Authority Circular Number 40/SEOJK.03/2016 concerning the Governance of Remuneration for Commercial Banks.

Scheme for Proposing and Determining Remuneration



BCAS's Annual GMS Resolution in 2023 granted power and authority to the following:

- The Board of Commissioners: to determine the amount of salary and benefits for the directors, taking into account the Remuneration and Nomination Committee's recommendations.
- The controlling shareholder: to determine the amount of salary and benefits for the Board of Commissioners.
- The controlling shareholder: to determine the distribution of bonuses to the Board of Commissioners, Directors, and the Sharia Supervisory Board.

receive comprises basic salary, a holiday allowance, bonuses, regular allowances and other in-kind and monetary facilities. In 2023, BCAS provided a total of Rp34,485,910,000 in remuneration for its Board of Commissioners, the Board of Directors, and Sharia Supervisory Board. This remuneration was given by taking into account BCAS's overall performance and is intended as a form of appreciation for the performance of the Board of Commissioners, Directors and the Sharia Supervisory Board.

BCAS's policy on remuneration and other facilities, which was decided by the GMS, must be disclosed. This disclosure includes the number of Board of Commissioners, Board of Directors, and Sharia Supervisory Board members, as well as their respective remuneration and other facilities as determined by the GMS.

Implementation of Remuneration at BCAS

The remuneration package that the Board of Commissioners, the Board of Directors,, and the Sharia Supervisory Board

a. Structure of Remuneration for Directors, the Board of Commissioners, and the Sharia Supervisory Board

Types of Remuneration and Other Facilities	Amount Received in 1 Year					
	Board of Directors		Board of Commissioners		DPS	
	People	Millions (Rp)	People	Millions (Rp)	People	Millions (Rp)
Salary, bonuses, regular allowances, bonuses, and other facilities in-kind	6	28,311.14	5	3,103.80	2	1,384.46
Other in-kind benefits (housing, health insurance, etc.) that,						
1. Ownable	6	1,393.99	5	188.74	2	103.78
2. Cannot be owned						
Total	6	29,705.13	5	3,292.54	2	1,488.24

b. Remuneration Packages Received by Directors, the Board of Commissioners, and the Sharia Supervisory Board in One Year, Classified by Their Income Level

Total Remuneration per Person in 1 Year *)	Number of Directors	Number of Commissioners	Number of Sharia Supervisory Board Members
Above Rp2 billion	6	-	-
Above Rp1 billion to Rp2 billion	-	1	-
Above Rp500 million to Rp1 billion	-	3	2
Rp500 million and below	-	1	-

Note:

*) One directors and two Board of Commissioners members were replaced in February 2023.

Variable Remuneration for the Board of Commissioners, Directors, the Sharia Supervisory Board, and Employees

Variable remuneration consists of cash and shares. BCAS is not yet a public company and, therefore, does not give shares as extra bonuses.

a. Number of Directors, Board of Commissioners Members, Sharia Supervisory Board Members, and Employees Receiving Variable Remuneration for One Year and the Total Amount of Variable Remuneration Provided for Each Group

Variable Remuneration	Amount Received in 1 (One) Year	
	People	Millions (Rp)
The Board of Commissioners	5	1,042
The Board of Directors	6	11,742
The Sharia Supervisory Board	2	193
Employees	935	26,922

b. Share Options for Directors, the Board of Commissioners, and the Sharia Supervisory Board

No share options were offered to BCAS's Board of Directors, Board of Commissioners, and Sharia Supervisory Board in 2023.

Deferred Variable Remuneration for MRT's (All Directors and Commissioners)

The total variable remuneration deferred in 2023 was Rp1,002,000,000.

Payment of Remuneration for MRTs (All Directors and Commissioners)

The amount of remuneration paid in one year is detailed below:

a. Fixed remuneration is set by considering the scale and complexity of the business, peer group, inflation rate, market position, and financial capability while ensuring compliance with relevant laws and regulations.

Fixed Remuneration	2023 Millions (IDR)
1. Cash	16,326

b. Variable Remuneration is set by considering not only the fixed remuneration but also the prudent risktaking encouraged, in coordination with the Risk Management Department.

Variable Remuneration	2023 Millions (IDR)	
	Not Deferred	Suspended
1. Cash		
2. Shares/share-based instruments issued by the Bank	13,776	1,002

Salary and Severance Pay Ratio

Highest and Lowest Salary Ratio

Description	Salary Ratio
The ratio of employees' highest to lowest salaries	23.76 x
The ratio of Board of Directors' highest to lowest salaries	1.59 x
The ratio of the Board of Commissioners' highest to lowest salaries	1.58 x
The ratio of the Sharia Supervisory Board's highest to lowest salaries	1.11 x
The ratio of employees' highest salary to directors' highest salary	3.01 x
The ratio of the annual compensation for the President Director and the median/mean of the annual compensation for all employees (excluding the President Director)	59.54 x

Number of Employees Terminated and the Total Amount of Severance Pay

Nominal Amount of Severance Pay per Person in One Year	Number of Employees
Above Rp1 billion	1
Above Rp500 million to Rp1 billion	2
Rp500 million and below	10

Committees Under the Board of Commissioners

The Board of Commissioners has several committees under it, tasked with assisting the Board with its supervisory role and specific policy-making. While the committees can make recommendations, the final decision lies with the Board of Commissioners. In cases where necessary, they may delegate decision-making power to these committees through a Board of Commissioners Decree. Committees under the Board of Commissioners are the Audit Committee, the Risk Monitoring Committee, and the Remuneration and Nomination Committee.

Audit Committee

The Audit Committee was established to collaborate and assist the Board of Commissioners in overseeing the management of BCAS and advising the directors. Its primary responsibilities include monitoring and evaluating audit plans and processes, overseeing follow-up actions on audit findings to measure internal controls, and ensuring that BCAS's financial statements are submitted accurately and timely.

1. Legal Basis

The establishment of BCAS's Audit Committee is based on the Decree of the Directors No. 057/SK/DIR/2023 dated 29 December 2023 on the Governance Policy of PT Bank BCA Syariah.

2. Charter of the Audit Committee

The Audit Committee has a charter that outlines its functions. The charter is based on the Governance Policy of PT Bank BCA Syariah, which was decreed by the Board of Directors on 29 December 2023 (No. 057/SK/DIR/2023). The charter specifies the committee's duties and responsibilities, its structure, the description of its activities, and its authority. Additionally, a GCG Manual has been prepared based on relevant laws and regulations and is regularly reviewed.

The charter has been uploaded on BCAS's website in the Corporate Governance section and can be accessed through the link: <https://www.bcasyariah.co.id/komite-audit>.

3. Structure and Membership

The following is the structure and membership of the Audit Committee:

- The Audit Committee reports to the Board of Commissioners.
- The committee is composed of at least:
 - An Independent Commissioner who serves as the chairperson of the committee;
 - An independent party with expertise in financial accounting and another one with expertise in Sharia-compliant banking.
- The individuals appointed to the committee should not be selected from among the Directors.

4. Most of the Commissioners appointed to the committee must be independent.
5. The committee members are appointed by the Directors based on a resolution from the Board of Commissioners Meeting.

Composition of the Audit Committee as of 31 December 2023

Name	Position	Position at BCAS	Term of Office
Inge Setiawati	Chairperson	Independent Commissioner	Until the closing of the Annual General Meeting of Shareholders (AGMS) in 2025.
J. Sindu Adisuwono	Member	Independent Party	Until the closing of the Annual General Meeting of Shareholders (AGMS) in 2025.
Senjaya Komala	Member	Independent Party	Until the closing of the Annual General Meeting of Shareholders (AGMS) in 2025.

4. Profile and Qualifications



Inge Setiawati

Chairperson of the Audit Committee

Indonesian nationality, 56 years old, and domiciled in Jakarta.

Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

Inge Setiawati's profile can be found in the section about the profile of the Board of Commissioners, in the Company Profile chapter herein.



J. Sindu Adisuwono

Member of the Audit Committee

Indonesian nationality, 61 years old, and domiciled in Jakarta.

Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

He worked at PT BCA Tbk from 1987 to 2017 and held managerial positions including the Deputy Head of the Internal Audit Division (1999-2008) with his last position as the Head of the Internal Audit Division (2008-2017). He served as the President Commissioner of PT BCA Finance (2018 - July 2021). He currently serves as a Commissioner at PT Asuransi Umum BCA (since August 2021) and as a member of the Audit Committee at PT Bank Ina Perdana, Tbk (since March 2021). He has experience as the Chairman of the Supervisory Board of Yayasan Bhakti PT BCA Tbk; the Chairman of the Supervisory Board of PT BCA Tbk Pension Fund; the Chairman of the Audit Committee at the Institute of Internal Auditors Indonesia; the Secretary General, Chairman, and Member of the Supervisory Board at the Bank Internal Auditors Association.

He holds a doctorate degree in Accounting Economics from Parahyangan Catholic University.



Senjaya Komala

Member of the Audit Committee

Indonesian nationality, 60 years old, domiciled in Jakarta

Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

He started his career at PT BCA Tbk from 1990 to 2008 and held several strategic positions including the Head of the Credit Affairs Division at BCA Regional Office IX (2003), the Head of BCA Bogor Branch Office (2006) and the Chief Representative of BCA in Hong Kong (2008). He also held executive positions at PT Central Sentosa Finance as the Credit & Finance Accounting Deputy Director (2011) and Finance Director (2013).

He holds a Master of Management degree from the PPM School of Management.

5. Committee Membership Requirements

General Requirements

- The chairperson of the Audit Committee may only concurrently serve as a chairperson at no more than one other committee in BCA Syariah.
- Independent members of the Audit Committee may concurrently serve as independent members on other committees at BCA Syariah, other banks, or other companies.

Competency Requirements

- Audit Committee members must have the ability, knowledge, and experience related to their field of work and be able to communicate well.
- Audit Committee members must be able to read financial statements and have knowledge of BCA Syariah's business, audit processes, capital market laws and regulations, and other relevant regulations.
- Audit Committee members should be open to continuous self-improvement in their field.
- The Audit Committee must have at least one member with an educational background and expertise in accounting or finance.

Independence Requirements

- Audit Committee members must not have been employees of a public accounting firm, legal consulting firm, public appraisal service office, or any other party that provided assurance, non-assurance, appraisal, or other consulting services to BCAS within the last six months.
- Audit Committee members must not have worked or had the authority and responsibility to plan, lead, control, or supervise BCAS's activities in the previous year, except for independent commissioners who have not been affiliated with BCAS for at least six months.
- Audit Committee members are not allowed to serve as Directors at other banks.
- Audit Committee members must not own any shares of BCAS, either directly or indirectly.
- Audit Committee members must not have any affiliations with members of the Board of Commissioners, directors, or the controlling shareholder of BCA Syariah.

- Audit Committee members must not have any direct or indirect business relationships associated with BCA Syariah's business activities.
- Independent members must be recommended by the Remuneration and Nomination Committee.

6. Education and Training

Information regarding the chairperson of the Audit Committee, who is also an Independent Commissioner, has been presented in the chapter about the Board of Commissioners. Meanwhile, both committee members have attended basic training on Sharia-compliant banking and training on Corporate Governance based on OECD's International Standards on GCG Practices.

7. Term of Office

The term of office of the Audit Committee members ends when the term of office of the Board of Commissioners members ends, after which the appointment of new members of the Audit Committee must be made within three months from the appointment of new members of the Board of Commissioners or after the new members pass the fit and proper test by OJK. The term of office of the current Audit Committee members will end at the closing of the Annual General Meeting of Shareholders (AGMS) in 2025.

8. Independence

All members of the Audit Committee are independent, meaning that they do not have any financial, management, share ownership, or familial relationships with members of the Board of Commissioners, directors, or the controlling shareholder. They also do not have any business relationships with BCAS that may affect their ability to act independently.

The independence of the Audit Committee is evident in the following factors:

Independent Aspect	Inge Setiawati	J. Sindu Adisuwono	Senjaya Komala
No financial relationships with the Board of Commissioners and directors.	v	v	v
No managerial relationships in the Company, subsidiaries, or affiliated companies.	v	v	v
No share-ownership relationships in the Company.	v	v	v
No familial relationships with any members of the Board of Commissioners, directors, or fellow Audit Committee members.	v	v	v

9. Duties and Responsibilities

The Audit Committee has the following duties and responsibilities:

Relating to financial statements

- Reviewing financial information to be released by BCAS to the public or authorities, as well as other reports related to BCA Syariah's financial information;
- Reviewing and reporting any complaints about BCAS's accounting and financial reporting processes to the Board of Commissioners.

Relating to internal audit

- Providing recommendations to the Board of Commissioners regarding the preparation of the audit plan, scope, and budget of the Internal Audit Unit.
- Monitoring and reviewing the effectiveness of BCAS's internal audit.
- Evaluating the adequacy and effectiveness of the Internal Audit Unit's performance, ensuring that the Internal Audit Unit upholds integrity in the performance of its duties, and providing recommendations to the Board of Commissioners regarding the overall annual remuneration of the Internal Audit Unit and performance awards.
- Ensuring that the Internal Audit Unit communicates with the Directors, Board of Commissioners, external auditors, OJK, BI, and other relevant parties.
- Ensuring that the Internal Audit Unit works independently.

Relating to external audits

- Providing recommendations to the Board of Commissioners on the appointment, reappointment, dismissal, and replacement of the public accounting firm or public accountant auditing the Company's financial statements. The recommendations are based on the evaluation of the firm or accountant's independence, scope of assignment, and service fees.

- Monitoring the public accounting firm's auditing process to ensure its compliance with the Auditing Standards and Financial Accounting Standards (SAK) and providing independent opinions in the event of differences of opinion between the Company's management and the Public Accounting Firm.

Relating to internal control processes/systems

- Ensuring that the directors take immediate necessary actions regarding the findings of the Internal Audit Unit and the public accountant and the results of OJK's and BI's inspections.
- Providing recommendations to the Board of Commissioners to appoint an independent quality controller from outside the Company to evaluate the Internal Audit Unit.

Relating to governance and compliance

- Monitoring the effectiveness and sustainability of the Company's GCG practices.
- Reviewing and advising the Board of Commissioners regarding potential conflicts of interest in BCAS.
- Reviewing BCAS's compliance with laws and regulations in the banking and capital market sectors and other laws and regulations related to BCAS's business activities.
- Maintaining the confidentiality of BCAS's documents, data, and information.
- Attending BCAS's Annual General Meetings of Shareholders.
- Performing other duties relevant to the committee's functions at the request of the Board of Commissioners.

10. Meeting Policy and Organization

The Audit Committee holds meetings as necessary but at least four times a year. In 2023, the committee hosted 17 meetings.

Name	Number of Meetings	Attendance Frequency	Attendance Rate
Inge Setiawati*	13	13	100%
J. Sindu Adisuwono	17	16	94%
Senjaya Komala**	1	1	100%
Tantri Indrawati***	4	4	100%
Riyo S Wisaksono****	13	13	100%

Notes:

*) Serving since 22 February 2023.

**) Serving since 15 December 2023.

***) The term of office ended on 22 February 2023.

****) The term of office ended on 16 September 2023.

The agendas of the meetings the committee organized in 2023 include the following:

- Work targets realized in 2022 and work programs planned for 2023
- The selection of a Public Accounting Firm to audit BCAS's 2023 financial statements
- The Internal Audit Unit's work targets realized in 2022 and work plan for 2023
- The public accounting firm recommended to audit BCAS's financial statements for financial year 2023

- Audit Report Discussion
- External review services recommended for appointment
- Finalizing the Evaluation Report of the Public Accountant or Public Accounting Firm Auditing BCAS's Financial Statements 2022
- Results of OJK's examination in 2023
- The Internal Audit Unit's work plan for 2024
- Work targets realized in 2023 and work programs planned for 2024

11. Work Program Realization and Activity Implementation during 2023

Work Plan	Realization
Provide opinions and recommendations to the Board of Commissioners on reports or matters submitted by directors and work units and identify issues that require the attention of the Board of Commissioners	<ul style="list-style-type: none"> • Attended 12 meetings hosted by the Board of Commissioners together with the Sharia Supervisory Board and directors. • Discussed with work units, provided feedback, and brought issues found during meetings with work units to the attention of the Board of Commissioners. The Audit Committee communicated the issues and feedback to the Board of Commissioners through meetings, documented in the minutes of meetings. • Conducted 15 meetings with the Board of Commissioners.
Monitor and evaluate internal audit planning and implementation and monitor follow-ups on audit results to assess the adequacy of internal controls including the adequacy of the financial reporting process	<ul style="list-style-type: none"> • Reviewed the 2023 audit plan and provided recommendations to the Board of Commissioners. • Conducted seven meetings with the Internal Audit Unit to discuss the Internal Audit Unit's work plan and work plan implementation and the main points of the audit results, and audit follow-up monitoring, and a plan to re-evaluate the Internal Audit Unit. • Attended internal audit exit meetings at 10 audit entities (branch offices, work units, and application reviews). • Reviewed 25 audit reports from the Internal Audit Unit and OJK's examination results. • Provided feedback to the Board of Commissioners and brought to their attention findings from the meetings with the Internal Audit Unit and audit report review through meetings with the Board of Commissioners, which were also documented in the minutes of meetings.
Provide recommendations regarding the appointment of a public accountant or public accounting firm registered with the Financial Services Authority to the Board of Commissioners, coordinate with the public accounting firm in the context of the effectiveness of external audits, and evaluate audit services provided by the Public Accountant or Public Accounting Firm.	<ul style="list-style-type: none"> • On 11 April 2023, a meeting was held with Public Accounting Firm Kosasih, Nurdjaman, Mulyadi, Tjahjo and Partners (Crowe) to discuss the evaluation of the public accounting firm's performance when auditing of BCA Syariah's 2022 financial statements. • On 24 January 2023 and 23 May 2023, interviews were conducted with prospective public accounting firms to audit BCAS's financial statements for the financial year 2023. • On 13 June 2023, recommendations were submitted for the appointment of Public Accountant Yasir and Public Accounting Firm Purwantono, Sungkoro and Surja (Ernst & Young) to audit BCA Syariah's financial statements for the period ending on 31 December 2023. • Communication and coordination meetings were held with Public Accounting Firm Purwantono, Sungkoro and Surja (Ernst & Young) on 8 August 2023 and 28 December 2023.
Prepare and update the charter of the Audit Committee (if necessary).	Decree number 057/SK/DIR/2023 dated 29 December 2023 regarding the Governance Policy of PT Bank BCA Syariah.

Risk Monitoring Committee

The Risk Monitoring Committee was established to improve the Company's GCG practices by strengthening the Board of Commissioners' roles. The Risk Monitoring Committee is responsible for monitoring and assessing the various types of risks faced by BCAS.

1. Legal Basis

The establishment of BCAS's Risk Monitoring Committee is based on the Decree of the Board of Directors No. 057/SK/DIR/2023 dated 29 December 2023 regarding the Governance Policy of PT Bank BCAS based on relevant regulations.

2. Charter of the Risk Monitoring Committee

The committee's work guidelines are set out in a charter ratified based on Decree 057/SK/DIR/2023, dated 29 December 2023, on the Governance Policy of PT Bank BCA Syariah. The charter contains, among other things, the committee's duties and responsibilities, structure, description of activities, and authority.

The GCG Manual is prepared based on prevailing laws and regulations and is reviewed regularly. BCAS has its own internal rules regarding GCG, which are described in the Decree of the Directors No. 057/SK/DIR/2023 dated 29 December 2023 regarding the Governance Policy of PT Bank BCA Syariah.

The charter has been uploaded to BCAS's website's Corporate Governance section and can be accessed through the link: <https://www.bcasyariah.co.id/komite-pemantau-risiko>.

3. Structure and Membership

Interventions from owners, that will make the committee's composition non-compliant with regulations, are not allowed in the Company's corporate governance practices. The following is the structure and membership of the Risk Monitoring Committee:

1. Members of the Risk Monitoring Committee report to the Board of Commissioners.
2. The membership consists of at least:
 - One Independent Commissioner;
 - One independent individual with expertise in risk management;
 - One independent individual with expertise in sharia-compliant banking.

3. In Sharia-compliant banks, one member of the Sharia Supervisory Board can be a member of the Risk Monitoring Committee.
4. The independent individuals expertise should be proven by risk management certification as applicable to the Directors and competency certification that supports the implementation of the committee's functions and responsibilities.
5. The Risk Monitoring Committee is chaired by an independent commissioner who holds concurrent positions as a member.
6. Directors are prohibited from holding concurrent positions as members of the Risk Monitoring Committee.
7. The majority of the committee's membership consists of Independent Commissioner and individuals.

Composition of the Risk Monitoring Committee as of 31 December 2023

Name	Position in the Committee	Position at BCAS	Term of Office
Ratna Yanti	Chairperson	Independent President Commissioner	Until the closing of the AGMS in 2025
Inge Setiawati	Member	Independent Commissioner	Until the closing of the AGMS in 2025
Rickyadi Widjaja	Member	Commissioner	Until the closing of the AGMS in 2025
Iwan Wiwoho	Member	Independent Party	Until the closing of the AGMS in 2025
Senjaya Komola	Member	Independent Party	Until the closing of the AGMS in 2025

4. Profile and Qualifications



Ratna Yanti

Chairperson of the Risk Monitoring Committee

Indonesian nationality, 60 years old, domiciled in Surabaya.

Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

Ratna Yanti's profile can be found in the section about the profile of the Board of Commissioners, in the Company Profile chapter herein.

**Inge Setiawati**

Member of the Risk Monitoring Committee

Indonesian nationality, 56 years old, and domiciled in Jakarta.

Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

Inge Setiawati's profile can be found in the section about the profile of the Board of Commissioners, in the Company Profile chapter herein.

**Rickyadi Widjaja**

Member of the Risk Monitoring Committee

Indonesian nationality, 60 years old, and domiciled in Jakarta.

Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

Rickyadi Widjaja's profile can be found in the section about the profile of the Board of Commissioners, in the Company Profile chapter herein.



Iwan Wiwoho B.

Member of the Risk Monitoring Committee

Indonesian nationality, 68 years old, domiciled in Tangerang.

Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

Previously served as a member of BCAS's Audit Committee (2015-2017). He worked at PT BCA Tbk (1987-2011) and held various managerial positions including Head of the Wisma Asia Branch Operations, Head of Region XII Operations, Head of the Batam and Margonda branch offices, and finally as Head of Corporate Branch Operations. He also had a career in Nusantara Aircraft Industry-IPTN (1983-1987) and Construcciones Aeronauticas SA (CASA).

He holds a Bachelor of Economics from Complutense University of Madrid in Spain (1979) and a Master of Business Administration from Instituto de Empresa in Madrid, Spain (1981-1983).



Senjaya Komola

Member of the Risk Monitoring Committee

Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

Senjaya Komala's profile information has also been presented in the Audit Committee Chapter.

5. Membership Requirements

Requirements to be selected as a member of the Risk Monitoring Committee are as follows:

- a. Committee members must have integrity, good character, and good morals.
- b. Directors are prohibited from holding concurrent positions as the committee members.
- c. Individuals who previously held positions as Directors or Executive Officers at BCAS or had a relationship with BCAS that could impact their ability to act independently are not permitted to become the committee's independent members until they have undergone a one-year cooling-off period. However, this rule does not apply to former directors or executive officers who performed supervisory tasks at BCAS for at least six months.
- d. The independent members of the committee must be individuals who are not affiliated with BCAS and do not have financial, management, share ownership, or familial relationships with any of its directors, members of the Board of Commissioners, or the controlling shareholder. This will ensure that they are able to act independently. Additionally, they should not have any other relationships with BCAS that could affect their ability to act independently, such as BCAS share ownership accounting for more than 5% of the paid-up capital of BCAS.
- e. Independent individuals must be recommended for membership by the Remuneration and Nomination Committee.

6. Education and Training

Information on training attended by the chairperson and members of the committee who are also members of the Board of Commissioners has been presented in the Board of Commissioners chapter. Meanwhile, training sessions attended by independent members are as follows:

- Indonesia Knowledge Forum (IKF) 2023
- Corporate Governance Based on OECD's International Standards on GCG Practices
- The 2024 National Work Meeting, entitled "Energized You! BCAS Dare to Change"
- Protect the Forest and Save Your Life

7. Term of Office

The term of office of the Risk Monitoring Committee members ends when the term of office of the Board of Commissioners members ends, as referred to in point 1 above, after which the appointment of new members

of the Risk Monitoring Committee must be made within three months from the appointment of new members of the Board of Commissioners or after the new members pass the fit and proper test by OJK. The term of office of the current Risk Monitoring Committee members will end at the closing of the Annual General Meeting of Shareholders (AGMS) in 2025.

8. Independence

All members of the Risk Monitoring Committee are independent, meaning that they do not have any financial, management, share ownership, or familial relationships with members of the Board of Commissioners, directors, or the controlling shareholder. They also do not have any business relationships with BCAS that may affect their ability to act independently.

The independence of the Risk Monitoring Committee is evident in the following factors:

Independent Aspect	Ratna Yanti	Inge Setiawati	Rickyadi Widjaja	Iwan Wiwoho B.	Senjaya Komala
No financial relationships with the Board of Commissioners and directors.	✓	✓	✓	✓	✓
No managerial relationships in the Company, subsidiaries, or affiliated companies.	✓	✓	✓	✓	✓
No share-ownership relationships in the Company.	✓	✓	✓	✓	✓
No familial relationships with any members of the Board of Commissioners, directors, or fellow Risk Monitoring Committee members.	✓	✓	✓	✓	✓
No concurrent positions as an administrator of a political party or government official.	✓	✓	✓	✓	✓

9. Duties and Responsibilities

The Risk Monitoring Committee's duties and responsibilities are to assist and provide recommendations to the Board of Commissioners in order to improve the effectiveness of its risk-management duty performance and ensure that the Company's risk management policies are properly implemented, among others, by conducting the following:

- Evaluating the proper implementation of the risk management policies;
- Monitoring and evaluating the Risk Management Committee and Work Unit's duty performance;
- Developing and updating the committee's guidelines and work rules;
- Supporting the Board of Commissioners' risk-management-related duty performance;

- Assisting the Board of Commissioners in maintaining and monitoring the Bank's health level and taking the necessary steps to maintain and improve the Bank's health level.
- Assisting the Board of Commissioners in monitoring and evaluating the implementation of the recovery plan;
- Developing the committee's guidelines and work rules (Charter) and reviewing them as needed;
- Performing other duties as assigned by the Board of Commissioners.

10. Meeting Policy and Organization

The Risk Monitoring Committee holds meetings as necessary but at least once every quarter. In 2023, the committee hosted 12 meetings.

Frequency and Attendance of Risk Monitoring Committee Meetings

Name	Number of Meetings	Attendance Frequency	Attendance Rate
Ratna Yanti	12	12	100%
Inge Setiawati *	10	10	100%
Rickyadi Widjaja *	10	10	100%
Iwan Wiwoho	12	12	100%
Senjaya Komala **	1	1	100%
Tantri Indrawati ***	2	2	100%
Ina Widjaja ***	2	2	100%
Riyo S. Wisaksono ****	8	6	75%

Notes:

*) Serving since 22 February 2023.

**) Serving since 15 December 2023.

***) The term of office ended on 22 February 2023.

****) The term of office ended on 16 September 2023.

The agendas of the meetings the committee organized in 2023 include the following:

- Work targets realized in 2022 and work programs planned for 2023;
- The Bank's health level;
- The Bank's risk profile and stress test;
- Changes to the 2023 work plan;
- Updates on restructured customers;
- Updates on NPF and AYDA settlement;
- Evaluating the Risk Management Committee and Department's duty performance;
- Reviewing the minutes of the Risk Management Committee meetings
- Work targets realized in 2023 and work programs planned for 2024.

11. Work Program Realization and Activities Implementation during 2023

Throughout 2023, the Risk Monitoring Committee carried out the following:

- Reviewing and adjusting the charter of the Risk Management Committee.
- Monitoring the Risk Management Committee and Work Unit's duty performance.
- Monitoring the analysis of BCA Syariah's risk profile and specifically exploring the Bank's credit, operational, market, liquidity, reputational, yield, and investment risks.
- Analyzing the results of the Bank's credit, market, and liquidity risk stress tests.
- Ensuring Good Corporate Governance practices as per relevant regulations.
- Monitoring risk management monthly, especially the credit, liquidity and market, and operational risk control and limitation.
- Monitoring the development, impact, and mitigation of risks in general related to the COVID-19 pandemic and the global economic downturn.
- Changing strategic risk profiles according to changes in the Bank's business and economic activity patterns due to the impacts of the pandemic, its countermeasures, and the issuance of several new regulations related to banking and payment systems.
- Monitoring and exploring new regulations related to risk management.

Remuneration and Nomination Committee

The Remuneration and Nomination Committee is a committee established by the Board of Commissioners to assist with the supervision of remuneration and nomination activities as per relevant regulations and BCAS's articles of association.

1. Legal Basis

The establishment of BCAS's Remuneration and Nomination Committee is based on the Decree of the Board of Directors No. 057/SK/DIR/2023 dated 29 December 2023 regarding the Governance Policy of PT Bank BCA Syariah.

2. Charter of the Remuneration and Nomination Committee

The Remuneration and Nomination Committee has a charter that outlines its functions. The charter was referred to in the Decree of the Board of Directors No. 057/SK/DIR/2023 dated 29 December 2023 on PT Bank BCA Syariah's Governance Policy. It specifies the committee's structure, membership composition, membership requirements, term of office, duties and responsibilities, work mechanisms, code of ethics, working hours, and concurrent positions in the committee. Additionally, a GCG Manual has been prepared based on relevant laws and regulations and is regularly reviewed.

The committee's work guidelines have been uploaded on BCAS's website in the Corporate Governance section and can be accessed through the link: <https://www.bcas syariah.co.id/komite-remunerasi-nominasi>.

3. Structure and Membership

Interventions from owners, that will make the committee's composition non-compliant with regulations, are not allowed in the Company's corporate governance practices. The following is the structure and membership of the Remuneration and Nomination Committee:

1. Members of the Remuneration and Nomination Committee must consist of at least:
 - One Independent Commissioner;
 - One Non-Independent Commissioner;

- One Executive Officer in charge of the Human Resources unit or one representative of the Bank's employees.
- 2. In Sharia-compliant banks, one member of the Sharia Supervisory Board can be a member of the Remuneration and Nomination Committee.
- 3. The Remuneration and Nomination Committee is chaired by an Independent Commissioner who holds concurrent positions as a member.
- 4. Directors are prohibited from holding concurrent positions as members of the Remuneration and Nomination Committee.
- 5. If a decision is made for the committee to have more than three members, at least two of them should be Independent Commissioner.

Composition of the Remuneration and Nomination Committee as of 31 December 2023

Name	Position in the Committee	Position at BCAS	Term of Office
Inge Setiawati	Chairperson (holding concurrent positions as a member)	Independent Commissioner	Until the closing of the AGMS in 2025
Ratna Yanti	Member	Independent President Commissioner	Until the closing of the AGMS in 2025
Rickyadi Widjaja	Member	Commissioner	Until the closing of the AGMS in 2025
Retno Wulandari	Member (holding concurrent positions as a secretary)	Head of Legal and Human Resources	Until the closing of the AGMS in 2025

4. Profile and Qualifications

Inge Setiawati

Chairperson of the Remuneration and Nomination Committee



Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

Inge Setiawati's profile can be found in the section about the profile of the Board of Commissioners, in the Company Profile chapter herein.

Ratna Yanti

Member of the Remuneration and Nomination Committee



Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

Ratna Yanti's profile can be found in the section about the profile of the Board of Commissioners, in the Company Profile chapter herein.



Rickyadi Widjaja

Member of the Remuneration and Nomination Committee

Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

Rickyadi Widjaja's profile can be found in the section about the profile of the Board of Commissioners, in the Company Profile chapter herein.



Retno Wulandari

Member of the Remuneration and Nomination Committee

Indonesian nationality, 55 years old, and domiciled in Tangerang.

Basis for appointment to the committee: Decree on the Appointment of Committee Members Number 002/SKP/DIR/2023 dated 15 December 2023.

She has served as Head of the Legal and Human Resources Unit since 1 October 2021. Prior to joining BCAS, she worked at PT BCA, Tbk (1992-2021) and held various positions in human capital management.

She holds a Bachelor of Agriculture from the IPB University (1992). She has participated in various executive trainings inside the country and overseas, such as the Global Benefit Forum, the Asia Organization Development Network Summit, Digital Currency, Knowledge Update, and other training programs on leadership, management, general and sharia banking, and risk management.

5. Membership Requirements

General and competency requirements

- The chairperson of the Remuneration and Nomination Committee may only concurrently serve as a chairperson at no more than one other committee in BCAS.
- If a decision is made for the committee to have more than three members, at least two of them should be independent commissioners.
- The independent members of the committee may concurrently serve as independent members of other committees at BCAS.
- Members of the committee must comply with BCAS's code of ethics.
- Executive officers in charge of human resources or employee representatives who are appointed to the committee must have knowledge of BCAS's remuneration and nomination procedures and succession plan.

Independence Requirements

- Remuneration and Nomination Committee members are not allowed to serve as directors, either at BCAS or other banks.
- Independent members of the Remuneration and Nomination Committee must come from outside BCAS. They must not have financial, management, share-ownership relationships with the controlling shareholder or BCAS that may affect their ability to act independently.

6. Education and Training

Information on training attended by the chairperson and members of the committee who are also members of the Board of Commissioners has been provided in the Board of Commissioners chapter. Meanwhile, training sessions attended by independent members are as follows:

- A webinar on strengthening Sharia financial literacy and inclusion

- Human Capital Masterclass 2023 Program: Rewards Series
- Dry Run Workshop & Group Discussion on "Giving & Receiving Empowering Feedback"
- A Competency Dictionary Workshop
- A Competency Dictionary Training of Trainers
- Strategic Discussion 2024
- HR Green Forum Seminar
- ESG In-house Workshop & Discussion (Socialization of BCAS's Sustainable Finance Policy & ESRA)

7. Term of Office

The term of office of the Remuneration and Nomination Committee members ends when the term of office of the committee's chairman, who is also an independent commissioner at BCAS, ends. They can be re-elected for the next period. The term of office of the current Remuneration

and Nomination Committee members will end at the closing of the Annual General Meeting of Shareholders (AGMS) in 2025.

8. Independence

All members of the Remuneration and Nomination Committee are independent, meaning that they do not have any financial, management, share ownership, or familial relationships with members of the Board of Commissioners, Directors, or the controlling shareholder. They also do not have any business relationships with BCAS that may affect their ability to act independently.

The independence the Remuneration and Nomination Committee is evident in the following factors:

Independent Aspect	Inge Setiwati	Ratna Yanti	Rickyadi Widjaja	Retno Wulandari
No financial relationships with the Board of Commissioners and directors.	✓	✓	✓	✓
No managerial relationships in the Company, subsidiaries, or affiliated companies.	✓	✓	✓	✓
No share-ownership relationships in the Company.	✓	✓	✓	✓
No familial relationships with any members of the Board of Commissioners, directors, or fellow Remuneration and Nomination Committee members.	✓	✓	✓	✓
No concurrent positions as an administrator of a political party or government official.	✓	✓	✓	✓

9. Duties and Responsibilities

The Remuneration and Nomination Committee has the following duties and responsibilities:

Relating to remuneration:

Reviewing BCA Syariah's remuneration policy, ensuring that it complies with relevant regulations, and ensuring that remuneration is determined based on performance, risks, fairness compared to peers, the Company's long-term goals and strategies, fulfillment of reserves as stipulated in laws and regulations, and BCAS's potential future income.

- Recommending the following to the Board of Commissioners:
 - The policy on remuneration for the Board of Commissioners and the directors for submission to the GMS;
 - The remuneration structure and amount for the Directors and the the Board of Commissioners;
 - The policy on remuneration for executive officers and employees as a whole, which the Board of Commissioners will communicate to the Directors.
- Assisting the Board of Commissioners with performance evaluation to ensure the suitability of remuneration received by each director and each member of the Board of Commissioners.
- Regularly evaluating the implementation of the remuneration policy.

Relating to nomination:

- Developing procedures for selecting and replacing Board of Commissioners members and directors and recommending them to the Board of Commissioners and directors for submission to the GMS.
- Recommending the following to the Board of

Commissioners:

- procedures and criteria for nomination;
 - candidate members of the Board of Commissioners and candidate Directors for submission to the GMS;
 - positions to be assigned to the directors and the members of the Board of Commissioners;
 - capacity-building programs that the Directors and the Board of Commissioners should attend;
 - the policy on evaluating the performance of Directors and the Board of Commissioners;
- Recommending independent individuals to sit on the Audit Committee and Risk Monitoring Committee to the Board of Commissioners.
 - Assisting the Board of Commissioners in evaluating the performance of the Directors and the Board of Commissioners members against the benchmarks that have been prepared as a reference for the evaluation.
 - Performing other tasks related to remuneration and nomination as assigned by the Board of Commissioners in accordance with relevant regulations.
 - Reporting assessment results and providing recommendations to the Board of Commissioners about the Remuneration and Nomination Committee's duties as necessary.
 - If necessary, the Remuneration and Nomination Committee may utilize the services of an independent and reputable search firms in the process of selecting members of the Board of Commissioners or Directors.

10. Meeting Policy and Organization

The Remuneration and Nomination Committee holds

meetings as necessary but at least once every four months. In 2023, the committee hosted four meetings.

Frequency and Attendance of Remuneration and Nomination Committee Meetings

Name	Number of Meetings	Attendance Frequency	Attendance Rate
Inge Setiawati *	2	2	100%
Ratna Yanti	4	4	100%
Rickyadi Widjaja *	2	2	100%
Retno Wulandari	4	4	100%
Tantri Indrawati **	2	2	100%
Ina Widjaja **	2	2	100%

Notes:

*) Serving since 22 February 2023.

**) The term of office ended on 22 February 2023.

The agendas of the meetings the committee organized in 2023 include the following:

- Recommended salary for the management;
- Recommended bonuses in the financial year 2022 to be distributed to the Board of Commissioners, Directors, and the Sharia Supervisory Board;
- Recommended allowances and benefits for the management;
- Deferred bonus payments for PT BCAS's material risk takers;
- Update on the Internalization of BCAS's values and human resource development at BCA Syariah;
- Independent individuals to be selected to sit on the Risk Monitoring Committee and Audit Committee.

11. Work Program Realization and Activities Implementation during 2023

- Developing recommendations on the nomination of new Board of Commissioners members and new directors for 2023;
- Developing recommendations on the remuneration for the new Board of Commissioners members and new directors in 2023;
- Developing recommendations on bonuses for the Board of Commissioners and the directors for BCA Syariah's performance in 2023.

Executive Committees of the Board of Directors

Directors at BCAS have committees to assist them in managing BCAS as per relevant regulations. The seven committees under the directors are as follows:

- Asset and Liability Committee (ALCO)
- Risk Management Committee
- Financing Policy Committee
- Financing Committee
- Information Technology Steering Committee
- Human Resources Committee
- Personnel Case Consideration Committee

The committees under the directors also aim to improve corporate governance in BCAS's operations through the following actions:

- Achieving optimum levels of profitability and liquidity risk through the establishment of BCAS's asset and liability management policies and strategies;
- Making and evaluating financing decisions within the limits of authority set by the directors, as stipulated in the Company's articles of association, while also considering business development without abandoning prudent principles;

- Formulating financing policies in order to achieve prudent financing targets;
- Ensuring that the risk management framework provides adequate protection against BCAS's risks;
- Ensuring competitive advantage through the utilization of information technology;
- Ensuring that the implementation of human resource policies is optimized and in line with the Company's direction and strategy.

Asset and Liabilities Committee

The Asset and Liability Committee is a standing committee under the directors. Its mission is to achieve optimal profitability for BCA Syariah while ensuring liquidity, market, investment, and return risks are managed by establishing policies and strategies for BCA Syariah's assets and liabilities management. Guidelines for the committee's duty performance are in the Decree of the Directors No. 028/SK/DIR/2010, dated 29 March 2010, on the Structure of Committees Under the Directors.

1. Structure, Membership, and Voting Rights

The Asset and Liability Committee has the following structure and membership:

1. Committee personnel, including Directors and several unit heads whose roles are related to the management of BCAS's assets and liabilities;

2. Working groups, established to support the committee in carrying out its functions and authority in connection with meetings of the committee;

3. Resource persons; to provide suggestions on specific issues, the committee may invite resource persons from other work units at the head and branch offices and outside BCAS.

The committee's structure, membership, and voting rights are as follows:

Positions in the Committee	Filled by	Voting Rights
Chairman	President Director	Own Voting Rights
Secretary	Head of Treasury	
Member	Director	
Member	Director	
Member	Director for Compliance	
Member	Head of the Business and Communications Unit	
Member	Head of the Corporate Finance and Planning Unit	
Member	Head of the Financing Risk Analysis Unit	
Member	Head of the Risk Management Department	

2. Main Functions and Responsibilities

The committee's main functions are as follows:

- a. Developing strategies to manage liquidity to meet BCAS's liquidity needs and avoid idle funds;
- b. Developing market-risk-related policies and strategies;
- c. Developing pricing policies and strategies for funding and financing products and services and inter-office accounts.
- d. Developing policies and strategies for investment portfolio structuring;
- e. Developing policies and strategies for balance sheet structuring by anticipating changes in the profit-sharing ratio to achieve an optimal net income margin.

The committee's duties and responsibilities

Committee members with voting rights have the following main duties:

- a. Providing suggestions to the committee's secretary during meeting agenda and material preparation;
- b. Providing suggestions, particularly information and analyses on the following, during committee meetings:
 - Methods for funding and financing product pricing;
 - Methods for liquidity, market, investment, and return risk measurement;

- Funding and loan product pricing;
- Competitive funding and financing profit-sharing rates.
- Competitor banks' strategies;
- Restrictions when implementing the committee's decisions;
- Customer behavior and its changes.

3. Policy, Attendance Frequency, and Meeting Agendas

The committee's meeting rules are as follows:

1. The committee holds meetings as necessary, which is at least once a month.
2. The meetings will be considered valid if attended by at least half of the total members plus one, including the chairperson or a proxy of the chairperson.

Throughout 2023, the committee organized 12 meetings. The agenda was to discuss meetings that the committee would organize and profit-sharing distribution to each meeting from January to December 2023.

Committee members' attendance in the meetings is listed below:

Position in the Company	Name	Membership	Number of Meetings	Attendance Frequency	Attendance rate
President Director	Yuli Melati Suryaningrum	Chairperson and member	12	11	92%
Head of Treasury	Hasbyallah Chairuddin	Secretary and Member	12	12	100%
Director	Pranata	Member	12	10	83%
Director	Ina Widjaja	Member	12	9	75%

Position in the Company	Name	Membership	Number of Meetings	Attendance Frequency	Attendance rate
Director for Compliance	Houda Muljanti	Member	12	10	83%
Head of the Business and Communications Unit	Yanto Tanaya	Member	12	11	92%
Head of the Corporate Finance and Planning Unit	Adetyas Wendiana	Member	12	9	75%
Head of the Financing Risk Analysis Unit	<ul style="list-style-type: none"> Ammy Hosea Susanto, until June 2024 Jap Wirianto Setiawan, since July 2024 	Member	12	11	92%
Head of the Risk Management Department	<ul style="list-style-type: none"> Gandhi Ahmad Solihin, until April 2024 Edy Hartono, since May 2024 	Member	12	8	67%

Non-member Attendance

Position	Number of Meetings	Attendance Frequency	Attendance Rate
Director - Lukman Hadiwijaya	12	10	83%
Dwiki Hadyan Setiawan	12	5	42%
Yastrin Budiartina	12	9	75%
Yanuar Nurussabet	12	10	83%
Linda Carolina	12	2	17%
Andreanne Soetarman	12	7	58%
Indarahardjo	12	7	58%
Malky Malindo	12	1	8%
Dwidadi Sugito	12	9	75%
Priyo Subiyakto	12	1	8%
Taufik Marzal	12	2	17%
Helena Effendie	12	1	8%
Aditya Rini	12	1	8%

4. Accountability Reporting

The committee's accountability and work are reported through meeting minutes.

5. The Realization of Work Programs in 2023

The committee organized 12 meetings as part of its managerial duty performance. In addition, it assisted directors in managing BCAS's assets and liabilities.

Risk Management Committee

The Risk Management Committee's goal is to ensure that the risk management framework provides adequate protection against all risks that BCAS may face. The committee is guided

by SEOJK 25/SEOJK.03/2023, dated 21 December 2023, on Risk Management in Islamic Commercial Banks and Business Units and Decree No. 028/SK/DIR/2010 dated 29 March 2010, on the Structure of Committees under the Directors.

1. Structure, Membership, and Voting Rights

The Risk Management Committee has the following structure and membership:

1. Committee personnel, including Directors and the heads of risk-management-related work units at the Head Office.
2. Resource persons, which are other individuals who can be invited to provide input on several issues. Resource persons can be appointed from inside (from work units at the head or branch office) or outside BCAS.

The committee's structure, membership, and voting rights are as follows:

Positions in the Committee	Filled by	Voting Rights
Chairman	Director for Compliance	Own Voting Rights
Secretary of the Committee and Permanent Member	Head of the Risk Management Department	
Permanent Member	President Director	
Permanent Member	Director	
Permanent Member	Director	
Permanent Member	Director	
Permanent Member	Head of the Financing Risk Analysis Unit	
Permanent Member	Head of the Legal and Human Resource Unit	
Non-permanent Member	Head of the Business and Communications Unit	
Non-permanent Member	Head of the Operations Division	

2. The Committee's Authority and Responsibilities

The Risk Management Committee is responsible for providing recommendations to the President Director on the following matters:

- Formulating risk management policies, strategies, and guidelines.
- Improving risk management implementation based on the evaluation of the risk management implementation.
- Determining issues related to business decisions that deviate from standard procedures, including decisions that are not in line with normal procedures, significant

business expansion compared to the Bank's business plan, and taking positions or risk exposures beyond the predetermined limits.

3. Policy on Meetings, Attendance Frequency, and Meeting Agendas

The committee organized meetings as necessary but at least once every three months. They held four meetings in 2023. The meeting agendas included discussing the Bank's health level, how to apply for risk appetite and tolerance identification, and the Bank's risk profile.

Risk Management Committee Members' Attendance in Meetings

Position	Name	Number of Meetings	Attendance Frequency	Attendance Rate
Director for Compliance	Houda Muljanti	4	4	100%
Head of the Risk Management Department	<ul style="list-style-type: none"> • Gandhi A Solihin (January–April 2023) • Edy Hartono (May–December 2023) 	Gandhi A Solihin : 2 Edy Hartono : 2	Gandhi A Solihin : 2 Edy Hartono : 2	Gandhi A Solihin : 100% Edy Hartono : 100%
President Director	Yuli Melati Suryaningrum	4	3	75%
Director	<ul style="list-style-type: none"> • Rickyadi Widjaja (January 2023) • Ina Widjaja (April–December 2023) 	Rickyadi Widjaja : 1 Ina Widjaja : 3	Rickyadi Widjaja : 1 Ina Widjaja : 2	Rickyadi Widjaja : 100% Ina Widjaja : 67%
Director	Pranata	4	4	100%
Director	Lukman Hadiwijaya	4	4	100%
Head of the Financing Risk Analysis Unit	Adetyas Wendiana	4	2	50%
Head of Legal and Human Resource Unit	Retno Wulandari	4	3	75%
Head of the Business and Communications Unit	Yanto Tanaya	4	4	100%
Head of the Operations Division	Fatmah	4	1	25%

4. Accountability Reporting and Work Program Realization in 2023

The Risk Management Committee reports its accountability and work through the following methods:

- 1) Written quarter reports submitted to directors, on the outcomes of the meetings the committee holds.
- 2) Written reports submitted to directors, on the outcomes of meetings dedicated to discuss specific matters.
- 3) Specific-theme or activity reports (if necessary)

5. Work Program Realization in 2023

In performing its managerial duties in 2023, the Risk Management Committee organized four meetings. They also assisted Directors in managing the Bank's health, risk appetite, risk tolerance, and risk profile.

Human Resources Committee

The Human Resources Committee is a standing committee under Directors whose mission is to ensure that the Bank's human resources policy is optimized and in line with its direction and strategy. Guidelines that support the performance of the committee's duties, as specified in the Decree of the Directors No. 028/SK/DIR/2010 dated 28 March 2010 on the Human Resources Committee's Structure (the HR Committee Structure Decree).

1. Structure, Membership, and Voting Rights

The Human Resources Committee has the following structure and membership:

- a. Committee personnel, including several Directors and division/unit heads.
- b. Resource persons, which are other individuals who can be invited to provide input on several issues. Resource persons can be appointed from inside (from work units at the head and branch office) or outside BCAS.

The committee's structure, membership, and voting rights are as follows:

Positions in the Committee	Filled by	Voting Rights
Chairman	President Director	Own Voting Rights
Secretary and member	Head of the Legal and Human Resource Unit	
Member	Director for Compliance	
Member	Director	

2. Main Functions and Responsibilities

The committee's main functions are as follows:

- a. Assisting Directors in formulating human resource policies and strategies, especially those related to employee development and rewarding;
- b. Monitoring human resources policy and strategy implementation to ensure its consistency;
- c. Ensuring that Directors are fully aware of the progress of human resources policy implementation;
- d. Examining issues arising during human resources policy implementation on a case-by-case basis, excluding cases of misconduct, and deciding on how to address them.

The Committee's Duties and Responsibilities

Human Resources Committee members with voting rights have the following primary duties:

- a. Providing input to the committee's secretary when she or he is preparing meeting agendas and materials;
- b. Offering relevant information and analysis during meetings;
- c. Monitoring the implementation of human resource strategies and policies.

3. Policy on Meetings, Attendance Frequency, and Meeting Agendas

The committee organized meetings as necessary but at least once every six months. They held three meetings in 2023. The meeting agendas included discussing taxation on benefits, employee performance appraisal, and salary and bonus increases.

Human Resources Committee Members' Attendance in Meetings

Position	Name	Number of Meetings	Attendance Frequency	Attendance Rate
Presiden Direktur	Yuli Melati Suryaningrum	3	3	100%
Head of the Legal and Human Resource Unit	Retno Wulandari	3	3	100%
Director	Pranata	3	3	100%
Director for Compliance	Houda Muljanti	3	3	100%
Director	Ina Widjaja	3	3	100%
Director	Lukman Hadiwijaya	3	3	100%

4. Accountability Reporting

The committee reports its accountability and work through the following methods:

- Minutes of regular meetings;
- Minutes of dedicated meetings to discuss specific issues;
- Data and information related to the issues discussed;
- The committee's notes and opinions about the minutes of meetings and relevant data and information.

5. Work Program Realization in 2023

The committee completed the following work programs in 2023:

- Starting to impose tax on benefits in compliance with Government Regulation 55/2022;
- Conducting a performance appraisal review;
- Raising employee salaries and distributing bonuses for 2022;

Financing Policy Committee

The Financing Policy Committee has been established to oversee the provision of financing by creating policies that aim to responsibly achieve financing targets. In performing its duties, the committee is guided by the Decree of the Directors No. 056/SK/DIR/2022, dated 14 October 2022, on the Structure of the Financing Policy Committee.

1. Structure, Membership, and Voting Rights

The Financing Policy Committee has the following structure and membership:

- Committee personnel, including Directors and the head of the financing-related unit at the head office.
- Resource persons, which are other individuals deemed necessary to attend meetings that the committee hosts to discuss problems. Resource persons can be appointed from inside (other Directors, work units at the head and branch offices) or outside BCAS.

The committee's structure, membership, and voting rights are as follows:

Position in the Committee	Filled by	Voting Rights
Chairperson and member	President Director	Own Voting Rights
Secretary and member	Head of the Financing Risk Analysis Unit	
Member	Director for Financing Risk Analysis	
Member	Director for Business and Communications	
Member	Director for Retail and Consumer Business	
Member	Director for IT and Logistics	
Member	Director for Compliance and Risk Management	
Member	Head of the Business and Communications Unit	
Member	Head of the Retail and Consumer Business Unit	
Member	Head of the Internal Audit Unit	
Member	Head of the Risk Management Department	
Member	Head of the Compliance Department	
Member	Head of the IT and Logistics Unit	
Member	Head of the Procedure and Operation Support System Department	

2. Main Functions, Authority, and Responsibilities

The committee's main functions are as follows:

- Assisting Directors in making financing policies, especially those related to prudential principles and Sharia in financing;
- Monitoring and evaluating the implementation of financing policies to ensure its consistency;
- Reviewing BCAS's Basic Financing Policy regularly;
- Monitoring the development and condition of the Bank's financing portfolio;
- Recommending corrective measures based on monitoring results to directors and acting as an advisory committee to directors.

The Committee's Duties and Responsibilities

The chairman's primary duty is to chair committee meetings. If the President Director is absent from a meeting, it will be presided over by the director for financing risk analysis. The members of the committee have the following duties:

- Providing input to the committee's secretary when she or he is preparing meeting agendas and materials;
- Offering relevant information and analysis during meetings for decision-making regarding the following:
 - The development of a financing policy according to BCAS's mission and business plan;
 - Compliance with laws and regulations in offering financing;
 - The overall development and quality of the financing portfolio;
 - The proper exercise of the Bank's authority to terminate financing;
 - The proper granting, development, and quality of financing provided relevant parties and specific large-scale customers;
 - The maximum fund disbursement limit;
 - The resolution of non-performing financing according to the Bank's financing policy.

- BCASyariah's compliance with the amount determined to be set aside for asset quality assessment;
- Outcomes from the monitoring of the implementation of the Bank's basic financing policy;

3. Policy on Meetings, Attendance Frequency, and Meeting Agendas

The committee organized meetings as necessary but at least annually. They held two meetings in 2023. The meeting agendas included discussing the financing policy applicable at BCAS.

Financing Policy Committee Members' Attendance in Meetings

Position	Number of Meetings	Attendance Frequency	Attendance Rate
President Director (Chairperson and member)	2	2	100%
Head of the the Financing Risk Analysis Unit (Secretary and member)	2	2	100%
Director for Financing Risk Analysis	2	2	100%
Director for Business and Communications	2	2	100%
Director for IT and Logistics	2	2	100%
Director for Compliance and Risk Management	2	2	100%
Head of the Business and Communications Unit	2	2	100%
Head of the Retail and Consumer Business Unit	2	2	100%
Head of the Internal Audit Unit	2	2	100%
Head of the Risk Management Department	2	2	100%
Head of the Compliance Department	2	2	100%
Head of the IT and Logistics Unit	2	2	100%
Head of the Procedure and Operation Support System Department	2	2	100%

4. Accountability Reporting

The committee reports its accountability and work through the following methods:

- Periodic written reports to directors with a copy sent to the Board of Commissioners detailing outcomes from the supervision, monitoring, and evaluation of the implementation of the Bank's basic financing policy and providing suggestions for necessary improvements;
- Data and other information related to the supervision, monitoring, and evaluation outcomes.

5. Work Program Realization in 2023

The committee's work program in 2023 was to provide recommendations regarding the following:

- Changes in directors' authority restriction;
- BCAS's macroprudential inclusive financing ratio;
- Additional arrangements for a substitute official with authority to terminate financing;
- Consumption financing processes;
- Rules about delegating authority to terminate financing for facility extension;
- Changing the procedure for supervision from the Board of Commissioners signing the financing processing decision memo to a report submitted at the beginning of each month to the Board of Commissioners;
- Submitting a memo about allowances for individual impairment for approval (if the value is zero);
- The sell-down scheme;
- Inclusion of the Ratio;
- Yield calculations;

k. Authority to terminate consumer financing;

- BCA Tier 1 and Tier 2 Developer Analysis Review Processes.

Financing Committee

The purpose of setting up the Financing Committee is to ensure that the bank's financing activities are aligned with its strategic plan and that appropriate technology is employed to improve the bank's competitive advantage. In performing its duties, the committee adheres to the guidelines set forth in the Decree of Directors No. 057/SK/DIR/2022 dated 14 October 2022 on the Structure of the Financing Committee.

1. Structure, Membership, and Voting Rights

The committee's membership structure comprises the following:

- Observers: Director for Compliance and Head of the Compliance Department or his/her representative;
- Chairperson: the highest official from the business side;
- Secretary: a staff member from the Financing Risk Analysis unit;
- Resource persons: other individuals invited to provide input for the committee's decision-making. Resource persons can be appointed from inside or outside BCAS.

The Financing Committee must consist of at least two members, with each representing the business and risk

sides. The members' voting rights are determined based on the level of authority granted to the Financing Committee, which is regulated separately in the Financing Decision Authority regulation. The following is the composition of the Financing Committee:

Business Side	Risk Side
President Director *) Director for Retail and Consumer Business Director for Business and Communications Director for Treasury Head of the Business and Communications Unit Head of the Retail and Consumer Business Unit Head of the Finance, Treasury, and Corporate Planning Retail and Consumer Business Senior Officer Syariah Branch Manager	President Director *) Director for Financing Risk Analysis Head of the Financing Risk Analysis Unit Financing Risk Analysis Senior Officer

Note: *) The President Director may be on either the business or risk side, but not simultaneously on both sides.

2. Main Functions, Duties, and Responsibilities

The committee's main functions are as follows:

- Providing direction if a more in-depth and comprehensive financing analysis is required;
- Making a decision on or recommending a financing decision proposed by a recommender/proponent;
- Coordinating with the Asset and Liabilities Committee in financing and profit-sharing adjustments.

The Financing Committee has the authority to make decisions or recommend financing proposals within specified limits, as per the Financing Conditions Manual.

The Committee's Duties and Responsibilities

Each member has duties and responsibilities according to their role, as explained below:

- The chairperson's primary task is to preside over meetings.
- Members' primary duties include providing input or recommendations about financing, deciding on financing honestly, objectively, carefully, and thoroughly based on their respective professional skills, and providing input to the secretary about meeting needs.
- Oberservers' primary duties include overseeing the committee's decision-making processes according to

their compliance-related duties and responsibilities, attending every committee meeting, and following up on issues or questions related to Islamic banking regulations.

- The secretary is responsible for ensuring the smooth organization of meetings and preparing monthly reports.
- Resource persons' primary task is to provide an explanation of an issue as requested by the Financing Committee.

3. Policy on Meetings, Attendance Frequency, and Meeting Agendas

The committee organized meetings as necessary, but each can be held and declared valid if attended by all permanent members. In 2023, the committee had nine meetings to discuss various issues related to customer financing. The meeting agendas include the following:

- Applications for additional facilities for financing customers;
- Applications for financing extension and addition from customers;
- New applications for financing;
- Applications for additional financing from customers.

Financing Committee Members' Attendance in Meetings

Position	Number of Meetings	Attendance Frequency	Attendance Rate
Chairperson (the highest official from the business side)	9	9	100%
Secretary (the risk officer)	9	9	100%
Oberservers	9	1	11%
Resource persons	9	9	100%

4. Accountability Reporting

The Financing Committee reports its accountability through minutes of meetings, circulated decision memoranda, and periodic reports.

5. Work Program Realization in 2023

The committee's work program in 2023 was to make decisions and provide recommendations on granting financing, including new applications for financing, applications for additional financing, a decrease in financing, financing extension, and restructuring).

Information Technology Steering Committee

The purpose of establishing the Information Technology Steering Committee is to ensure that the information

technology systems align with BCA Syariah's strategic plan and enhance its competitive advantage through the appropriate use of information technology. The committee's duties are guided by the Decree of Directors No. 040/SK/DIR/2011 dated 26 August 2011 on the Charter of the Information Technology Steering Committee and the Basic Risk Management Policy on the Use of Information Technology.

1. Structure, Membership, and Voting Rights

The committee's membership structure comprises the following:

- Committee personnel, including Directors, the head of the unit whose role is to monitor the Bank's information technology strategic plan at the head office, and the head of the information technology primary user unit.
- The committee may invite resource persons at any given time to provide input on information-technology-related issues. Resource persons may come from among Directors, other units at the head office, or outside BCAS.

The committee's structure, membership, and voting rights are as follows:

Position in the Committee	Filled by	Voting Rights
Chairperson (and member)	Director for Information Technology	Own Voting Rights
Secretary (and member)	Head of the Information Technology Department	
Member	President Director	
Member	Director for Compliance	
Member	Other directors as the primary users of information technology	
Member	Head of the Information Technology and Logistics Unit	
Member	Head of the Internal Audit Unit	
Member	Head of the Information Technology Operations Department	
Member	Head of the Sisdur and PPO Department	
Member	Head of the Risk Management Department	
Member	Head of the Compliance Department	
Member	Head of the Information Technology Primary User Unit*	

Note: *His/her participation in the meeting is subject to the relevance of the meeting topic.

2. Main Functions, Duties, and Responsibilities

The committee's main functions are as follows:

- Assisting Directors and the Board of Commissioners in overseeing information-technology-related activities;
- Reviewing and recommending the Bank's information technology strategic plan to ensure its alignment with BCAS's business plan;
- Regularly evaluating information technology support for BCAS's business activities;
- Ensuring that BCAS's investments in information technology provide it with added value.

The Committee's Duties and Responsibilities

The committee also has the following duties and responsibilities:

- Reviewing the Bank's information technology strategic plan to ensure its alignment with its business strategic plan;
- Reviewing strategic measures to minimize the risk of the Bank's investments in information technology;
- Reviewing the formulation of key information-technology policies and procedures;

- Monitoring approved information-technology projects to ensure their conformity with the Bank's information technology strategic plan;
- Monitoring information technology project implementation to ensure its conformity with the agreed project plan;
- Ensuring the compliance of the Bank's information technology with its management information system needs to support its business management;
- Monitoring the Bank's information technology performance and efforts to improve it;
- Monitoring efforts to resolve information-technology-related problems that cannot be resolved by the information technology user and organizer.
- Ensuring adequate and allocated resources owned by the Bank.

The committee has a mission to ensure that BCAS has a competitive advantage through information technology utilization.

3. Policy on Meetings, Attendance Frequency, and Meeting Agendas

The committee organized meetings as necessary but at least twice a year. Until 31 December 2023, the committee held two meetings to discuss network and server security, mini companies, new digital signs, and data center revitalization at Wisma 2.

Information Technology Steering Committee Members' Attendance in Meetings

Position	Name	Number of Meetings	Attendance Frequency	Attendance Rate
President Director	Yuli Melati S	2	2	100%
Director	Lukman Hadiwijaya	2	2	100%
Director	Houda Muljanti	2	2	100%
Director	Ina Widjaja	2	2	100%
Head of the IT and Logistics Unit	Theresia Andita Lim	2	2	100%
Head of the Business and Communications Unit	Yanto Tanaya	2	2	100%
Head of the SKA Unit	Ammy Susanto	2	1	50%
Head of the SKA Unit	Jap Wirianto S	2	1	50%
Head of the Internal Audit Unit	Indarahardjo	2	1	50%
Head of the Financing Risk Analysis Unit	Adetyas Wendiana	2	2	100%
Head of the Operations Division	Fatmah	2	2	100%
Head of the Retail and Consumer Business Unit	Dwidadi Sugito	2	1	50%
Head of the Legal and Human Resource Department	Retno Wulandari	2	1	50%
Head of the Risk Management Department	Edi Hartono	2	1	50%
Head of the Compliance Department	Maman H	2	1	50%
Head of the IT Audit Department	Adrianus AS	2	1	50%
Head of the IT Operation Department	Suhaman	2	2	100%
Head of the IT Development Department	Yudiarto	2	2	100%
Head of the Sisdur & PPO Department	Jacqueline H	2	2	100%
Head of the Logistic Risk Management Department	Budiari A	2	1	50%
Head of a unit as the IT main user	Linda Carolina W	2	1	50%
Head of a unit as the IT main user	Andreanne S	2	2	100%
Head of a unit as the IT main user	Andru Santoso	2	1	50%
Head of a unit as the IT main user	Nana Nasehudin	2	1	50%
Head of a unit as the IT main user	Helena Effendie	2	1	50%
A staff member in a unit as the IT main user	Zanaky Rachmat	2	1	50%
A staff member in a unit as the IT main user	Dian Risdiana	2	1	50%
A staff member in a unit as the IT main user	Priyo Subiyakto	2	2	100%
A staff member in a unit as the IT main user	Hafizh Furqon	2	1	50%

4. Accountability Reporting

The Information Technology Steering Committee reports its accountability and work through the minutes of the committee meeting with the following conditions:

- The number of committee members attending meets the quorum.
- The meeting outcomes must be documented properly in the meeting minutes.
- The meeting minutes are prepared by the Secretary and signed by the chairperson of the committee.

5. Work Program Realization in 2023

The committee completed the following work programs in 2023:

- Improving network security;
- Improving server security;
- Adopting digital signatures;
- Piloting the new BCA Syariah mobile banking;
- Piloting the new core banking system.

Personnel Case Advisory Committee

The Personnel Case Advisory Committee is established by directors and thereby reports to them. Its primary mission is to provide independent recommendations to directors about the settlement of cases of misconduct or crimes committed by employees based on the principles of justice and equality. This is done by reviewing those cases. In performing its duties, the committee follows the guidelines outlined in Decree No. 052/SK/DIR/2023, dated 11 December 2023, on the Structure of the Personnel Case Advisory Committee in 2023.

1. Structure, Membership, and Voting Rights

The Personnel Case Advisory Committee has the following structure and membership:

1. Committee personnel, including several unit heads whose work involves misconduct or criminal case settlement at the head office.
2. Resource persons, who may be invited to provide an explanation of an issue. They may be appointed from inside or outside BCAS.

The committee's structure, membership, and voting rights are as follows:

Position in the Committee	Filled by	Voting Rights
Chairperson (and permanent member)	Head of the Legal and Human Resource Unit	Own voting rights
Permanent member	Head of the Internal Audit Unit	Own voting rights
Permanent member	Head of the IT and Logistics Unit	Own voting rights
Secretary (and permanent member)	Head of the Head Office Audit and Anti-Fraud Department	No voting rights
Non-permanent member	Head of a unit at the head office or the head of the branch office where the employee committing the misconduct or crime is stationed	Own voting rights

2. Main Functions, Duties, and Responsibilities

The committee's main functions are as follows:

- a. Reviewing employee misconduct or criminal cases that require Directors' decision for further resolution;
- b. Providing Directors with considerations to be taken in determining the follow-up resolution for misconduct or criminal cases, which may include imposing sanctions, improving operational systems and procedures, and pursuing legal action if necessary;
- c. Reviewing settlements of misconduct or crimes that have been decided by the head of the unit at the head office or head of the branch office where the employees committing the misconduct or crimes are stationed;
- d. Offering advice and direction to branch offices and work units as needed on how to handle misconduct or crimes.

The committee has the authority to propose recommendations to directors regarding the settlement of cases of misconduct or crimes committed by employees.

The committee's Duties and Responsibilities

The main duty of committee members who have voting rights is to offer their insights, including information, analysis, and reasoning during meetings for the committee to propose recommendations regarding the following matters:

- Sanctions to be imposed;
- Operational system procedure improvement;
- Legal proceedings of cases.

If a committee member is absent, she/he may appoint an official one level below (at least at the department head level) to represent him/her.

3. Policy on Meetings, Attendance Frequency, and Meeting Agendas

The committee convenes meetings as necessary when dealing with misconduct or crimes involving employees. In 2023, the committee held two meetings, during which they reviewed Decree No. 047/SK/DIR/2018 on the Structure of the Personnel Case Advisory Committee and Violations of Procedures by Branch Offices.

Personnel Case Advisory Committee Members' Attendance in Meetings

Position	Number of Meetings	Attendance Frequency	Attendance Rate
Head of the Legal and Human Resource Unit (Retno Wulandari)	2	1	50%
Head of the Internal Audit Unit (Indarahardjo)	2	1	50%
Head of the IT and Logistics Unit (Theresia Andita)	2	1	50%
Head of the Head Office Audit and Anti-Fraud Department (Desy Dewi Christiani Gunawan)	2	2	100%

4. Accountability Reporting

The Personnel Case Advisory Committee reports its work accountability through:

- The minutes of committee meetings specifically held to discuss certain cases or matters;
- Annual reports to directors;

5. Work Program Realization in 2023

The committee conducted two meetings in 2023 to carry out its managerial duties. Its activities included reviewing its own structure and resolving procedural violations committed by branch offices.

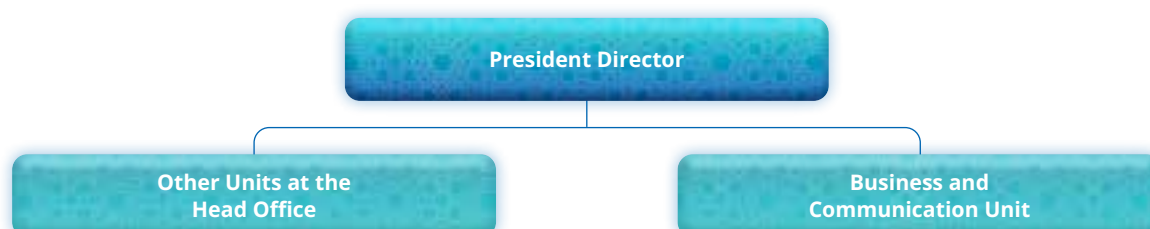
Corporate Secretary

To implement good corporate governance practices, the Corporate Communications and Secretarial Department must possess qualifications that align with its duties and responsibilities. This will not only improve transparency, service, and communication with stakeholders but also enhance knowledge and abilities to support the performance of duties. The department plays a crucial role in enhancing shareholder confidence by assisting directors and maintaining the image and interests of the Company through establishing good communication and relationships with all stakeholders.

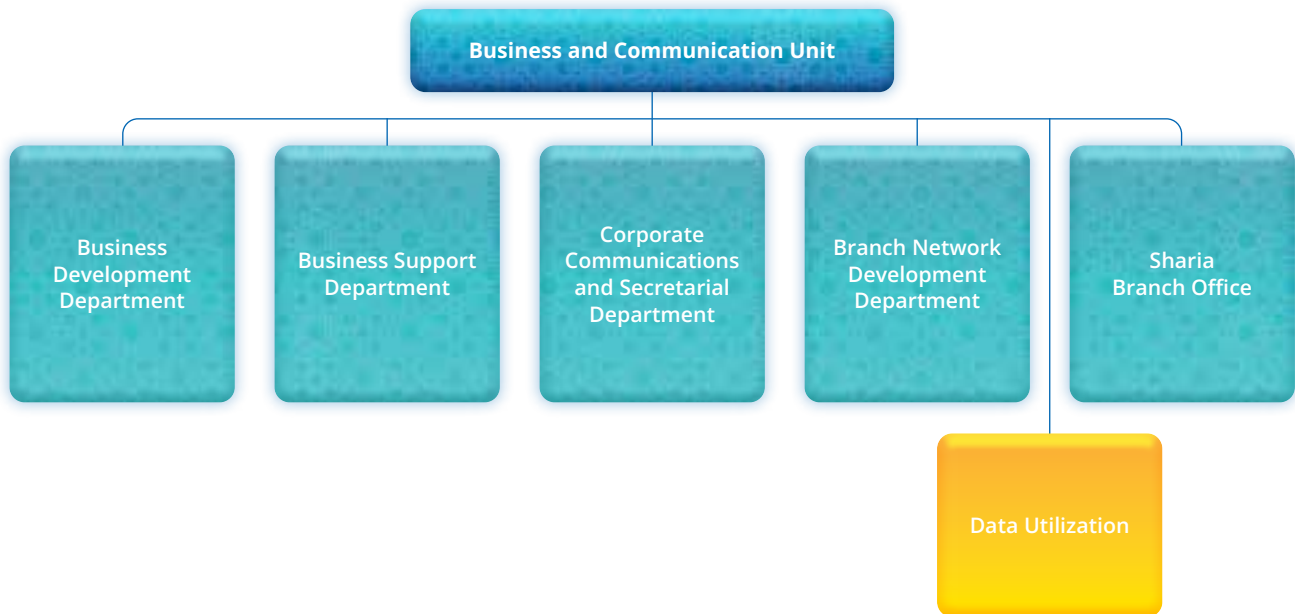
Corporate Secretary's Structure and Position

The Corporate Secretary's responsibilities are defined in Directors' Decree No. 024/SK/DIR/2021 on the Organizational Structure of the Business and Communication Unit. This unit is responsible for overseeing the Corporate Communications and Secretarial Department. The department's duties include managing executive officers and their administrative affairs, marketing communications, corporate relations, and CSR.

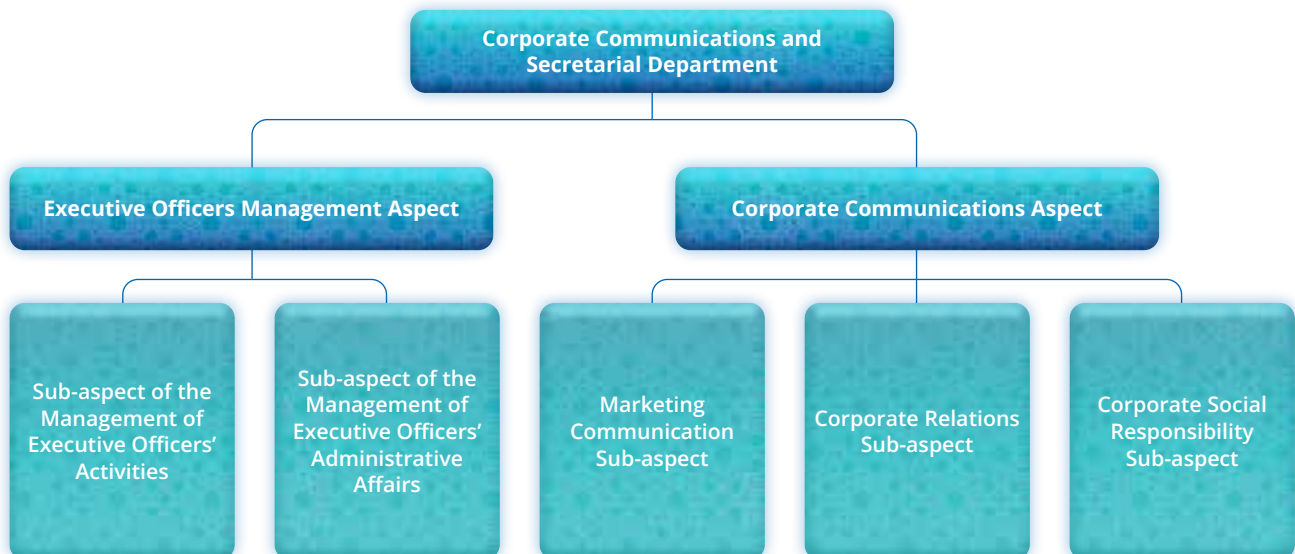
The Business and Communication Unit's position in BCAS's organizational structure is illustrated below:



Organizational Chart of the Business and Communication Unit



Organizational Chart of the Corporate Communications and Secretarial Department



Profile of the Corporate Secretary

Currently, the Corporate Secretary position is held by Nadia Amalia Sekarsari. The following is her profile:



Nadia Amalia Sekarsari

Corporate Secretary

Indonesian nationality, 41 years old, domiciled in Bekasi.

Legal Basis for Appointment:

She has served as a corporate secretary since 2016 according to Appointment Letter No. 017/SKP/HSD/2016.

Career History:

She joined BCAS on 1 November 2010. Previously, she worked at PT Bank Central Asia Tbk as an associate officer in the Consumer Credit Business Unit (2005-2010).

Education and Training:

She holds a Bachelor of Agriculture from the IPB University, which she obtained in 2004.

She has participated in various training sessions in general and Islamic banking, risk management, corporate culture, corporate governance, leadership, corporate social responsibility, marketing, and sustainable finance organized by the Financial Services Authority, PT BCA Tbk, BCAS, LSPP, KNKG, etc.

Competency Development and Training Programs

In 2023, the Corporate Secretary participated in various competency development and training programs, as detailed below:

No.	Training Program	Organizer	Date
1	Socialization about the Indonesian Green Taxonomy Classification	PT Bank BCA Syariah	03 March 2023
2	Training on Strategic CSR Approach in Building Sustainable Excellence Based on ISO 26000 SR	MSI Institute	11-12 March 2023
3	Dry Run Workshop & Group Discussion entitled "Giving & Receiving Empowering Feedback"	PT Bank BCA Syariah	14 April 2023
4	Competency Dictionary Workshop	PT Bank BCA Syariah	5 June 2023
5	How to Manage Climate-Related Risk in the Banking Industry	OJK Institute	15 June 2023
6	Mid-Year Forecast & Strategy Review 2023	PT Bank BCA Syariah	26 July 2023
7	Budget Kickoff 2024 entitled "Business Strategy & Macroeconomic Outlook"	PT Bank BCA Syariah	16 August 2023
8	"ESG In-house Workshop & Discussion"	PT Bank BCA Syariah	28 August 2023
9	Strategic Discussion 2024	PT Bank BCA Syariah	1 September 2023
10	HR Green Forum	Intipesan Conference	14 September 2023
11	E-L Sustainable Finance Policy and Strategy BCA Syariah	PT Bank BCA Syariah	22 September 2023
12	ESG In-house Workshop & Discussion, (Socialization about BCAS's Sustainable Finance Policy & ESRA)	PT Bank BCA Syariah & TSC	27 September 2023

No.	Training Program	Organizer	Date
13	FGD on BCAS's Sustainable Finance Policy & ESRA	PT Bank BCA Syariah & TSC	5 October 2023
14	Asean Corporate Governance Scorecard	PT Bank BCA Syariah & TSC	13 November 2023
15	The National Work Meeting 2024 entitled "Energized You!"	PT Bank BCA Syariah	21-24 November 2023
16	Protect the Forest & Save Your Life	PT Bank BCA Syariah	22 November 2023
17	Non-Certification First Aid Training Awareness	PT Bank BCA Syariah	22 November 2023
18	BCAS Sustainability Talk Vol.1 on "Sustainable Finance: Challenges and Opportunities for Industry and Banking Players"	PT Bank BCA Syariah	14 December 2023
19	RCSA Workshop 2023	PT Bank BCA Syariah	15 December 2023

Corporate Secretary's Functions

In general, the Corporate Secretary's duties and responsibilities at BCAS are as follows:

- Supporting Directors and the Board of Commissioners in corporate governance practices;
- Organizing activities involving the Company's executive officers and carrying out various secretarial activities;
- Keeping abreast of banking trends and relevant laws and regulations;
- Maintaining positive relationships with stakeholders through effective internal and external communication that promotes transparency and openness in information disclosure to the public;
- Serving as an intermediary between BCAS and stakeholders, including shareholders and regulators.

- Keeping abreast of banking trends and relevant laws and regulations;
- Maintaining positive relationships with stakeholders through effective internal and external communication that promotes transparency and openness in information disclosure to the public;
- Coordinating the implementation of sustainable finance activities in the bank;
- Coordinating the implementation of social activities as part of the Company's Corporate Social Responsibility (CSR) program to maintain good relations and provide benefits to the community.

Corporate Secretary's Duty Performance in 2023

The Corporate Secretary has submitted a report on her activities in 2023 to the Head of the Business and Communication Unit. Her activities in 2023 include the following:

- Supporting Directors, the Board of Commissioners, and the Sharia Supervisory Board in managing the Company and ensuring the Company's corporate governance practices comply with the Articles of Association, Shari, and other regulations.

Duties and Responsibilities

In general, the Corporate Secretary's duties and responsibilities at BCAS are as follows:

- Supporting the Management (i.e., the Board of Commissioners, the Sharia Supervisory Board, and the Directors) in corporate governance practices;
- Organizing activities involving the Management and carrying out secretarial activities;

No.	Sub-task	Description
1	Managing meetings of the Board of Commissioners, Directors, and the Sharia Supervisory Board and following up on the outcomes.	<ul style="list-style-type: none"> This sub-task involved taking minutes during the meetings of the directors, the Board of Commissioners, and the Sharia Supervisory Board. The Corporate Secretary documented the meetings, circulated the meeting minutes, and followed up on the meeting resolutions. <p>The Company had 44 meetings of the Board of Commissioners, 43 meetings of the Directors, 29 meetings of the Sharia Supervisory Board, 11 joint meetings between the Board of Commissioners and the Directors, and 12 joint meetings between the Board of Commissioners, the Directors, and the Sharia Supervisory Board in 2023.</p>
2	Managing meetings of the Risk Monitoring and Audit Committees.	<ul style="list-style-type: none"> This sub-task involved taking minutes during the meetings of the Risk Monitoring and Audit Committees. The corporate secretary documented the meetings and circulated the minutes. <p>The Risk Monitoring and Audit Committees held 12 and 17 meetings, respectively, in 2023.</p>

No.	Sub-task	Description
3	Coordinating correspondence activities and archiving documents related to the management.	<ul style="list-style-type: none"> This sub-task involved handling the administration of letters, memos, and decrees. The Corporate Secretary coordinated the management's compliance with the annual disclosure checklist.
4	Assessing her own corporate governance practices, together with relevant units.	This sub-task involved conducting self-assessment of the Corporate Secretary's corporate governance practices in the first and second semesters of 2023.
5	Arranging corporate activities and protocol arrangements for the Board of Commissioners, the directors, and the Sharia Supervisory Board.	The Corporate Secretary regularly carried out these activities throughout 2023.
6	Preparing for the management's visits to the Bank's branch offices or customers.	The Corporate Secretary regularly carried out these activities throughout 2023.
7	Coordinating the delivery of information and report to and from outside and within the Company.	The Corporate Secretary regularly carried out these activities throughout 2023.
8	Coordinating the notification of the relevant units about decisions related to the management.	The Corporate Secretary regularly carried out these activities throughout 2023.

2. Liaising between BCAS and its shareholders, the Financial Services Authority, and other stakeholders.

No.	Sub-task	Description
1	Ensuring information disclosure to all stakeholders.	<ul style="list-style-type: none"> The Company disclosed its performance twice to the media: its performance in the second half of 2022 on 9 March 2023 and its performance in the first half of 2023 on 4 August 2023. 20 press releases can be accessed at https://www.bcasyariah.co.id/siaran-pers A material fact publication can be accessed at https://www.bcasyariah.co.id/keterbukaan-informasi The corporate secretary prepared and submitted the Company's annual report to the Financial Services Authority in a timely manner and published it on the company's website at https://www.bcasyariah.co.id/laporan-tahunan The corporate secretary reviewed and improved BCAS's website. The corporate secretary managed and updated information on BCAS's website.
2	Monitoring news about the banking industry and handling negative news.	There was no negative media coverage about BCAS in 2023.
3	Maintaining good relations with stakeholders.	The corporate secretary reviewed and implemented BCAS's sponsorship program according to the Company's policy.

3. Carrying out marketing and communication activities internally and externally.

No.	Sub-task	Description
1	Marketing communication	<ul style="list-style-type: none"> The Corporate Secretary planned and organized marketing events. The Corporate Secretary planned, implemented, and communicated promotional programs for customers. The Corporate Secretary managed and updated information on BCA Syariah's official social media.
2	BCAS's communication materials	<ul style="list-style-type: none"> The Corporate Secretary developed corporate guidelines and monitored their implementation. She served as a coordinating point for communication materials in BCA Syariah. She developed BCAS's corporate communication materials for mass media, holiday advertisements, etc.

4. Coordinating sustainable finance activity implementation in the bank.

No.	Sub-task	Description
1	Coordinating the preparation of the Sustainable Finance Action Plan.	The Corporate Secretary coordinated the preparation of the Sustainable Finance Action Plan. The plan was then submitted to the Financial Services Authority in a timely manner.
2	Coordinating sustainable finance implementation activities in the bank.	<ul style="list-style-type: none"> The Corporate Secretary coordinated and monitored activity implementation according to the Sustainable Finance Action Plan. She prepared and submitted the Sustainability Report to the Financial Services Authority in a timely manner and published it on the company's website at https://www.bcasyariah.co.id/laporan-keberlanjutan

5. Coordinating the implementation of social activities as part of the Company's Corporate Social Responsibility (CSR) program to maintain good relations and provide benefits to the community.

No.	Sub-task	Description
1	Reporting the plan for financial literacy and inclusion activities and the plan implementation.	<ul style="list-style-type: none"> The corporate secretary developed a financial literacy and inclusion plan and reported the implementation to regulators in a timely manner. She prepared and submitted quarter financial literacy and inclusion reports.
2	Coordinating social activity implementation.	<ul style="list-style-type: none"> The Company spent Rp943,821,270 from its social funds for social and environmental activities in 2023. At least 11,000 people recordedly participated in the financial education program organized by the Company. The Company planted 1,000 mangrove seedlings on the coast of Tambakrejo in Semarang and 1,000 durian seedlings in the Ciliwung headwaters in Bogor. The Company distributed zakat money to 30 mustahik people (those entitled to receive zakat) under the micro-entrepreneur empowerment program with BAZNAS.

Information Disclosure Report

To fulfil BCA Syariah's responsibility for information disclosure and transparency to the public and its stakeholders, we conducted the following activities:

No.	Description
1	We published fact sheets about additional Directors at PT Bank BCA Syariah, which can be accessed at https://www.bcasyariah.co.id/keterbukaan-informasi
2	<p>The Company has made BCAS's reports available as follows:</p> <ul style="list-style-type: none"> a. Annual reports at https://www.bcasyariah.co.id/laporan-tahunan b. Monthly financial reports at https://www.bcasyariah.co.id/laporan-keuangan-bulanan c. Quarterly financial reports at https://www.bcasyariah.co.id/laporan-keuangan-triwulan d. Corporate governance reports at https://www.bcasyariah.co.id/laporan-gcg e. BCAS's Sustainability Report 2022 is included in its annual report for the same year, accessible at https://www.bcasyariah.co.id/laporan-tahunan

Internal Audit Function

To ensure good governance in a bank, an independent internal audit function with sufficient authority, competent resources, and access to information is necessary. The internal audit function should be effective in providing assurance to the bank regarding the quality and effectiveness of internal control systems, risk management, and governance processes and systems to protect the organization and the bank's reputation. Internal audits at BCAS are guided by the Financial Services Authority Regulation No. 1/POJK.03/2019 on Internal Audits at Commercial Banks.

Audit Committee, and the Sharia Supervisory Board to provide information related to Sharia.

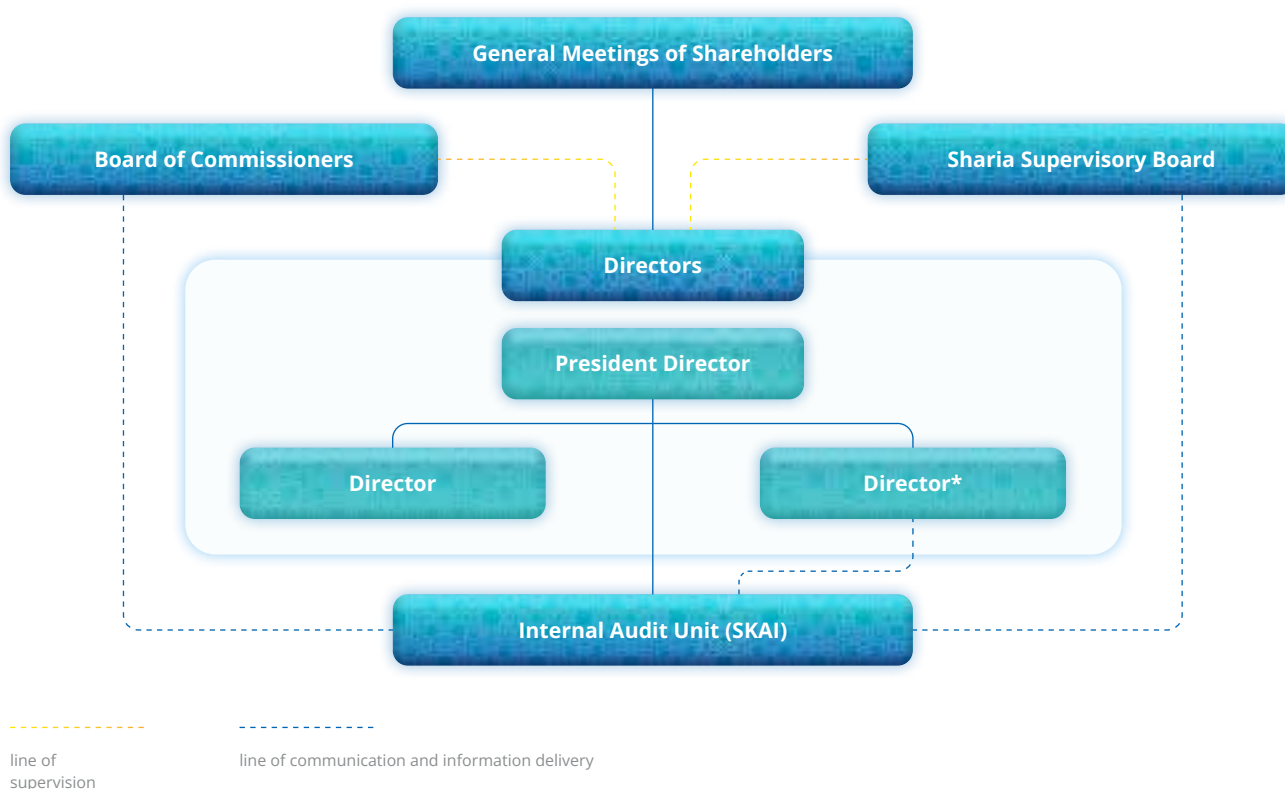
The unit head is appointed and dismissed by the President Director with the approval of the Board of Commissioners. The Audit Committee's recommendations are taken into consideration during this process. Any changes made to the unit head's position, whether it is an appointment, replacement, or dismissal, must be announced and reported to the Financial Services Authority.

Internal Audit Unit's Position at BCAS

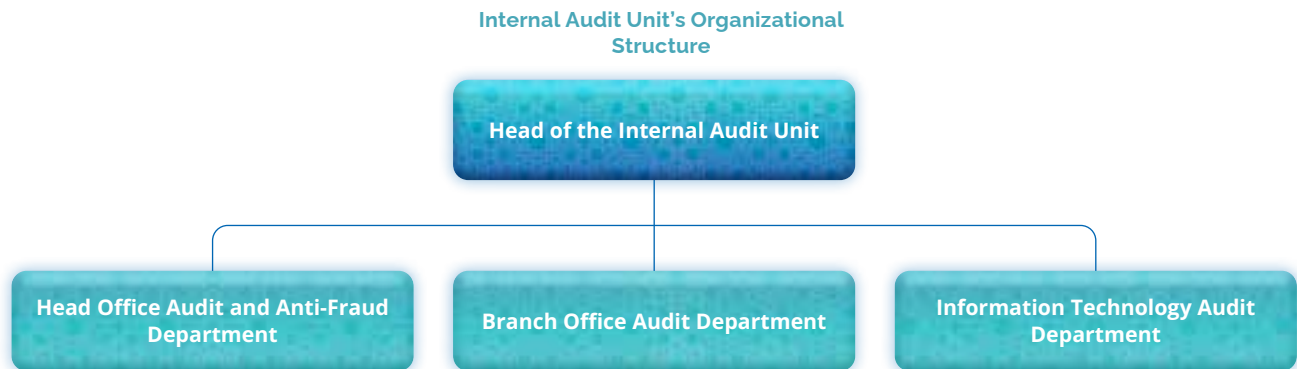
The Internal Audit Unit is an integral part of BCAS's organizational structure and is led by a unit head, who reports directly to the President Director. The unit head also has the authority to communicate directly with the Board of Commissioners, the

Internal Audit Unit's Position in BCAS's Organizational Structure

The Internal Audit Unit's organizational structure is governed by Decree number 002/SK/DIR/2021, dated 28 January 2021, regarding the Internal Audit Unit's Organizational Structure.



The Internal Audit Unit oversees two functions: the audit function, which conducts risk-based checks, and the internal control function, which conducts continuous checks. The unit's staff reports to the unit head as per the organizational structure illustrated below:



Organizational Structure of the Head Office Audit and Anti-Fraud Department/ Branch Office Audit Department/ Information Technology Audit Department



Appointment and Dismissal of the Head of the Internal Audit Unit

The Head of the Internal Audit Unit is appointed and dismissed by the President Director with the approval of the Board of Commissioners after considering recommendations from the Audit Committee.

Profile of the Head of the Internal Audit Unit



Indarahardjo

Head of the Internal Audit Unit

Indonesian nationality, 59 years old, domiciled in South Tangerang.

Legal Basis for Appointment:

BCAS's Assignment Letter No. 001/SPKK/HSD/2020 dated 1 July 2020. The appointment has been reported to OJK through Letter No. 169/DIR/2020.

Career History:

Mr. Indarahardjo worked at PT Bank Central Asia Tbk as a credit policy monitoring staff member from 1988 to 1991, an credit inspection auditor in Area I from 1991 to 1996, an audit officer from 1996 to 1997, the head of the Credit Division from 1997 to 2003, a senior officer from 2003 to 2004, a senior credit analyst in the Commercial and Retail Credit Sub-Division in 2004, the Head of the Credit Center for Palembang Region from 2004 to 2007, a credit adviser in the Credit Sub-Division in 2007, the Head of the Credit Rescue Bureau from 2007 to 2009, a credit adviser in the Commercial Credit Risk Analysis Group from 2009 to 2012, a credit adviser in the Corporate Credit Risk Analysis Group from 2017 to 2019, a member of the Preparatory Team for the Acquisition of Royal Bank and Rabo Bank by PT Bank central Asia Tbk from 2019 to 2020. He has been assigned to BCAS as the head of the Internal Audit Unit since 2020.

Education and Training:

He obtained his Bachelor of Economics from the Faculty of Economics, Jenderal Soedirman University in 1987. He obtained Basic Education Certification in Sharia Banking (2020), Level 4 Risk Management Certification (2022), Anti-Fraud Certification and Certified Practitioner of Internal Audit (CPIA) certification (2021). He has also attended training programs and seminars organized by the Institute of Internal Auditors (IIA) and the Indonesian Banking Development Institute (LPPI).

Competency Development and Training Programs

Internal and external training and human resource development programs that the Internal Audit Unit participated in throughout 2023 are as follows:

1. BCA Syariah's Sustainable Finance Policy and Strategy
2. COSO Internal Control in Auditing
3. Critical Thinking Concept
4. Engagement Planning
5. General Control and Application Control in IT Audit
6. Report Writing Quality of Reporting
7. Root Cause Analysis
8. Risk Concept, Risk Based Audit, and Audit Process
9. Basic Islamic Banking Education
10. Advanced Islamic Banking Education
11. Introduction to BCAS's Funding and Service Products
12. MSME and Consumer Product Knowledge
13. Future Role of Internal Audit in the Financial Service Industry
14. A workshop and group discussion entitled "Giving & Receiving Empowering Feedback"
15. A workshop entitled "Creating an Innovation Proposal"

Internal Audit Charter

The Internal Audit Unit at BCAS follows a charter to perform its functions effectively. The charter defines the missions, authority, independence, and scope of internal audit activities. The primary objective is to help establish a robust internal control system at BCAS.

The charter was last updated in January 2021, authorized through Decree No. 001/SK/DIR/2021 dated 27 January 2021 on the Internal Audit Charter 2021. The internal audit charter was drafted based on POJK No. 56/POJK.04/2015 on the Establishment of and Guidelines for Preparing an Internal Audit Charter and has been adjusted to comply with POJK No. 1/POJK.03/2019, dated 28 January 2019, on Internal Audits in Commercial Banks and the relevant professional standards.

Independence and Objectivity

To ensure independence and objectivity in its duty performance, smooth audits, and the monitoring of audit

follow-up actions, the Head of the Internal Audit Unit can inform the Board of Commissioners and the Audit Committee of various audit issues. The Head of the Internal Audit Unit can also communicate Sharia-related issues with the Sharia Supervisory Board. In this case, the Head of the Internal Audit Unit must report to the President Director, with a copy sent to the director in charge of compliance. The Internal Audit Unit's duty performance report must be submitted to the President Director, with a copy sent to the Board of Commissioners, the Audit Committee, and the director in charge of compliance. If reporting to the President Director is deemed inappropriate, for example, if the Internal Audit Unit's findings are related to the integrity of the President Director, the report will be submitted directly to the Board of Commissioners.

Every auditor is required to declare that they have no familial or financial relationships or interests in the audit object or auditee that could affect the impartiality of the audit. The Internal Audit Unit conducted audit activities independently in 2023. There were no conflicts of interest, restrictions on scope and access to data, personnel or property, and restrictions on resources that could affect the independence and impartiality of the audit.

Internal Audit Unit's Duties and Responsibilities

The unit's primary duties include the following:

1. Assisting Directors and the Board of Commissioners in conducting supervision by operationally describing the planning, implementation, and monitoring of audit results;
2. Analyzing and assessing the Company's finance, accounting, operations, and activities through audits;
3. Identifying possibilities to improve the efficiency of the use of resources and funds;
4. Providing constructive suggestions and objective information about the activities audited at all managerial levels;
5. Collaborating with other control units, including the Compliance Department and Risk Management Department, without transferring the control responsibilities from and to the other units.

The unit head has the following responsibilities:

1. Implementing the Internal Audit Code of Ethics;
2. Complying with guidelines and adopting methodologies set forth in the Internal Audit Manual;
3. Using his/her skills appropriately in performing his/her duties;

4. Maintaining his/her integrity, objectivity, and independence;
5. Maintaining the confidentiality of the Company's information and data during duty performance unless required otherwise by laws, regulations, or court decisions.

Standards for Audit Implementation and Quality Control

Internal audits at BCAS are based on the following standards:

- POJK No. 1/POJK.03/2019 on Internal Audits in Commercial Banks;
- Mandatory Guidance established by the Institute of Internal Auditors (IIA);
- Standards from the Information System Audit and Control Association (ISACA) as a reference for global best practices.

Audits are carried out using a risk-based approach that covers planning, implementing, reporting, and follow-up action monitoring. The Internal Audit Unit is committed to keeping up with technological advancements and utilizes data, tools, and technology to improve the effectiveness and efficiency of the audit process. Additionally, the unit aims to provide added value and early warning systems regarding potential control weaknesses or fraud through the whistleblowing system.

An external audit is conducted every three years as part of the Company's independent quality control. The last external audit was conducted in August 2023 and concluded as "generally conform." The result was reported to the Financial Services Authority in August 2023.

Auditors adhere to a code of ethics that is based on the International Professional Practices Framework (IPPF) from the Institute of Internal Auditors (IIA). The code consists of four main principles: integrity, objectivity, confidentiality, and competence. To increase mutual commitment and stakeholders' trust, auditors make a statement of compliance with the code of ethics every year.

Auditors' Composition and Competence Development

In performing its functions, the Internal Audit Unit is aided by competent and qualified personnel. The following is the composition of BCAS's internal auditors on 31 December 2023:

Position	Number of Auditors
Head of the Internal Audit Unit	1
Head of the IT Audit Department	1
Head of the Branch Office Audit Department	1
Head of the Head Office Audit & Anti-Fraud Department	1
Officer	3
Associate Officer	3
Assistant	10
Staff	1

Auditors have participated in various professional certification programs. The following table presents the number of auditors participating in each certification program until 31 December 2023:

Certification	Total*
Level 1 Risk Management	2
Level 2 Risk Management	4
Level 3 Risk Management	2
Level 4 Risk Management	1
Anti-Fraud Manager	1
Practitioner of Internal Audit	1
Information Security Auditor	1

Note: *) Each auditor could participate in more than one certification program.

The Internal Audit Unit conducts an annual skill assessment to identify and map the competencies required by auditors. The results of this assessment serve as the basis for continuous auditor competency development, which includes meeting the needs of specialist auditors. The competency development process is ongoing and includes providing internal and external training programs. In addition, auditors are given opportunities to attend seminars to gain insight into business developments, information technology, and audit techniques. The Internal Audit Unit also involves auditors in various audit-related professional associations, including the Institute of Internal Auditors (IIA), the Information Systems Audit and Control Association (ISACA), and the Bank Internal Auditor Association (IAIB).

Internal Audit Unit's Activities in 2023

In 2023, the Internal Audit Unit conducted audits of branch offices and units at the head office. These audits were conducted in accordance with the Annual Audit Plan established based on the results of periodic risk assessments while considering

various current risk factors. The audits in 2023 focused on, but not limited to, the following:

1. The Information Technology Operations Department, the Information Technology Development Department, and the Information Technology Security Function;
2. The Logistics Department;
3. The Financing Administration Department and the Financing Rescue Function;
4. The Financing Risk Analysis Unit;
5. The Palembang, Jatinegara, Surabaya, Solo, Sunter, Samanhudi, and Mangga Dua Branch Offices.

Focus of the 2023 Audit Plan

The Internal Audit Unit implemented four work programs in line with the unit's 2023 work plan. These programs are as follows:

1. The Compliance Assessment Report;
2. Security audit of the Bank Indonesia Payment System and BI-ETP;
3. Review of internal capital adequacy assessment processes;
4. A single customer view.

Public Accountants (External Audits)

BCAS's financial statements have been audited by an independent, competent, professional, and objective public accountant according to public accountant professional standards. This is in compliance with POJK No. 37/POJK.03/2019 and SEOJK No. 10/SEOJK.03/2020 on Transparency and POJK Report Publication No. 9/2023 on Using the Services of Public Accountants and Public Accounting Firms in Financial Service Activities. The public accountant is responsible for auditing financial statements to ensure the quality and accuracy of the presented financial statements can be maintained and even improved.

Procedures for Using Public Accountant Services

When assigning an audit project to a public accountant and a public accounting firm, the following aspects must be fulfilled at a minimum:

- The capacity of the appointed public accounting firm;
- The legality of the work agreement;
- The scope of the audit;
- The professional standards of the public accountant;
- Effective communication between the Financial Services Authority and the appointed public accounting firm;

The appointed Public Accountant and Public Accounting Firm must possess the ability to function independently while adhering to the professional standards of public accountants, the scope of work, and the audit agreement set forth. The public accountant is required to communicate with the Financial Services Authority about the condition of BCAS being audited in preparation for the audit. Furthermore, he/she must report the audit results accompanied by a letter from the management to the Financial Services Authority.

The Public Accounting Firm appointed to audit BCAS's financial statements in 2023 has submitted the audit results to the Financial Services Authority, along with a letter from BCAS's management outlining significant issues it faced.

Effectiveness of External Audits

To ensure the effectiveness of external audits, the following points should be followed:

- BCAS must appoint a public accounting firm registered with the Financial Services Authority.
- The appointment of the Public Accountant and Public Accounting Firm mentioned above must be approved by a general meeting of shareholders, which must consider the Board of Commissioners' proposal. The proposal submitted by the Board of Commissioners must consider the recommendations of the Audit Committee.
- The appointment of the Public Accountant and Public Accounting Firm must comply with the prevailing laws and regulations.
- The appointment of the Public Accountant and Public Accounting Firm in the context of the audit of BCAS's annual financial statements must be based on a work agreement.
- The public accountant auditing BCAS's financial statements must have knowledge, experience, and competence in financial audits and sharia banking and finance and sufficient knowledge and understanding of Islamic banking and finance operations.
- The Public Accountant must have obtained an opinion from the Sharia Supervisory Board regarding BCAS's compliance with Sharia before issuing a financial statement audit report.
- The appointed Public Accountant and Public Accounting Firm should:
 - Submit the audit results to the Financial Services Authority on time, along with a letter from BCAS's management;
 - Have the ability to work independently and comply with the professional standards of public accountants, the work agreement, and the predetermined audit scope.

Appointing a Public Accounting Firm

The Annual General Meeting of Shareholders on 22 February 2023 passed a resolution to authorize the Board of Commissioners to appoint a Public Accounting Firm registered with the Financial Services Authority. The selection was made according to the recommendations of the Company's Audit Committee and applicable laws. The appointed firm would be responsible for auditing BCAS's financial records for the fiscal year ending on 31 December 2023.

On 20 June 2023, the Board of Commissioners decided to appoint the following:

Public Accountant

Name : Yasir
Registration Number : AP 0703

Name of the Public Accounting Firm

KAP Purwantono, Sungkoro and Surja
Ernst & Young Global Limited
Indonesia Stock Exchange Building Tower
2 7th Floor
Jalan Jendral Sudirman Kav 52-53
Jakarta 12190
Tel. (62-21) 52895000
Fax. (62-21) 52894100

Assignment Period

From 1 January 2023 to 31 December 2023

Audit Fee for 2023

The public accounting firm Purwantono, Sungkoro dan Surja (Ernst & Young Global Limited) was appointed to audit BCA Syariah's financial statements for the fiscal year ending on 31 December 2023. The audit fee was Rp800,000,000, excluding VAT.

Public accounting firms and public accountants that audited BCAS's financial statements for the last five years are as follows:

Year	Public Accounting Firm	Public Accounting Firm
2023	KAP Purwantono, Sungkoro dan Surja	Yasir
2022		Riva Utama Winata
2021	KAP Kosasih, Nurdian, Mulyadi, Tjahjo & Rekan	Drs. Nunu Nurdian
2020		Drs. Nunu Nurdian
2019		Drs. Ruchjat Kosasih

Services Provided by the Public Accounting Firm and Public Accountant Beyond Auditing

In the financial year 2023, Public Accounting Firm Purwantono, Sungkoro, and Surja (Ernst & Young Global Limited) did not provide services other than financial statement audit services.

Consultants and Advisors

BCAS employs the expertise of several consultants and advisors to support its business activities. These consultants and advisors are only engaged when they meet the following criteria:

- They are required for specialized projects that are indispensable to BCAS's business activities;
- They have a clear contract; and

- They are independent individuals or entities with the necessary qualifications to implement the project effectively and efficiently.

Consultants and advisors employed by BCAS in 2023 are as follows:

Consultant, Advisor (or equivalent)	Scope of Work
Megawaty Iskandar	Coaching and Preparation of Materials on Financing Rescue
1. Sidabukke & Partners 2. Siregar Setiawan Manulu Partnership (SSMP) 3. Rumah Hukum 4. Sidabukke Clan & Associates 5. Abdul Hamid & Rekan	BCA Syariah's legal counsel
Public Accounting Firm Paul Hadiwinata, Hidajat, Arsono, Retno, Palilangan & Partners	Reviewing the performance of PT Bank BCA Syariah's Internal Audit Unit (a regulatory obligation every three years)
Trisakti Sustainability Center	Assisting with Sustainable Finance Implementation
Public Accounting Firm Paul Hadiwinata, Hidajat, Arsono, Retno, Palilangan & Rekan	Reviewing the reliability of the SCV System in 2023
Steven M & Mourits Actuarial Consulting Firm	Providing actuarial consulting services

Consultant, Advisor (or equivalent)	Scope of Work
Karim Consulting	<p>Reviewing product development at PT Bank BCA Syariah, including:</p> <ol style="list-style-type: none"> 1. Mapping Islamic banking products; 2. Conducting surveys of the needs of BCAS's customers, other Islamic banks' customers, and commercial banks' customers; 3. Conducting a Gap analysis of BCA Syariah's funding and financing products and services based on the results of the surveys and mapping; 4. Offering recommendations about the development of BCA Syariah's funding and financing products and services.

Compliance Department

The banking industry is becoming more complex due to advancements in information technology, globalization, and financial market integration. To mitigate the risks associated with banking activities, both preventive (ex-ante) and curative (ex-post) efforts are required. Therefore, BCAS carries out compliance functions to ensure that the bank's management

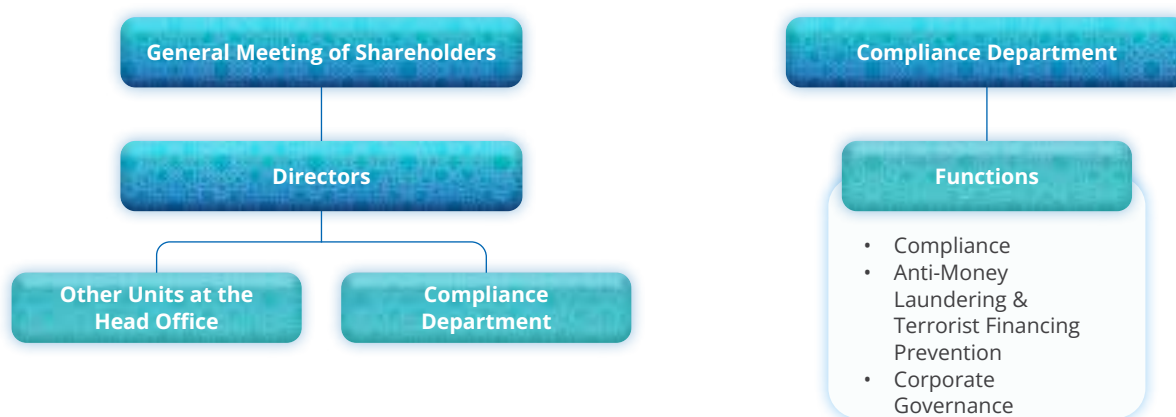
operates within the boundaries of applicable laws and regulations. BCAS has established the compliance department as an independent entity not influenced by other units to carry out compliance functions per POJK No. 46/POJK.03/2017 on Compliance Functions at Commercial Banks.

Compliance Department's Organizational Structure

The Compliance Department's organizational structure is regulated based on the Decree of Directors No. 022/SK/DIR/2023 dated 15 May 2023. The department is headed by a department head whose appointment has been reported to the Financial Services Authority. The department reports directly to

the director in charge of compliance. The appointment of the compliance director has met the requirements and was carried out through a process determined by the Financial Services Authority.

Compliance Department's Organizational Structure



Compliance Department's Responsibilities

The Compliance Department has the following responsibilities:

1. Monitoring BCA Syariah's compliance with requirements from the Financial Services Authority, Bank Indonesia, and other regulators. This includes ensuring BCAS's policies, regulations, systems, procedures, and business activities comply with regulatory requirements.
2. Coordinating the implementation of programs aimed at preventing money laundering, terrorism financing, and financing the proliferation of weapons of mass destruction. This includes conducting risk assessments of the AML and CFT programs to ensure their compliance with regulatory requirements.

Profile of the Head of the Compliance Department



Maman Hermansyah, CPM

Head of the Compliance Department

Indonesian nationality, 41 years old, domiciled in Bogor.

Legal Basis for Appointment:

He has served as the Head of the Compliance Department since 2015 based on the Promotion Decree No. 135/SKP/HSD/2015.

Career History:

He joined BCAS in 2013 and previously worked at Bank Bukopin (2007-2012) and PT Panin Bank Syariah (2012-2013).

Education and Training:

He holds a Bachelor of Science from the Faculty of Mathematics and Natural Sciences, Padjajaran University (2007). He has participated in various training programs in general and Islamic banking, risk management, corporate culture, and leadership organized by PT BCA Tbk, BCAS, LSPP, and other institutions. He has also participated in training on Brainstorming MER FATP, Debt Restructuring Agreements and Islamic Bank Financing, Implementing Operational Risk Management For Operation Excellence In Digital Era, The Macroeconomic Factors Impact On Liquidity Risk, Indonesia Strengths Festival In Collaboration With Gallup, and Sustainable Finance.

Compliance Department's Work in 2023

BCAS is a subsidiary of PT Bank BCA Tbk, operating within the financial conglomeration. It has an integrated compliance function that follows the integrated governance framework as per POJK No. 18/POJK.03/2014 on Integrated Governance for Financial Conglomerates. In 2023, the Compliance Department performed its functions in the following manners:

1. The Compliance Department promoted a culture of compliance by:
 - Informing Directors, the Board of Commissioners, the Sharia Supervisory Board, and units of new regulations from regulator;
 - Informing relevant units of regulations from OJK and BI and other laws and regulations;
 - Requiring the Compliance Department's personnel to participate in training programs, regulatory introduction seminars held by regulators, and compliance certification organized by the Banking Professional Certification Institute (LSPP) to improve their quality;
 - Providing advise and responding units or branch offices' questions about applicable regulations.
2. The Compliance Department made sure that policies, regulations, systems, procedures, and business activities implemented by BCAS comply with regulations by:
 - Identifying sources of compliance-related risk;
 - Conducting a gap analysis, analyzing the impact of new regulations on BCAS's operations, and proposing adjustments to internal manuals, policies, and procedures;
 - Updating the database of relevant regulations;
 - Developing a compliance matrix diary as a monitoring tool to maintain commitment to reporting obligations to regulators;
3. The Compliance Department ensured BCAS's compliance with the commitments it had made to regulators to:
 - Conducting reviews and providing opinions to ensure compliance with regulations on plans for new products and activities, draft internal regulations to be issued, compliance with the release of financing, documents to ensure operational readiness for opening, moving addresses, and office closing;
 - Testing the compliance of branch offices with regulations in collaboration with the Human Resources Department;
 - Monitoring compliance with regulations on prudential banking, including the minimum capital adequacy requirement, statutory reserves, the macroprudential liquidity buffer, the funding threshold, non-performing financing, the macroprudential intermediation ratio, and the macroprudential inclusive financing ratio;
 - Monitoring the imposition of sanctions and fines from regulators;
 - Assessing compliance risks and preparing a compliance risk profile report on a quarterly basis to manage compliance risks;
 - Preparing compliance monitoring quarterly reports for submission to directors and the Board of Commissioners;
 - Coordinating with work units to assess the Bank's risk-based health level;
 - Working together with the Corporate Secretariat to implementing BCAS's governance.
4. The Compliance Department ensured BCAS's compliance with the commitments it had made to regulators to:
 - Monitoring BCAS's commitments to the Financial Services Authority, Bank Indonesia, and other regulatory entities together with the Internal Audit Unit;
 - Monitoring and following up on requests for information and data from the Financial Services Authority, Bank Indonesia, and other regulatory entities to supervise the Bank.

Compliance Indicators for 2023

Indicators used to measure BCAS's compliance with laws and regulations are as follows:

Indicator	Requirement	BCAS's Achievement
Capital Adequacy Ratio (CAR).	Min. as required	35.12%
Net Non-Performing Financing (NPF)	Max. 5%	0.00%
Maximum Provision of Funds Limit (LLL) related parties	Max. 10% of Equity	8.93%
Rupiah Statutory Reserves	Min. as required	4.59%
Macro-prudential Intermediation Ratio	Min. as required	90.02%
Giro RIM	Min. as required	00.00%
Macroprudential Inclusive Financing Ratio	Min. as required	28.72%

Anti-Money Laundering (AML), Combating the Financing of Terrorism (CFT), and Preventing the Financing of the Proliferation of Weapons of Mass Destruction (WMD) in the Financial Service Sector

BCAS is fully committed to implementing measures against money laundering and the financing of terrorism, in accordance with Regulation No. 8/2023 dated 14 June 2023 from the Financial Services Authority on Anti-Money Laundering and Combating the Financing of Terrorism and the Proliferation of Weapons of Mass Destruction in the Financial Service Sector. Activities related to anti-money laundering (AML), combating the financing of terrorism (CFT) and the proliferation of weapons of mass destruction ("proliferation financing") that were implemented during 2023 are as follows:

1. Periodically reporting the Company's AML and CFT activities to directors and the Board of Commissioners;
2. Monitoring suspicious financial transactions using the ESTR (Electronic Suspicious Transaction Report) application and developing and improving systems for the application;
3. Coordinating the updating of customer data by setting targets and monitoring target achievement;
4. Reviewing new product and activity plans to ensure their compliance with the AML and CFT requirements;
5. Screening customer data and transactions against watchlists issued by competent authorities, including the List of Suspected Terrorists and Terrorist Organizations, the

List of the Financing of the Proliferation of Weapons of Mass Destruction, when a customer opens a new account and whenever there is a change in the watchlists;

6. Identifying and assessing potential risks associated with AML and CFT implementation at BCAS using a risk-based approach that takes into account various factors such as customers, countries or geographical areas, products and services, and distribution networks;
7. Conducting compliance tests on AML and CFT implementation at branch offices in collaboration with the HR Department;
8. Reporting suspicious financial transactions, cash transactions, and fund transfer transactions from and to overseas and submitting data through the Integrated Service User Information System (SIPESAT) and the Suspected Terrorism Financing Information System (SIPENDAR) to the Financial Transaction Reports and Analysis Center (PPATK);
9. Continuously improving employees' knowledge about AML and CFT through classroom and online training sessions, e-learning, virtual events, and internal forums;
10. Developing training materials on AML and CFT Implementation;
11. Reviewing new product and activity plans and draft internal regulations that will be issued and providing opinions on them to ensure compliance with AML and CFT requirements;
12. Participating in activities organized by regulators, including:
 - The Financial Integrity Rating, organized by the Financial Transaction Reports and Analysis Centre;
 - The Mutual Evaluation Review (MER), organized by the Financial Action Task Force (FATF).

Risk Management

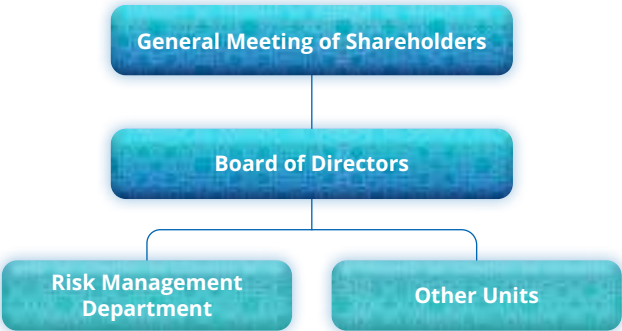
Islamic banks face various risks that can negatively impact their operations. To ensure their businesses' sustainability, banks must implement risk management strategies both individually and on a consolidated basis. The characteristics of Islamic banking products and services require risk identification, measurement, monitoring, and control functions that are in accordance with Islamic banking principles. While mitigating risks, Islamic banks must also adhere to Sharia. The Bank follows Regulation No. 25/SEOJK.03/2023 on Risk Management for Islamic Commercial Banks and Business Units when managing its risks.

Risk Management Department's Organizational Structure

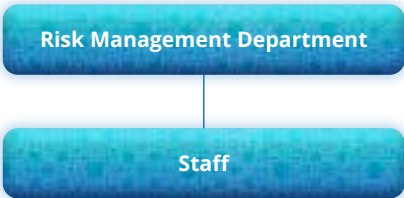
The Risk Management Department's organizational structure is regulated in Decree No. 071/SK/DIR/2017, dated 22 December 2017, on the Organizational Structure of the Risk Management Department.

Bagan posisi Departemen Manajemen Risiko pada struktur Organisasi BCAS

The Risk Management Department's Position in BCAS's Organizational Structure



Risk Management Department's Organizational Structure



Profile of the Risk Management Department Head



Edy Hartono

Head of the Risk Management Department

Indonesian nationality, 58 years old, domiciled in Tangerang.

Basis for Appointment

He has served as the Head of the Risk Management Department since early 2023 based on the Letter of Assignment No. 023A/SPKK/HSD/2023.

Career History

He worked at PT Bank Central Asia, Tbk as a corporate risk management adviser and FI in 2020. He has been holding the post of the Risk Management Department Head at BCAS since 17 May 2023.

Educational Background

He obtained a Bachelor's degree in Civil Engineering from Atma Jaya University in Yogyakarta (1989).

Certification and training

He earned certification in:

- Risk Management levels 1 and 2 in 2007 and level 3 in 2017;
- Qualified Internal Auditor in 2001;
- MWS, Essential Trainer in 2014.

He attended the following training:

ToT on Qualification 4 Materials for Banking Risk Management in 2023.

Overview of the Bank's Risk Management System

To manage risks, BCAS implements an integrated risk management framework covering the following scopes:

- Strategy;
- Organizational structure;
- Policies and guidelines;
- Infrastructure.

The framework is used as a tool to establish risk management strategies, organizational structure, policies and procedures, and infrastructure to ensure that all risks faced by BCAS are appropriately identified, measured, monitored, controlled, and reported.

BCAS's risk management standards include the following:

- active supervision by the Directors, the Board of Commissioners, and the Sharia Supervisory Board;
- the adequacy of risk management policies and procedures and the establishment of risk limits;
- the adequacy of risk identification, measurement, monitoring, and control processes, and the risk management information systems;
- a comprehensive internal control system.

Risk management must be adjusted to the Bank's objectives, business policies, size, business complexity, and capabilities.

Risks Need to be Managed

Risk	Mitigation/Management
<p>Credit Risk, which is a risk caused by customers' or other parties' failure to fulfil their obligations as agreed with the Bank.</p>	<p>Credit risk management is carefully supervised, from customer application to financing analysis and monitoring. BCAS has established the following units dedicated to manage credit risk:</p> <ol style="list-style-type: none"> 1. The Financing Risk Analysis Unit: This unit is responsible for analyzing the feasibility of financing. It operates independently and reports directly to a director. 2. The Risk Management Department: This department is responsible for monitoring and reporting financing disbursements based on predetermined portfolio limits. It also conducts stress testing in normal and crisis conditions to monitor financing risk position and the resulting impact on the minimum capital adequacy ratio.
<p>Market Risk, which refers to the risk associated with balance sheet positions and administrative accounts due to changes in market prices. This includes the risk of changes in the value of assets that can be traded or leased.</p>	<p>The implementation of all risk control strategies must reflect the acceptable risk tolerance. Market risk is managed through the following strategies:</p> <ol style="list-style-type: none"> 1. Analyzing the Benchmark Rate in Banking Book (BRBB) exposure based on a gap report from revenue and economic value perspectives; 2. Monitoring potential losses arising from the Bank's exposure to securities in the available-for-sale (AFS) category and its impact on capital.
<p>Liquidity Risk, which is the risk that a bank may not be able to meet its obligations due to the lack of cash flow funding sources or high-quality liquid assets that can be collateralized without disrupting the bank's activities and financial condition.</p>	<p>To manage such risk, the Bank implements the following strategies:</p> <ol style="list-style-type: none"> 1. Analyzing its cash flow; 2. Monitoring the maturity gap between assets and liabilities; 3. Analyzing its core depositors; 4. Conducting stress testing. 5. These strategies aim to ensure the availability of high-quality liquid assets and funds to meet the Bank's obligations in a timely manner.
<p>Operational Risk, which arises from internal processes that are inadequate or malfunctioning, human error, system failure, or external events that affect the Bank's operations.</p>	<p>To manage operational risk, the Bank implements the following strategies:</p> <ol style="list-style-type: none"> 1. Implementing the Risk and Control Self-Assessment (RCSA) method to actively involve the head and branch offices in identifying and measuring operational risks in the work units. This helps determine the appropriate risk mitigation measures. 2. Reporting losses and potential losses in each work unit to build a Loss Even Database (LED). 3. Conducting operational risk management training, refresher training, and risk and compliance awareness-raising sessions for employees.
<p>Legal Risk, which may arise due to legal claims or weaknesses in juridical aspects.</p>	<p>To manage legal risk, the Bank uses the following strategies:</p> <ol style="list-style-type: none"> 1. Establishing a Legal Department under the Legal and HR Unit to develop and monitor the standardization of legal-related documents related to the Bank's activities. 2. Ensuring that all business activities and relationships with third parties comply with applicable legal rules and requirements.
<p>Strategic Risk, which refers to a risk that a bank may make poor decisions or fail to anticipate changes in the business environment.</p>	<p>Proper management of strategic risk involves the following strategies:</p> <ol style="list-style-type: none"> 1. Evaluating the effectiveness of strategic decisions; 2. Monitoring the Bank's budget achievements and comparing them with short-, medium-, and long-term targets set in the Bank's business plan. This is done by monitoring key performance indicators (KPIs) of the business and other relevant units; 3. Reviewing predetermined targets and readjusting them in light of changes in external factors.

Risk	Mitigation/Management
Compliance Risk , which refers to the possibility of the Bank failing to comply with relevant laws, regulations, and Sharia.	<p>The Bank adheres to Regulation No. 46/POJK.03/2017 from the Financial Services Authority on Commercial Banks' Compliance. The Bank takes the following measures to manage compliance risk:</p> <ol style="list-style-type: none"> 1. Ensuring that all levels of the organization comply with laws and regulations, as well as other requirements set by the Bank and government financial institutions; 2. Developing programs on anti-money laundering and combatting the financing of terrorism (AML/CFT) to prevent money laundering and terrorism financing through BCAS. The purpose of this program is to support responsible banking practices and protect the Bank from other risks that may arise from such activities, such as legal risk, reputation risk and operational risk.
Reputation Risk , which refers to the possibility of losing stakeholder trust due to a negative image of the Bank.	<p>The Bank manages its reputation risk through the following strategies:</p> <ol style="list-style-type: none"> 1. Monitoring mass media's coverage of BCAS; 2. Cooperating with BCA to handle complaints about the Bank's products and services through the Halo BCA Call Center. This tool can help BCAS handle customer complaints professionally and effectively.
Rate-of-Return Risk , which is a type of risk that arises from changes in the amount of return received by a bank from the distribution of funds. This risk can affect the level of return the bank pays its customers, which in turn can affect third-party fund customers' behaviour.	<p>To manage rate-of-return risk, BCAS employs the following strategies:</p> <ol style="list-style-type: none"> 1. Monitoring core deposit indicators; 2. Monitoring the composition of debt-based financing; 3. Assessing the non-performing financing ratio and analyzing depositors' behaviour; 4. Measuring the rate-of-return risk using simple to complex approaches based on the complexity of the Bank's rate-of-return risk exposure. The Bank also uses the Profit Equalization Reserve (PER) method to mitigate displaced commercial risk.
Equity Investment Risk , which arises when a customer's business is financed using net revenue sharing or profit and loss sharing, incurring losses that the Bank must bear.	<p>To manage equity investment risk, the bank employs the following strategies:</p> <ol style="list-style-type: none"> 1. Monitoring the composition indicators and concentration level of profit-sharing-based financing; 2. Monitoring the quality of profit-sharing-based financing; 3. Anticipating external factors.

BCAS's Risk Management System and Risk Profile Assessment in 2023

Based on BCAS's self-assessment, the composite rating for BCAS's risk profile as of 31 December 2023 is at a stable level of 2. This rating remained unchanged when compared to the risk profile in the third quarter of 2023.

The following are the results of the risk profile assessment in 2023:

Profil Risiko	Inherent Risk Rating	Risk Management Quality Rating	Net Risk Rating
Credit Risk	Low to Moderate	Satisfactory	2
Market Risk	Low	Satisfactory	1
Liquidity Risk	Low to Moderate	Satisfactory	2
Operational Risk	Low to Moderate	Satisfactory	2
Legal Risk	Low	Strong	1
Reputation Risk	Low	Strong	1
Strategic Risk	Low	Strong	1
Compliance Risk	Low to Moderate	Satisfactory	2
Rate-of-Return Risk	Low to Moderate	Satisfactory	2
Equity Investment Risk	Low to Moderate	Satisfactory	2
Rating Factor	Low to Moderate	Satisfactory	2

BCAS assessed its soundness using a risk approach that covers four factors: risk profile, GCG, profitability, and capital. The assessment shows that BCAS's health condition is generally considered good.

Assessment Factors	Individual Rating
Risk profile	2
Good Corporate Governance	1
Profitability	2
Capital	1
The Bank's Health Rating based on Risks	2

The Adequacy and Effectiveness of the Bank's Risk Management System

The Board of Commissioners, assisted by the Risk Monitoring Committee, is actively involved in supervising and evaluating the directors' risk management system implementation. The directors regularly assess the effectiveness of the risk

management system in BCAS by reviewing its risk management policies and procedures, the adequacy of its risk management information system, and the risk exposure report and risk profile assessment. Based on the assessment results submitted by the management, the Board of Commissioners concluded that the risk management system at BCAS is adequate and effective.

Internal Control System

An effective internal control system (ICS) is a crucial component of the bank's management. It forms the basis of safe and sound operations for the bank. The ICS assists the directors and Board of Commissioners in safeguarding the bank's assets, ensuring reliable financial and managerial reporting, improving compliance with laws, regulations, and Sharia, and reducing the risk of losses, irregularities, and violations of prudential aspects. BCA Syariah implements its internal control system following Circular No.35/SEOJK.03/2017 from the Financial Services Authority, dated 7 July 2017, on Guidelines for Commercial Banks' Internal Control System.

The objectives of implementing an effective internal control system are to ensure the following:

1. Compliance with laws, regulations, and Sharia, called the compliance objective;
2. The availability of complete, accurate, appropriate, and timely financial and management information, called the information objective;
3. Effectiveness and efficiency in the Bank's business activities, called the operational objective;
4. Improved effectiveness of risk culture in the Bank's organization as a whole, called the risk culture objective.

Internal Control System Framework

BCAS applies the three-line model framework to support reliable risk management and governance. BCAS's three-line model involves the following:

1. The Leadership Organ
The Board of Commissioners and the committees under it have the responsibility for ensuring that:
 - Existing structures and processes are adequate and in place for effective governance;

- The organization's objectives and activities are aligned with stakeholders' key interests.
2. The First and Second Lines
 - The first line is responsible for providing products and services to customers. This includes managing associated risks.
 - The second line is responsible for supporting risk management, including enterprise risk management. The second line role is performed by the director in charge of compliance, the Risk Management Department, and the Compliance Department.
 3. The Third Line
The third-line role is to provide risk-based, independent, and objective assurance and advice on the adequacy and effectiveness of governance, risk management, and internal control processes. The Internal Audit Unit performs this role and reports the audit results to the directors, the Board of Commissioners, and the Audit Committee.

In carrying out their roles, all lines communicate and collaborate regularly and contribute to creating and maintaining value that is aligned with stakeholders' interests.

Key Components of Internal Control System

BCAS has an internal control system composed of five main components aligned with the Integrated Internal Control Framework developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). These components are:

1. Management oversight and control culture;
2. Risk recognition and assessment;

3. Control activities and segregation of duties;
4. Accounting, information, and communication systems;
5. Monitoring activities and correcting deficiencies.

The implementation of internal control includes:

1. Financial control

To ensure the successful implementation of strategic plans that support the development of BCA Syariah, we implement the following:

- The Directors have prepared strategic and annual work plans and budgets, which have been approved by the Board of Commissioners. These plans and budgets are outlined in BCAS's business plan as a three-year business strategy blueprint and have been distributed to BCAS's relevant officials for implementation.
- Strategy setting has taken into account the impact of strategic risks on BCA Syariah's capital, including capital projections and the Minimum Capital Adequacy Requirement (CAR).
- The Directors actively discuss, provide input, and monitors internal conditions and external trends that directly or indirectly affect BCA Syariah's business strategy.
- BCAS has implemented a financial control process to monitor its performance achievement on a regular basis through the corporate planning function under the Corporate Finance and Planning Unit to improve the growth and performance of BCA Syariah.
- BCAS has ensured that all accounting policies and standards are updated regularly in accordance with applicable regulations.

2. Operational control

To support operational risk control, BCAS has implemented the following measures:

- Establishing BCA Syariah's organizational structure, which includes:
 - Separated functions to avoid conflicts of interest;
 - Supervisors overseeing internal controls at head and branch offices on a daily basis;
 - The Internal Audit Unit, independent of the risk-taking unit, evaluating and assessing the adequacy and effectiveness of BCA Syariah's governance, risk management, and internal control processes;
 - The Risk Management and Compliance Departments, which are independent of the risk-taking units;
 - The Head Office and Anti Fraud Department to improve the effectiveness of anti-fraud strategy implementation in all corporate activities.
- Carrying out operational banking transactions according to procedures outlined in work manuals and ensuring that operational risks that may exist in these activities are properly mitigated;
- Having an employee rotation policy;
- Determining officers' limits and authority in conducting a transaction;
- Having an information security policy—including requirements on using User IDs and passwords, information security guidelines, and others.

3. Compliance with applicable laws and regulations

The following points illustrate BCAS's efforts to ensure its compliance with laws, regulations, and Sharia.

- BCAS is committed to complying with applicable laws and regulations and taking steps to correct risks or weaknesses when they arise.
- BCAS:
 - Monitors its compliance with the requirement to report to Bank Indonesia, the Financial Services Authority, or other regulatory bodies;
 - Submits a compliance report, including a report on its anti-money laundering and combating the financing of terrorism programs to the Financial Services Authority every six months;
 - Submits a report on the monitoring of its compliance with prudential principles, including a report on its programs on anti-money laundering and combating the financing of terrorism and proliferation of weapons of mass destruction to the Board of Commissioners and President Director every three months;
- One strategy to manage compliance risk is to always comply with regulations. This is done through proactive prevention (ex-ante) to minimize the occurrence of violations and curative action (ex-post) to improve compliance.

Internal Control System Evaluation

The directors are responsible for ensuring the proper implementation of BCA Syariah's internal control system to achieve the bank's objectives. The Board of Commissioners, assisted by the Audit Committee, is responsible for overseeing the system implementation.

In 2023, we monitored the adequacy and effectiveness of our internal control system and corrected irregularities found during the monitoring. To be precise, the monitoring was conducted as follows:

1. BCAS continuously monitored and periodically evaluated the effectiveness of its internal control, including any changes in internal and external conditions affecting BCAS's ability to achieve its objectives.
2. Monitoring was prioritized based on BCA Syariah's key risks and functions and carried out as part of its daily activities. Periodic evaluations were carried out by operational and risk monitoring units and the Internal Audit Unit to detect and prevent new risks from emerging.
3. The Internal Audit Unit independently evaluated the internal control system's adequacy and effectiveness by implementing risk-based audit activities. The unit then reported the evaluation results and follow-up actions to the Board of Commissioners, the Audit Committee, and the directors.

Our Statement on the Adequacy and Effectiveness of the Internal Control System

After reviewing and discussing the evaluation report submitted by the management and the Audit Committee, the Board of Commissioners has concluded that BCAS's internal control system is adequate and functioning effectively.

Anti-fraud Strategy

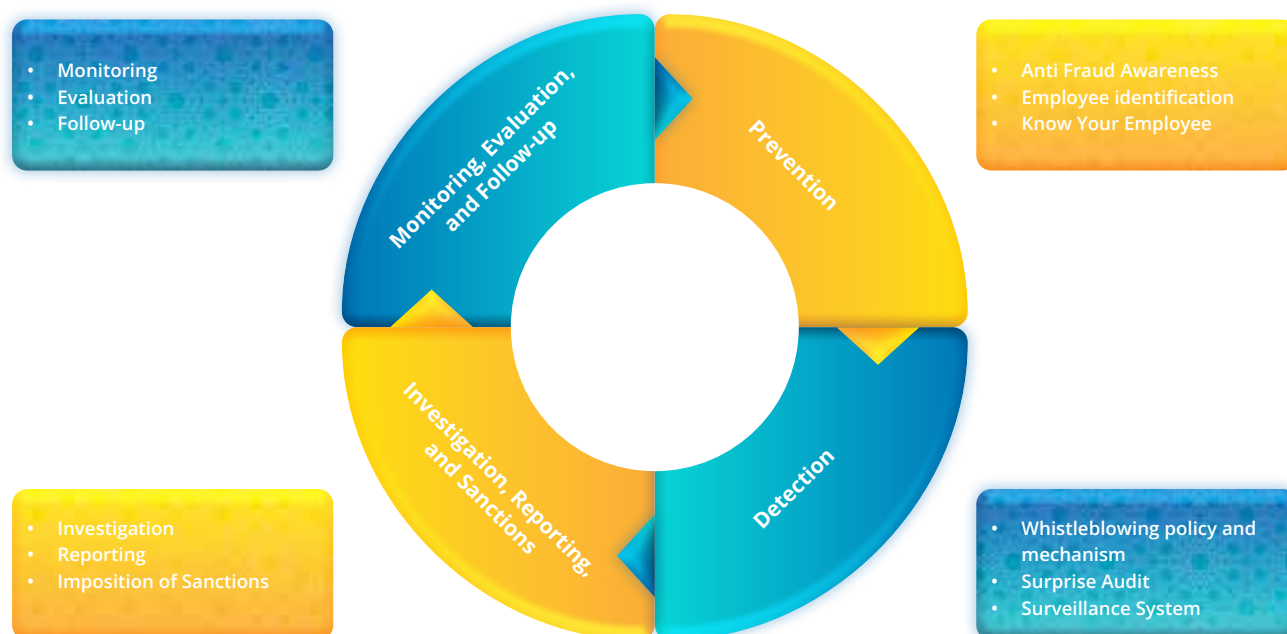
To prevent irregularities, especially fraud in the Bank's operations and regulatory violations that may cause direct or indirect losses to the Bank, customers, or other parties, it is necessary to increase the effectiveness of the Bank's internal control. To achieve this goal, BCAS has developed anti-fraud strategy guidelines, as stipulated in Directors' Decree No. 011/SK/DIR/2020 on Guidelines for the Implementation of BCAS's Anti-fraud Strategy. The guidelines are a testament to BCAS's management's commitment to preventing fraud by implementing an anti-fraud strategy that is carried out effectively and continuously.

Objectives

The preparation of the anti-fraud strategy implementation guidelines has the following objectives:

- To make everyone at BCAS understand and comply with the guidelines as part of their responsibilities in managing the Bank;
- To make everyone at BCAS understand their respective functions, roles, and responsibilities in raising anti-fraud awareness, which will lead to an anti-fraud culture.

Anti-Fraud Strategy Implementation



The anti-fraud strategy, formulated comprehensively and integralistically, is implemented using a fraud control system, which is composed of four interrelated pillars.

Pillar	Strategy Implementation
I	<p>Prevention, carried out through measures aimed at reducing the potential risk of fraud. The measures include the following:</p> <ul style="list-style-type: none"> • Anti-fraud awareness; • Identification of vulnerabilities; • The Know Your Employee policy.
II	<p>Detection, carried out through measures to identify and find fraud in the Bank's business activities. The measures include the following:</p> <ul style="list-style-type: none"> • Whistleblowing management policy and mechanism; • Surprise audit; • Surveillance system.

Pillar	Strategy Implementation
III	Investigation, Reporting, and Sanctions, carried out through the following measures: <ul style="list-style-type: none"> • Inquiry or investigation • Reporting system • Imposition of sanctions
IV	Monitoring, Evaluation, and Follow-up, consisting of: <ul style="list-style-type: none"> • Monitoring • Evaluation • Follow-up

Anti-fraud Declaration

To strengthen our internal control system, implementat good corporate governance, and further implementat POJK No. 39/POJK.03/2019 on the Implementation of Anti-fraud Strategies for Commercial Banks, BCAS is committed to:

- Conducting business in a fair, honest, and transparent manner;
- Avoiding business with third parties who do not comply with our company policies;
- Providing consequences for any violation of policies and commitments.

raising and refresher training on anti-fraud, posters on the bank's whistleblowing system, and training of new supervisor-level officials on the bank's internal control system at the branch offices.

BCAS's employees are also required to complete the Anti-Fraud Awareness e-Learning course, which can be accessed via BCAS's intranet network and Smile-IB website. BCA Syariah's commitment to fostering an anti-fraud culture is outlined in its Anti-Fraud Declaration, which is accessible to all stakeholders through BCAS's website.

Awareness Raising and Refresher Training on Anti-Fraud

BCAS is committed to increasing its employees' awareness and vigilance against fraud and fraudulence. The bank has taken several measures through its anti-fraud awareness program, which includes in-class and online awareness-

Number of Internal Fraud Cases and the Resolution

Internal fraud cases are disclosed through an investigation report, classifying the cases by perpetrator: directors, the Board of Commissioners, permanent employees, non-permanent employees, and outsourced labour.

Internal Fraud in one year	Number of cases committed by					
	Board of Commissioners/ Directors		Permanent Employees		Non-permanent Employees	
	Current year	Previous year	Current year	Previous year	Current year	Previous year
Total Fraud	-	-	1	-	-	-
Resolved	-	-	-	-	-	-
In progress of resolution within the Bank	-	-	-	-	-	-
Not yet pursued for resolution	-	-	-	-	-	-
Has been followed up through legal processes	-	-	1	-	-	-

BCAS monitors the implementation of its anti-fraud strategy and submits a report on it to the Financial Services Authority every semester. Additionally, a report is submitted as needed if there is any significant fraud that could disrupt BCAS's operations.

Whistleblowing System

To prevent and detect violations such as fraud, it is vital to have a system in place that allows BCAS employees and stakeholders to report any information or indications of such violations. BCAS has implemented a whistleblowing system (WBS) to make it easier to lodge complaints about alleged violations that have occurred or are likely to occur within the bank. Complaints must be made in good faith, not based on personal grudges or slanderous accusations.

BCA Syariah's whistleblowing system policy refers to POJK No. 39/POJK.03/2019 and is outlined in Directors' Decree No. 019/SK/DIR/2023, dated 28 April 2023. We disclose our whistleblowing system in the Good Corporate Governance (GCG) section on BCAS's website at <https://www.bcasyariah.co.id>.

Purpose of Having a Whistleblowing System

The purpose of having a whistleblowing system in the bank is to detect any violations, such as violations of the law, that harm the company, fraud, and other violations, including but not limited to the code of ethics, internal policies, regulations, and conflicts of interest. If implemented properly, the WBS can also serve as one of the control and monitoring tools that helps improve ethical behaviour in the organization and encourages changes in the organizational culture for the better. This, in turn, will increase public trust in the bank.

Basic Principles

The basic principles of BCAS's whistleblowing system are as follows:

1. Confidentiality
Employees who are directly or indirectly involved in handling complaints are obliged to maintain the confidentiality of the

whistleblower's identity, complaint information, and reports related to the handling of complaints.

2. Convenience
The whistleblowing system must be designed to make it easier for employees and stakeholders to lodge complaints and for WBS managers to handle them effectively. It must also provide good service to whistleblowers.
3. Focus on Substance
Handling is focused on the truth of the substance of the violation rather than directed at the interest of finding the identity of the whistleblower.
4. Protection
Whistleblowers are entitled to protection and security, both personal and family security, as well as freedom from threats and reprisals relating to reporting that will, is or has been given.
5. Independence
Employees involved in handling complaints act professionally and are free from the influence of any party.

Person in Charge of the Whistleblowing System

We protect the confidentiality of the person in charge of managing the whistleblowing system and his/her identity cannot be openly disclosed. However his/her appointment has been approved by the directors.

How to Whistleblow

If you wish to report a whistleblowing case, you can contact the whistleblowing team through:

Platform	Description
E-mail	bcas.bersih@bcasyariah.co.id
Others	The unit in charge of compiling complaints (e.g., complaints received through branch offices or Halo BCA) will forward whistleblowers' violation-related complaints to the whistleblowing system manager.

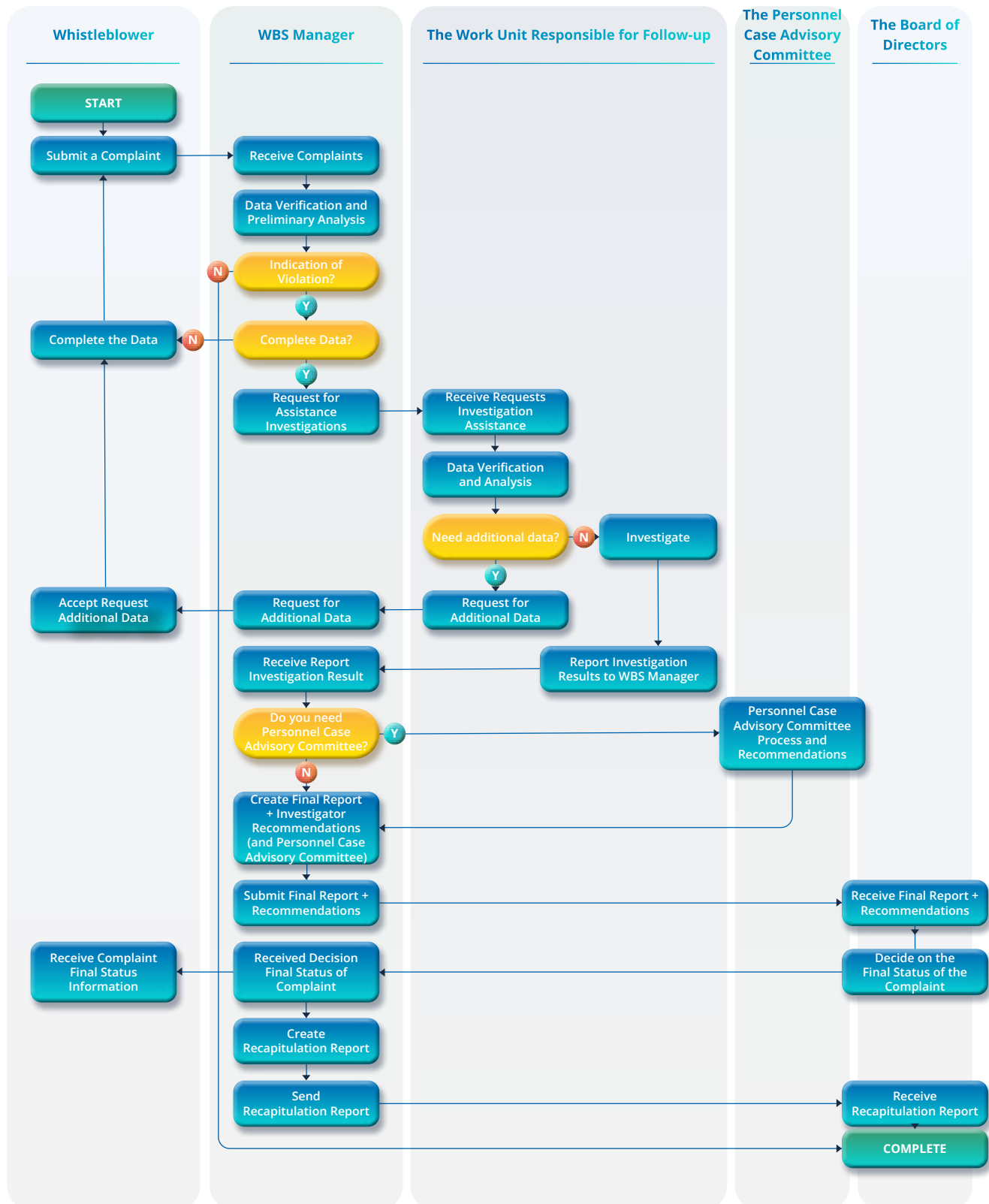
To speed up the complaint-handling process, the complainant needs to provide the following information when lodging the complaint:

1. The whistleblower must provide at least the following personal identity information to facilitate communication:
 - The whistleblower's name (they can remain anonymous if they wish to);
 - Their phone number or email address that we can use to communicate with them.
2. The complaint lodged should include a description of the following:

- Indications or facts of violations that occurred (what);
- Parties involved or identified as perpetrators (who);
- The time and place of the incident (when and where);
- The method used in the commission of the act (how);
- Other information deemed necessary, such as:
 - The impact or losses that have been or will be suffered by BCAS;
 - Any changes in attitude, behavior, lifestyle, or consumption levels that indicate impropriety according to the employee's ability.

Complaint Handling Flow

The following flowchart illustrates how complaints received through the whistleblowing system are followed up or handled.



*) Including forwarding complaints from the unit in charge of managing other whistleblowing platforms.

Phase	Actor	Action
1	The whistleblower or unit in charge of managing whistleblowing platforms	Lodging the complaint through one of the platforms provided.
2	The Whistleblowing System Manager	<ul style="list-style-type: none"> Receiving the complaint from the whistleblower or the unit in charge of managing complaint platforms; Verifying data and conduct initial analysis. If the data is incomplete, the whistleblowing system manager will ask the whistleblower to complete the data. If the whistleblower does not provide the requested data within three working days and the initial analysis does not show indication of a violation, the complaint may be considered invalid. Following up on the complaint if the initial analysis shows indication of a violation, even though the data is incomplete; Requesting the relevant unit's support to investigate the complaint.
3	The unit conducting follow-ups	<ul style="list-style-type: none"> Receiving a request for investigation from the whistleblowing system manager and investigating the complaint; Requesting the whistleblowing system manager to contact the whistleblower for additional data if needed; Reporting the investigation results to the whistleblowing system manager
4	The Whistleblowing System Manager	<ul style="list-style-type: none"> Receiving the investigation results and deciding whether or not the complaint should be forwarded to the Personnel Case Consideration Committee according to the relevant regulations; Preparing a final report with recommendations from the investigator (and the Personnel Case Consideration Committee); Sending the final report to the directors to determine the final status of the complaint.
5	The Directors	<ul style="list-style-type: none"> Receiving the final report and recommendations from the whistleblowing system manager; Deciding the final status of the complaint and sending it back to the whistleblowing system manager.
6	The Whistleblowing System Manager	<ul style="list-style-type: none"> Receiving the Directors' decision on the final status of the complaint; Forwarding the decision to the relevant work unit (if any); Informing the whistleblowing of the complaint status; Periodically reporting the recapped progress of complaints lodged through the whistleblowing system to the directors.
7	The whistleblower	Receiving information on the complaint status.

Whistleblower Protection

BCAS offers protection to whistleblowers who have lodged substantiated complaints. This protection includes:

1. Confidentiality of the whistleblower's identity and the contents of the complaint;
2. Protection against any negative treatment;
3. Protection against possible threats, intimidation, punishment, or unpleasant actions from the reported party.

Sanctioning

If the investigation proves that the reported party has committed a violation, sanctions will be imposed according

to the Collective Labor Agreement and BCAS's relevant regulations.

Number of Complaints Received through the Whistleblowing System in 2023

Until 31 December 2023, we received four complaints through our whistleblowing system. Information about those complaints is provided in the following table.

Status	Number	Description
Closed	4	<ul style="list-style-type: none"> Two complaints were closed because the respective whistleblowers did not provide data or a response. Two complaints had no indication of fraud and had been followed up by the relevant unit.

Awareness-Raising and Refresher Training

The whistleblowing system manager regularly organized awareness-raising and refresher sessions on the whistleblowing system. The whistleblowing system is also a learning subject in the anti-fraud e-learning that all of BCAS's employees must take. In 2023, BCAS organized eight awareness-raising and nine refresher training sessions.

Anti-Corruption and Gratification Control Policy

Policy and Implementation

BCAS is committed to maintaining all stakeholders' trust and avoiding any form of corruption, collusion, and nepotism. We have a zero-tolerance policy towards fraud, corruption, collusion, nepotism, and gratification in all our business dealings. This policy outlines the implementation of anti-gratification measures in BCA, BCAS's parent company.

BCAS's employees are required to take firm steps to avoid giving and receiving gratuities to and from customers, prospective customers, and partners. To ensure its implementation, BCAS has established a gratification control policy, regulating the following:

1. All employees are prohibited from requesting or receiving, authorizing or agreeing to receive, a gift or reward from a third party who obtains or seeks to obtain facilities from BCAS in the form of financing facilities or other facilities related to BCAS's operations and from a third party who obtains or seeks to obtain work or orders related to the procurement of goods or services from BCAS;
2. In the event that there are parties who provide gifts, if the receipt of the gift is believed to have a negative impact and influence BCAS's decisions, and the value of the gift is beyond reasonable limits, the employee who receives the gift must immediately return the gift along with a polite explanation that all employees are not allowed to receive gifts;
3. In the event that the gift is difficult to return for one reason or another, the employee who received the gift must immediately make a written report to his/her supervisor for follow-up in accordance with applicable regulations.

Joint Commitment

BCAS is committed to implementing Good Corporate Governance. To fulfil this commitment:

1. Everyone at BCAS must know, understand, and implement the Bank's policy on conflicts of interest with full responsibility and without exception.
2. The Board of Commissioners members, directors, and officials of Group 5 to Group 7 are required to make an annual disclosure of all circumstances and situations that may cause conflicts of interest. This annual disclosure is a self-assessment; therefore, each employee is responsible for the truth of each statement. However, BCAS reserves the right to test the accuracy of the statement.

The annual disclosure is made at the end of each year and submitted to the immediate supervisor. The disclosure is confidential, and the receiving official must keep it confidential. Any conflict of interest or violation is evaluated by the immediate supervisor or escalated to a higher level if necessary and reported to the Legal and HR Unit. The unit leader is responsible for coordinating the annual disclosure and monitoring for violations or non-compliance with this policy.

Affiliated Transactions and Conflict of Interest Transactions

Affiliated Transactions

Information on affiliated transactions can be found in the Information on Material Transactions Containing Conflicts of Interest and Affiliated Transactions section in the Management Discussion and Analysis chapter of BCAS's 2023 Annual Report.

Conflicts of Interest

A conflict of interest is a situation in which a staff member of the bank has other interests that are opposed to his/her responsibilities to the bank. These other interests can be personal, familial, and other third-party interests that can interfere with the staff member's decision-making abilities and ability to follow the bank's policies. Such a situation can lead to a loss of objectivity and hinder their ability to make appropriate decisions and policies according to their authority.

The following can trigger a conflict of interest:

- a. Rewards;
- b. Gifts;
- c. Promotional items.

Transactions Containing Conflicts of Interest

BCAS takes measures to prevent conflicts of interest. This is done by implementing internal regulations that govern conflicts of interest, as stated in Directors' Decree No. 057/SK/DIR/2023 dated 29 December 2023 on PT Bank BCA Syariah's Governance Policy. A conflict of interest occurs when a member of BCAS's boards has interests other than performing their duties, whether personal, family, or third-party interests, which can cause the board member to lose objectivity in making decisions and policies under their authority.

BCAS has established policies, systems, and procedures for resolving conflicts of interest with the following rules:

- Conflicts of interest are binding on BCAS's officers and employees;
- Conflicts of interest are disclosed in every decision and are well documented.

In situations where there is a potential conflict of interest, the Board of Commissioners, Board of Directors, and Executive Officers are prohibited from taking any actions that could reduce BCAS's assets or profits. BCAS is committed to disclosing any transactions involving a conflict of interest in compliance with all relevant regulations. No conflict of interest transactions were made in 2023.

Legal Cases

Information about legal risks, such as criminal and civil cases that could lead to lawsuits BCAS faced in 2021, 2022, and 2023, is presented below:

Criminal Cases

Criminal Cases	2023	2022	2021
Resolved (Decisions with permanent legal force are already made)	0	0	0
In process	0	0	0
Total	0	0	0

In 2023, the court received criminal cases based on reports from BCA Syariah against its customers, employees, or third parties. These cases included alleged criminal acts such as theft, embezzlement, fraud, forgery of letters, counterfeiting of money, money laundering, and vandalism. However, none of the cases involved material loss value exceeding Rp1 billion. On the other hand, no criminal cases were reported against BCA Syariah by its customers, employees, or any third party for the same year.

Civil Cases

Civil Cases	2023	2022	2021
Resolved (decisions with permanent legal force are already made)	0	8	3
In process	17	11	16
Total	17	19	19

Civil cases faced by BCAS include:

- Customer lawsuits and oppositions related to financing;
- Customer and third-party lawsuits related to collateral;
- Third-party lawsuits related to collateral disputes;
- Lawsuits and oppositions against BCAS related to non-performing debt settlement and collateral rescue.

In 2023, BCAS had no civil cases with nominal claims exceeding Rp50 billion. This value was insignificant and did not affect the continuity of the bank's business. Moreover, the bank did not face any significant legal risk that year. This is because, according to the self-assessment results, BCA Syariah's legal risk level was classified as "low."

Significant Cases and Administrative Sanctions

Significant Cases

Throughout 2023, none of the incumbent members of Board of Directors and Board of Commissioners were involved or implicated in any significant criminal or civil cases. Additionally, all the current members of Board of Directors and Board of Commissioners have had no involvement in any significant criminal or civil cases.

Administrative Sanctions from Relevant Authorities

Throughout 2023, BCAS, its Board of Directors and its Board of Commissioners members never received material or non-material administrative sanctions from the Financial Services Authority or other regulatory bodies, which may affect BCAS's business continuity.

Code of Ethics

BCAS is committed to upholding positive values in all its personnel. To achieve this, we have established and implemented a Code of Ethics, which sets out the ethical standards, values, and principles that BCAS's personnel must follow. This code of ethics elaborates on BCA Syariah's culture to implement Good Corporate Governance and achieve BCA Syariah's vision, mission, and values.

BCAS's code of ethics has been prepared as a reference for its personnel, guiding them in making decisions and carrying out their daily duties and responsibilities in a professional manner. It also outlines the expected conduct of BCAS's employees in their interactions with customers, shareholders, suppliers or partners, the government, and the communities in which we operate.

Principles of the Bank's Code of Ethics

1. Safeguarding the good name and property of the Bank;
2. Maintaining the confidentiality of the Bank's customers and data;
3. Avoiding a conflict between personal interests and the Bank's or customers' interests;
4. Properly recording all transactions according to relevant regulations;
5. Fostering and maintaining harmony in the workplace and healthy competition among employees;
6. Refraining from abusing authority and position for personal or family interests;
7. Refraining from committing disgraceful acts that are contrary to the Bank's objectives and can harm the banking profession's image BCAS's image as a whole;
8. Complying with the prevailing laws and regulations;
9. Abstaining from all forms of gambling and speculative actions;
10. Improving knowledge and insight by following the development of the Islamic banking industry in particular and the business world in general.

The complete code of ethics can be accessed on BCAS's website at: <https://www.bcasyariah.co.id/kode-etik>.

Enforcing the Code of Ethics

BCAS's code of ethics provides a framework of values and ethical standards that must be met and is the personal responsibility of every employee. The code applies to all levels of the organization, including the Board of Directors, Board of Commissioners, Sharia Supervisory Board, and employees.

Code of Ethics Regulations

BCAS has issued the following provisions about the code of ethics:

1. Directors' Decree No. 062/SK/DIR/2010 regarding BCAS's Code of Ethics for Bankers;
2. Directors' Decree No. 013/SK/DIR/2020 regarding Treasury Certification Guidelines and Implementation of the Market Code of Ethics at BCAS, Version 2020;
3. Directors' Decree No. 011/SK/DIR/2020 regarding Guidelines for Implementing PT Bank BCAS's Anti-Fraud Strategy in 2020;
4. Directors' Decree No. 001/SK/DIR/2021 regarding the Internal Audit Charter for 2021;
5. Directors' Decree No. 019/SK/DIR/2023 regarding the Implementation of the Whistleblowing System at PT Bank BCA Syariah;
6. Circular Letter No. 105/SE/STL/2023 regarding Guidelines for the Procurement of Logistic Goods and Services from Third Parties (Vendors).

Socialization

BCAS has made efforts to ensure that BCAS's code of ethics is communicated and disseminated to its personnel. The means used to disseminate BCAS's code of ethics include:

1. Pocket books for distribution to every employee;
2. An e-learning subject accessible to every employee, including fresh-graduate and professional employees who have just joined BCA Syariah;
3. The bank's internal portal (MyBCA Syariah) and website;
4. Sharing or COP (Community of Practice) sessions in each division or unit, including for confidential regulations, position-related confidentiality, fraud, and so on.

Enforcing the Bank's Code of Ethics and Imposing Sanctions for Violations

1. BCA Syariah's Code of Ethics is binding and must be understood and implemented seriously by everyone at BCAS to support Good Corporate Governance practices.
2. BCAS's employees, including the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board must sign an integrity pact every year to declare that they have understood and will comply with BCAS's Code of Ethics.
3. Non-compliance with BCAS's Code of Ethics should be reported through the whistleblowing system based on BCAS's whistleblowing system implementation policy outlined in Directors' Decree No. 019/SK/DIR/2023.
4. Those who do not comply with BCAS's code of ethics are subject to sanctions according to the degree of the violation. Such sanctions, specified in the Collective Labor Agreement, include:

- Basic sanctions, including verbal warnings, letters of reprimand, warning letters, demotion, and termination of employment;
- Additional sanctions, including transfer of position (rotation), postponement of promotion, postponement of salary increase, revocation of facilities attached to the position concerned, relinquishment of position, and other sanctions according to the relevant regulations.

Decisions made by BCAS in this regard will be adjusted to the type of violation, the impact, and a thorough evaluation of the individual who committed the violation.

Non-Compliance with the Bank's Code of Ethics in 2023

Five cases of violation of BCAS's code of ethics occurred in 2023, as recapped below:

Total Settlement of Code of Ethics Violation Cases in 2023

Type of Sanction	Number of Cases	Settlement Status
Warning Letter 1	4	Resolved
Warning Letter 2	1	Resolved
Warning Letter 3	0	Resolved

Corporate Culture

BCAS's corporate culture includes its vision, mission, and values. BCA Syariah's vision and mission provide a foundation, direction, and guidance to all personnel involved in its business activities. BCA Syariah's values serve as a moral guide to all personnel in achieving its mission and realizing its vision.

The Bank's Values

a. Teamwork, with key behaviours including:

- **Understand**
Understanding the strengths and weaknesses of oneself and others and aligning actions with that understanding.
- **Interact**
Creating and maintaining strong, quality relationships on an ongoing basis.
- **Synergy**
Providing useful input or actions to achieve common goals.

b. Responsibility, with key behaviours including:

- **Act**
Carrying out tasks well, sincerely, and thoroughly.
- **Aware (care)**
Having sensitivity, understanding, and attention to the situation and customers.
- **Serve Sincerely**
Serving by exploring, understanding, and fulfilling customers' needs with empathy and providing the right solution according to their character.

c. Integrity, with key behaviours including:

- **Honest**
Conveying facts wisely while taking into account the interests of the Company and the customers.
- **Commit**
Complying with all applicable rules, regulations, codes of ethics and norms, being loyal and proud to be part of BCAS.
- **Transparent**
Being open while adhering to the prudential principle and taking into account the interests of the Company and customers.

d. Professional:

- **Appearance (positive image)**
Appearing, behaving, and communicating professionally.
- **Competence**
Having technical and non-technical competencies to support task performance.
- **Continuous Improvement**
Having the willingness and ability to improve performance continuously in order to achieve better results.

Disseminating the Bank's Vision, Mission, and Values

In 2023, the Bank's vision, mission, and values were disseminated in the following ways:

1. Socialization involving all units and employees at BCAS, including community-of-practice (COP) sessions, team-sharing sessions, coordination meetings, and quality team meetings.

2. Various media and corporate communication channels—including videos on internal portals and social media platforms, e-learning subjects, e-magazine Info BCA Syariah, internal training, internal culture video clips, emails, and webinars.
3. Internal training or capacity-building programs, including manager development programs and special forums (e.g., the account officer forum).

Introducing the Corporate Culture to New Employees

BCA Syariah provides a cultural introduction to all new employees through an induction program. This program includes an introduction to BCA Syariah's vision, mission, and values. Internal e-learning training and face-to-face learning are effective methods for familiarizing new employees from the Y and Z generations with BCA Syariah's vision, mission, and values.

Corporate Action

In 2023, BCAS did not conduct any other corporate actions, such as mergers, consolidations, acquisitions, buybacks of shares or bonds, or stock splits.

Provision of Funds to Related Parties and Large Exposures

Disclosure of the provision of funds to related parties (individuals or groups, including the directors, Board of Commissioners, Sharia Supervisory Board, executive officers, and other related parties) and large exposure refers to the Regulation of the Financial Services Authority No. 26 / POJK.03/2021 on the Maximum Limit of Fund Disbursement and Large Fund Disbursement for Sharia Commercial Banks.

Policy on the Provision of Funds to Related Parties

The provision of large amounts of funds to related parties and debtors is always carried out with due observance of the prudential principle through a review process and mechanism in accordance with BCAS's policy and compliance with applicable laws and regulations, particularly regulations from the Financial Services Authority and regulation relevant to the Maximum Fund Disbursement Limit.

Policy on the Provision of Large Funds

The provision of large funds refers to the act of providing funds to a single borrower or a group of borrowers who are not related parties. The amount provided equals or exceeds 10%

of the Bank's core capital (Tier 1). When providing such funds, it is mandatory to analyze the feasibility of the transaction to ensure that it is at least as prudent as providing funds to general borrowers. The terms and conditions for providing funds must comply with the prevailing credit terms and procedures of BCAS.

Policy on Lending to Directors and the Board of Commissioners

BCAS has a policy to grant a loan to directors and the Board of Commissioners, which is regulated by:

1. Productive Financing Guidelines and Consumer Financing Guidelines;
2. Policy on the Mechanism for Approving Credit for Related Parties;
3. BCAS's Basic Bank Lending Policy, regulated in Directors' Decree No. 009/SK/DIR/2022 dated 25 February 2022 (hereinafter referred to as the "Basic Bank Lending Policy 2022").

The policy on credit lending for directors and the Board of Commissioners stipulates that loans are granted to directors and the Board of Commissioners on an arm's length basis and in compliance with Sharia.

Fund Provision to Related Parties in 2023

In 2023, BCAS implemented the policy on fund provision to related parties, the policy on the provision of large funds, and the policy on credit lending for directors and the Board of Commissioners in accordance with applicable regulations, meeting the following conditions:

1. Fund provision to related parties and the plan to provide financing for certain large customers must be decided by the financing decision maker and must be approved by BCAS's Board of Commissioners.
2. Fund provision to related parties must not conflict with the general requirements and procedures for providing financing and Sharia and must still provide a reasonable profit for BCAS.
3. The policy on determining requirements for financing provided to related parties, particularly the determination of margins, rewards (*ujroh*), profit sharing, and the forms and types of collateral, still followed the credit regulations generally applied to BCA Syariah.

Fund provision to related parties and single and group core debtors (large exposure) at BCAS in 2023:

Fund Provision	Total	
	Customer/Group	Outstanding (Rp Million)
To Related Parties	Djarum Group	277,496
	BCA Group	7,011
	BCA Syariah Group	<u>2,510</u>
	Total	287,017
To Core Debtors	PLN	429,999
	Martias Group	636,929
	Alphen International Corporindo Group	395,421
	APP Group	<u>370,728</u>
	Total	1,828,077

Strategic Plan

BCAS's strategic plan for 2024 can be found in the Comparison of Target and Realization for 2023 and Projection for 2024 section in the Management Discussion and Analysis chapter herein.

Transparency of Financial and Non-Financial Conditions Not Disclosed in Other Reports

BCAS has policies and procedures for ensuring transparency of financial and non-financial conditions, including POJK No. 37/POJK.03/2019 on Transparency in and the Publication of the Bank's Reports.

The monthly-published financial statements are accessible on BCAS's website for at least the last five financial years.

Transparansi Kondisi Keuangan

1. Annual Reports

BCAS prepares and submits annual reports to the Financial Services Authority, shareholders, and other institutions as necessary. Each annual report contains the following information:

- A summary of key financial data including stock overview, the Board of Commissioners' report, directors' report, the company profile, the management's analysis and discussion on business and financial performance, corporate governance, corporate social responsibility, and sustainable finance;
- Annual financial statements that have been audited by a public accountant and public accounting firm registered with the Financial Services Authority. The financial statements are made for one financial year and presented with financial statements of the previous financial year and the beginning of the previous comparative year as a comparison.
- A statement of the Board of Directors' and the Board of Commissioners' responsibility for the accuracy of the annual reports' contents. The statement is put on a statement sheet bearing the signatures of all Board of Commissioners members and directors. BCAS's annual reports have been uploaded onto its website (www.bcasyariah.co.id).

The audited annual financial statements are also available on the website (www.bcasyariah.co.id).

2. Quarterly-Published Reports

BCAS announces its quarterly-published reports (semesters I and II) in the print media and BCAS's website (www.bcasyariah.co.id) and submits its quarterly-published financial statements to the Financial Services Authority or stakeholders according to the relevant regulation from the Financial Services Authority.

The quarterly-published reports (i.e., quarterly-published financial statements and other reports) are accessible on the website for at least the last five financial years.

3. Monthly-Published Reports

BCAS also has monthly-published reports on its website (www.bcasyariah.co.id). We also submit our monthly-published financial statements to the Financial Services Authority according to the relevant regulation from the Financial Services Authority.

Transparency of Non-Financial Condition

The methods, types, and scopes of the transparent, non-financial reports BCAS prepares and presents follow the relevant regulations from the Financial Services Authority. We publish other non-financial information as follows:

- We transparently disclose our non-financial conditions to our stakeholders, including regular maximum-fund-disbursement-limit reporting to the Financial Services Authority, GCG implementation reporting through BCAS's website, and other non-financial information transparently published on the website.
- We transparently disclose BCAS's ownership structure in our annual reports and website.
- We disclose important and relevant information or facts regarding events, occurrences, or facts that may affect those interested in such information or facts. BCAS always publishes its material information or facts on its website.
- BCAS publishes information about its products and services in a clear, accurate, and up-to-date manner according to regulations. Such information can be easily obtained by customers through e-brochures or other written media at every branch office in easily accessible locations and electronic information provided through our hotline service or call center, website, and official social media accounts.
- BCAS provides information for customers on how to lodge complaints and how the Bank resolve disputes according to the Financial Services Authority's regulation on Customer Complaints and Banking Mediation on its website (www.bcasyariah.co.id). Moreover, we mediate customer complaint resolution through complaint platforms, including our branch offices or Halo BCA at 1500888, the Halo BCA application, and e-mail at halobca@bca.co.id.
- We compile the internal reports that we have prepared in a complete, accurate, and timely manner, supported by an adequate management information system. BCAS has a reliable management information system supported by competent human resources and a qualified IT security system capable of providing complete, accurate, and timely information to directors to be used in supporting BCAS's business decision-making processes.
- Other information aimed at supporting information disclosure, financial education, and service delivery to the public.

Non-halal Revenue and Its Use

Reporting related to non-halal revenue and its use in Sharia banks refers to Bank Indonesia's Circular No. 12/13/DPBS, dated 30 April 2010, regarding Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units. BCA Syariah's non-halal revenue comes from an interest in placing funds with conventional banks. The following table reports the sources of our non-halal revenue and the value and use of the revenue in 2023.

A Recap of Non-halal Revenue Sources and Usage (Rp)

Description	2023	2022	Changes	
			Value	%
Beginning Balance Deposits of Non-halal Funds	351,008,825.2	212,770,570.7	138,238,254.5	65.0%
Non-halal Revenue	354,743,538.6	139,263,254.5	215,480,284.1	154.7%
Use of Deposits of Non-halal Funds	230,971,278.0	1,025,000.0	229,946,278.0	22,433.8%
Increase (Decrease) in Deposits of Non-halal Funds	123,772,260.6	138,238,254.5	(14,465,993.9)	(10.5%)
Ending Balance of Non-halal Fund Deposits	474,781,085.8	351,008,825.2	123,772,260.6	35.3%

Integrated Governance

The financial conglomerate must carry out business activities based on good integrated governance to improve its performance and increase compliance with laws, regulations, and ethical values applicable to the financial services industry. Integrated governance is required because BCAS has ownership or control relationships, resulting in transactions and interactions between financial companies in the financial conglomerate.

Referring to POJK No. 18/POJK.03/2014 dated November 18, 2014 and SEOJK No. 15/SEOJK.03/2015 dated 25 May 2015 on Integrated Governance for Financial Conglomerates, BCAS, as a subsidiary of BCA (the parent company) and other subsidiaries or related companies within BCA's Financial Conglomerate, has implemented integrated governance comprehensively and effectively.

As the parent company, BCA has developed guidelines on integrated governance, established an integrated governance committee, and added integrated compliance, internal audit, and risk management functions to its governance organ. In accordance with POJK No. 45/POJK.03/2020, dated 14 October 2020, on Financial Conglomeration, BCA has also developed a corporate charter and submitted it to the Financial Services Authority.

BCA has prepared an annual report on its integrated governance in 2023 and submitted it to the Financial Services Authority. The report was prepared with reference to SEOJK

No. 15/SEOJK.03/2015 on Integrated Governance and also included Good Corporate Governance (GCG) as stipulated in relevant regulations for commercial banks.

Further information on integrated governance can be found in BCA's Corporate Governance Report 2023.

Self-Assessment of Integrated Governance

Integrated governance is assessed every semester (twice a year). In 2023, the parent company, BCA, self-assessed its integrated governance in Semesters I and II. The assessment covered three integrated governance aspects: Structure, Process, and Results. The integrated governance assessment included the following seven factors:

1. Duty performance of the parent company's directors;
2. Duty performance of the parent company's Board of Commissioners;
3. Duty performance of the Integrated Governance Committee;
4. Duty performance of the Integrated Compliance Unit;
5. Duty performance of the Integrated Internal Audit Unit;
6. Integrated risk management;
7. Preparation and implementation of the integrated governance guidelines.

The results of the integrated governance self-assessment in Semesters I and II of 2023 can be seen in BCA's Governance Report 2023

Integrated Governance Committee

Based on the Decree of the Board of Commissioners No. 037/SK/KOM/2015 on the Establishment of the Integrated Governance Committee dated 26 February 2015, BCA has established an integrated governance committee consisting

of representatives of BCA's independent commissioners, independent parties, and representatives of the subsidiaries' independent commissioners and Sharia Supervisory Board members. The Integrated Governance Committee is tasked with assisting BCA's Board of Commissioners in supervising integrated governance implementation in the BCA Financial Conglomerate.

BCA's representatives in the Integrated Governance Committee are as follows:

Name	Position
Ratna Yanti	Independent President Commissioner
Sutedjo Prihatono	A member of the Sharia Supervisory Board

Integrated Compliance Unit

As the main entity in the BCA Financial Conglomerate, BCA has added an integrated compliance function to its Compliance Unit to monitor and evaluate the compliance of each financial service institution in the BCA Financial Conglomerate in coordination with each subsidiary's compliance function.

The Integrated Compliance Unit has the following duties and responsibilities:

1. Monitoring and evaluating each subsidiary's compliance;
2. Developing methods and processes required for integrated compliance risk management;
3. Assessing and preparing an integrated compliance risk profile in the context of integrated risk management;
4. Preparing an integrated compliance duty performance report and submitting it to the parent company's Compliance Director. Further, the parent company's Compliance Director shall prepare an integrated compliance duty performance report and submit it to the parent company's directors and Board of Commissioners.

4. Submitting an integrated internal audit report to the director appointed to supervise the subsidiaries, the main entity's Board of Commissioners, and the main entity's director in charge of compliance;
5. Supporting the subsidiaries in developing their internal audit function.

Integrated Risk Management

In accordance with POJK No. 17/POJK.03/2014 dated 18 November 2014 on Integrated Risk Management for Financial Conglomerates, BCA and its subsidiaries have implemented integrated risk management comprehensively and effectively based on the characteristics and complexity of the Financial Conglomerate's business.

To implement integrated risk management, BCA, as the main entity, has established an Integrated Risk Management Committee and added an integrated risk management function to the Risk Management Unit to act as an Integrated Risk Management Unit.

1. The Integrated Risk Management Committee consists of BCA's Director in charge of integrated risk management, BCA's Directors, several other relevant senior management of BCA, and subsidiaries' Directors representing the financial service institutions in the BCA Financial Conglomerate.
2. In carrying out its functions, the Integrated Risk Management Committee is supported by the Risk Management Unit, which also acts as the Integrated Risk Management Unit to ensure that the risks faced by the main entity and subsidiaries are properly identified, measured, monitored, controlled, and reported in an integrated manner through the appropriate risk management framework. The Integrated Risk Management Unit's duties and responsibilities include:
 - Providing input to the main entity's directors and the Integrated Risk Management Committee in the context of preparing and improving the integrated risk management policy;
 - Monitoring the implementation of the integrated risk management policy, including developing and conducting periodic reviews of procedures and tools for risk identification, measurement, monitoring, and control;

Integrated Internal Audit Unit

As the main entity in the BCA Financial Conglomerate, BCA has added an integrated internal audit function to its Internal Audit Division to monitor the internal audit function of each financial service institution in the BCA Financial Conglomerate and provide recommendations that will increase its added value. The Integrated Internal Audit Unit has the following duties and responsibilities:

1. Assessing the adequacy and effectiveness of the subsidiaries' risk management, internal control, and governance processes, and providing recommendations for improvement;
2. Monitoring internal audit processes in each subsidiary;
3. Monitoring and evaluating the effectiveness of follow-up improvements made based on the subsidiaries' audits, and reporting the improvement measures to the main entity's directors, Board of Commissioners, and Audit Committee;

- Conducting risk monitoring in the BCA Financial Conglomeration;
- Conducting stress testing;
- Reviewing proposals for new business lines that are strategic in nature and significantly affect the risk exposure of the Financial Conglomerate;
- Informing the Integrated Risk Management Committee of findings from integrated risk management evaluations that need to be followed up;
- Preparing and submitting integrated risk profile reports periodically.

Governance Implementation Reports and Governance Assessments

Governance Implementation Report

BCAS prepares a governance implementation report at the end of each financial year. The 2023 report has been prepared, sent to the Financial Services Authority and controlling shareholder, and published on BCAS's website in accordance with applicable regulations (no later than four months after the financial year ends).

Self-assessments

BCAS conducts a self-assessment of the implementation of GCG at least twice a year. The result of the self-assessment in the first semester of 2023 was a rating of 2, with the following details:

	Rating	Definition of Rating
Individual	Two	Good
Consolidation	---	----
Analysis		
It reflects that the Bank's management has implemented Good Corporate Governance which is generally good. This is reflected in the adequate application of the principles of Good Corporate Governance. If there are weaknesses in the application of the principles of Good Corporate Governance, then in general these weaknesses are less significant and can be resolved with normal actions by the Bank's management.		

The self-assessment in semester II of 2023 gave a rating of 1, with the following details:

	Rating	Definition of Rating
Individual	One	Very Good
Consolidation	---	----
Analysis		
The Bank's management has implemented Good Corporate Governance which is generally very good. This is reflected in the implementation of the principles of Good Corporate Governance which is very adequate. If there are weaknesses in the application of the principles of Good Corporate Governance, in general these weaknesses are not significant and can be immediately improved by the Bank's management.		

Corporate Governance Based on Guidelines for Corporate Governance Principles for Banks

BCAS implements 12 principles of corporate governance in accordance with the guidelines issued by the Basel Committee on Banking Supervision. The principles developed by the Basel Committee serve as a reference for implementing corporate governance in banking.

Principle	Implementation at BCA Syariah
Principle 1 The Board of Commissioners' Responsibilities The Board of Commissioners has responsibilities that include approving business strategies, governance structures and mechanisms, and corporate culture and supervising their implementation.	The charter of the Board of Commissioners, which is an integral part of the Corporate Governance Code, regulates the Board of Commissioners' responsibility to supervise BCAS's interests in: <ul style="list-style-type: none"> • Directors' policies and management course; • Advising directors; • Being responsible for such supervision. The charter can be downloaded from the Organizational Structure section on BCAS's website
Principle 2 The Board of Commissioners' Qualifications and Composition The members of the Board of Commissioners must have qualities to perform their duties individually and collectively. The BOC must understand its role in supervising and implementing corporate governance, and be able to make sound and objective decisions.	BCAS's BoC has the correct qualifications and composition in accordance with its duties and responsibilities, which are as follows: <ul style="list-style-type: none"> • fulfilling the Financial Services Authority's approval requirements by passing the Fit and Proper Test; • having integrity, competence, and financial reputation; • having adequate and relevant competencies; The BoC's composition meets the following requirements: <ul style="list-style-type: none"> • It has at least three members and at most the same as the total number of Directors, one of whom serves as the President Commissioner. • At least one member of the Board of Commissioners must reside in Indonesia. • The Board of Commissioners consists of Independent and Non-Independent Commissioners. • The Independent Commissioner share is at least 50% of the total Board of Commissioners members. The Charter of the Board of Commissioners can be downloaded from the Organizational Structure section on BCAS's website.
Principle 3 The Board of Commissioners' Structure and Mechanism The BOC should establish appropriate governance structures and practices to carry out its duties and periodically review their effectiveness.	BCAS's BoC has a structure and mechanism. Directors' responsibilities. The BoC's structure and mechanism can be seen in the Charter of the Board of Commissioners, which is downloadable from the Organizational Structure section on BCAS's website.
Principle 4 Directors Under the BoC's direction and supervision, directors manage the Bank's activities in accordance with BCAS's business strategy, risk appetite, remuneration policy, and other policies approved by the Board of Commissioners.	BCAS's Directors carry out their duties and responsibilities in accordance with the bank's business strategy, risk appetite, remuneration policy, and other policies approved by the Board of Commissioners. Directors' duties and responsibilities can be seen in the Charter of the Directors, which can be downloaded from the Organizational Structure section on BCAS's website.
Principle 5 The Business Group's Governance Structure In a business group, the parent company's Board of Commissioners is responsible for that business group and ensuring the establishment and implementation of sound governance practices in relation to the business group and entities' structure, business, and risks. The BoC and directors should understand the group's organizational structure and the risks it faces.	BCAS has integrated governance guidelines as an integral part of the Corporate Governance Charter. BCAS has sent two representatives to sit on the Integrated Governance Committee

Principle	Implementation at BCA Syariah
Principle 6 Risk Management The Bank should have a qualified, independent risk management function with qualified resources and access to the Board of Commissioners.	<p>Risks at BCAS are managed by the Risk Management Department led by the director in charge of compliance. BCAS also has a Risk Management Committee and is a member of BCA's Integrated Risk Management Committee, which is tasked with providing recommendations to directors on risk management at BCAS. Risk management in BCAS is communicated to the Board of Commissioners through the Risk Monitoring Committee.</p> <p>The main points of the risk management policy can be downloaded from the GCG Policy section on BCAS's website.</p>
Principle 7 Risk Identification, Monitoring, and Control Risks must be identified, monitored, and controlled for all activities of the Bank. The quality of risk management infrastructure and internal control must be able to keep pace with changes in the Bank's risk profile, external risk conditions, and industrial practices.	<p>BCAS mitigates risks through risk identification, measurement, monitoring, and control in accordance with the risk management framework and regularly compiles risk profiles.</p> <p>The main points of the risk management policy can be downloaded from the GCG Policy section on BCAS's website.</p>
Principle 8 Risk Communication Effective risk governance requires accurate risk communication within the Bank, both between organizations and through reporting to the Board of Commissioners and Directors.	<p>BCAS submits BCA Syariah's Risk Profile Report every semester to directors, the Board of Commissioners, and the Financial Services Authority.</p> <p>An Integrated Risk Profile Report every semester to BCA. The main points of the risk management policy can be downloaded from the GCG Policy section on BCAS's website.</p>
Principle 9 Compliance The Board of Commissioners is responsible for overseeing the management of the Bank's compliance risk. The Board of Commissioners should establish a compliance function and approve policies and processes for identifying, assessing, monitoring, reporting, and advising on compliance risk.	<p>The compliance function at BCAS is carried out by the Compliance Department led by the Director for Compliance. The Compliance Department performs the compliance function at BCAS and monitors Directors', the Board of Commissioners', and the Financial Services Authority's implementation of the compliance function, and subsidiaries' compliance with BCA in an integrated manner. The Board of Commissioners also conducts active supervision, including approving policies, procedures, audit reports, periodic reports, requests for explanations, and presentations.</p>
Principle 10 Internal Audits The internal audit function must report its independent assurance activities to the Board of Commissioners and support the Board of Commissioners and directors in promoting effective governance processes and the Bank's health in the long term.	<p>Internal audits are conducted by the Internal Audit Unit, which is tasked with conducting assurance and consulting activities independently and objectively to improve effectiveness and provide added value to the Bank's risk management, internal control, and governance. The Internal Audit Unit reports directly to the president director and communicates with the Board of Commissioners through the Audit Committee.</p> <p>The internal audit function can be seen in the Internal Audit Charter, which can be downloaded from the GCG Policy section on BCAS's website.</p>
Principle 11 Compensation The Bank's remuneration structure should support the implementation of corporate governance and risk management.	<p>BCAS has a remuneration structure that is in accordance with POJK No. 45/POJK.03/2015 on the Implementation of Governance in Providing Remuneration for Commercial Banks and SE OJK No. 40/SEOJK.03/2016 on the Implementation of Governance in Providing Remuneration for Commercial Banks. Periodic evaluation of the implementation of the remuneration policy is conducted by the Remuneration and Nomination Committee.</p> <p>The Remuneration and Nomination Committee's remuneration role can be downloaded from the Organizational Structure section on BCAS's website.</p>
Principle 12 Disclosure and Transparency The Bank's governance should be disclosed transparently to shareholders, depositors, other relevant stakeholders, and market participants.	<p>BCAS has been transparent about its governance and always discloses its governance to its shareholders, depositors, and other relevant stakeholders.</p> <p>Its disclosure and transparency policy can be seen in the Governance Guidelines, which can be downloaded from the GCG Policy section on BCAS's website.</p>

Indonesian Corporate Governance

The National Committee on Governance Policy updated the General Guidelines for Indonesian Corporate Governance in 2023 in line with BCA Syariah's commitment to realizing the four pillars of corporate governance: ethical behaviour, accountability, transparency, and sustainability. BCAS is committed to implementing eight principles of Indonesian corporate governance, including the following:

Principle 1. Directors' and the Board of Commissioners' roles and responsibilities	
Principle	Implementation at BCA Syariah
1.1. Directors' roles and responsibilities	Directors' roles and responsibilities are outlined in: <ul style="list-style-type: none"> Article 12 of the articles of association The Directors' Work Charter which can be accessed via the BCAS website.
1.2. Directors' Performance Assessment	The assessment of directors' performance for the next reporting period will be conducted.
1.3. The Board of Commissioners' roles and responsibilities	The Board of Commissioners' roles and responsibilities are outlined in: <ul style="list-style-type: none"> Article 15 of the articles of association The Board of Commissioners' Work Charter which can be accessed via the BCAS website.
1.4. Committee Establishment	Directors and the Board of Commissioners have committees to assist with their duties. A more detailed description can be found in the sections about committees under the Board of Commissioners and directors herein.
1.5. Performance Assessment of the Board of Commissioners and its Members	The Board of Commissioners' and its members' performance will be assessed for the next reporting period.
1.6. Conflicts of interest	Conflicts of interest in BCAS are regulated in internal policies and can be seen in the affiliated transactions and conflict of interest transactions section herein.
1.7. Improvement of the Directors' and the Board of Commissioners' competence	The Human Resource Department monitors the improvement of the Board of Commissioners' and Directors' competence through internal and external training sessions and workshops. Training for Directors and the Board of Commissioners can be seen in the sections about Directors and the Board of Commissioners herein.

Principle 2. Composition and Remuneration of the Board of Directors and Board of Commissioners	
Principle	Implementation at BCA Syariah
2.1. Directors' and the Board of Commissioners' Composition	The number and composition of the Directors are determined through BCA Syariah's Remuneration and Nomination Committee, which is tasked with providing recommendations to the Board of Commissioners for approval by the GMS. We also consider the Bank's condition, capacity, goal achievement, and need fulfillment in determining the number of composition of the Directors. Directors' and the Board of Commissioners' compositions can be seen in the sections about diversity in the compositions of the Board of Commissioners and Directors herein.
2.2. Remuneration for Directors and the Board of Commissioners	BCAS has a remuneration structure that is in accordance with POJK No. 45/POJK.03/2015 on the Implementation of Governance in Providing Remuneration for Commercial Banks and SE OJK No. 40/SEOJK.03/2016 on the Implementation of Governance in Providing Remuneration for Commercial Banks. The number of remuneration of the Directors can be seen in the Remuneration Policy herein.

Principle 3. Working Relationship between the Board of Directors and the Board of Commissioners

Principle	Implementation at BCA Syariah
3.1. Nature of the working relationship	The Board of Commissioners and Directors communicate effectively in joint meetings held at least once in every four months. The Board of Commissioners and Directors have access to adequate information to allow them to make corporate strategic decisions or policies during the joint meetings. Information about joint meetings between the Board of Commissioners and Directors can be seen in the sections about the meetings of the Board of Commissioners and Directors and joint meetings herein.
3.2. The Board of Commissioners' Access to Information	
3.3. Directors' and the Board of Commissioners' responsibility for the Impact of the Ownership Structure on the Corporation	The Board of Commissioners and Directors openly provide information on share ownership by the Board of Directors and the Board of Commissioners, including the type and number of shares in BCAS, other banks, non-bank financial institutions, and other companies. Detailed information can be found in the sections about the Board of Directors and the Board of Commissioners herein.

Principle 4 Ethical and responsible behavior

Principle	Implementation at BCA Syariah
4.1. The Codes of Ethics and Conduct	BCA Syariah's codes of ethics and conduct are outlined in a code of ethics and values that are effectively communicated to everyone at BCAS.
4.2. Organizational Values and Culture	
4.3. Communicating and enforcing the code of ethics, values, and culture	BCAS is committed to instilling corporate culture in BCAS's personnel through its code of ethics and values. A more detailed description can be seen in the sections about the Code of Ethics and Corporate Culture herein.

Principle 5. Risk Management, Internal Control, and Compliance

Principle	Implementation at BCA Syariah
5.1. Internal Control and Compliance	<p>The compliance function at BCAS is carried out by the Compliance Department supervised by the director in charge of compliance. A more detailed description can be seen in the Compliance Function section herein.</p> <p>BCA Syariah's internal control is in line with the Integrated Internal Control Framework. A more detailed description can be seen in the Internal Control System section herein.</p>
5.2. Risk Management	BCAS has a Basic Risk Management Policy as a guideline for effective risk management. A more detailed description can be found in the Risk Management section herein.
5.3. Integrated Governance, Risk Management, and Compliance	BCAS has established a good governance, risk management, and compliance system.
5.4. Internal Audit	The internal audit function is carried out by the Internal Audit Unit, tasked with carrying out assurance and consulting activities independently and objectively to improve effectiveness and provide added value to risk management, internal control, and governance processes. BCAS also has an Audit Committee to assist the Board of Commissioners with monitoring and ensuring that the internal audit function is effective. Detailed information on this is provided in the sections about the Audit Unit and committees under the Board of Commissioners herein.

Principle 6. Disclosure and transparency

Principle	Implementation at BCA Syariah
6.1. Disclosure Policy	BCAS has an information disclosure policy outlined in its Governance Guidelines. Detailed information on this can be found in the sections about Reporting Integrity and Information systems herein.
6.2. Financial and Sustainability Reporting	BCA Syariah's financial statements and sustainability reports are prepared in an accurate, complete, responsible, and informative manner. Its financial statements for 2023 can be found in the annual report of the same year. The sustainability report has been prepared separately from this annual report and can be accessed on BCAS's website.
6.3. Information Dissemination	BCAS provides its stakeholders and the wider community with easy, cheap, and effective access to information. A more detailed description of this can be seen in the section about Access to Information and Company Data herein.

Principle 7. Protection of shareholders' rights

Principle	Implementation at BCA Syariah
7.1. Shareholders' Rights	BCAS has not conducted an IPO on the stock exchange and the current shareholders are PT Bank Central Asia Tbk and PT BCA Finance. A more detailed description can be seen in the Shareholder Information section herein.
7.2. Fair treatment of Shareholders	Shareholders have equal voting rights and receive equal treatment from BCA Syariah. A more detailed description can be seen in the sections about the following: <ul style="list-style-type: none"> • Major Shareholders • General Meetings of Shareholders (GMS) • Article 10 of PT Bank BCA Syariah's Articles of Association herein and on BCAS's website.
7.3. General Meetings of Shareholders (GMS)	General meetings of shareholders are organized in accordance with the Financial Services Authority's regulations and Article 8 of PT Bank BCAS's articles of association. A more detailed description can be seen in the sections about Shareholder Information and General Meetings of Shareholders (GMS) herein and on BCAS's website.

Principle 8. Other stakeholders

Principle	Implementation at BCA Syariah
8.1. Key Stakeholder Engagement	Through the Corporate Secretary, BCAS maintains transparent and effective communication with stakeholders. A more detailed description can be found in the Corporate Secretary section herein.
8.2. Sustainability Integration in the Business Model	The Board of Commissioners and directors decide on corporate sustainability strategies, priorities, and targets. Directors and the Board of Commissioners incorporate sustainability considerations when performing their roles.
8.3. Stakeholder Protection	BCAS fulfils its corporate responsibility and discloses it to its stakeholders, including but not limited to customers, suppliers, the communities, the environment, creditors, employees, and regulatory bodies. The disclosed information can be seen in BCAS's sustainability report, which has been prepared separately from this annual report and can be accessed on BCAS's website.

ASEAN Corporate Governance Scorecard (ACGS)

A. Shareholders' Rights	
Principle and Recommendation	Fulfillment
A.1. Shareholders' Basic Rights	This recommendation is found in Article 21 of the Company's articles of association, which discusses the use of profit and interim dividend distribution. The article can be accessed on BCA Syariah's website.
A.2. The Right to Participate in Decision-Making on Fundamental Changes to the Company	The recommendation is found in the section about General Meetings of Shareholders.
A.3. The Rights to Participate Effectively and Vote in General Meetings of Shareholders and Obtain Information on GMS House Rules and Voting Procedures	The recommendation is found in Article 10 of the Company's articles of association. The article is about Quorum, Voting Rights, and GMS Resolutions and can be accessed on BCA Syariah's website.
A.4. The markets should be allowed to efficiently and transparently supervise the company	N/A
A.5. The ownership rights of shareholders, including institutional investors, should be facilitated	The recommendation is found the section about access to company information and data.

B. Fair Treatment of Shareholders	
Principles & Recommendations	Fulfillment
B.1. Shares and Voting Rights	The recommendation is found in Article 10 of the Company's Articles of Association. The article is about Quorum, Voting Rights, and GMS Resolutions and can be accessed on BCAS's website.
B.2. Summon to the AGMS	The recommendation is found in Article 9 of the Company's articles of association. The article is about Venues, Summons, and the Chairperson of the GMS and can be accessed on BCAS's website.
B.3. Insider and non-compliant trading should be prohibited	N/A
B.4. Related party transactions by directors and senior management	The recommendation is found in sections about: <ul style="list-style-type: none"> Affiliated Transactions and Conflict of Interest Transactions Provision of Funds to Related Parties and Provision of Large Exposure
B.5. Protecting minority shareholders from unregulated actions	The recommendation is found in sections about: <ul style="list-style-type: none"> Affiliated Transactions and Conflict of Interest Transactions Provision of Funds to Related Parties and Large Exposures

C. Stakeholders' Role	
Principles & Recommendations	Fulfillment
C.1. Respect for stakeholders' rights according to legislation or agreements	The recommendation is found in sections about: <ul style="list-style-type: none"> Access to Company Information and Data The Code of Ethics Sustainable Finance
C.2. Where stakeholders' interests are protected by law, stakeholders should have the opportunity for effective redress for violations of their rights.	The recommendation is found in sections about: <ul style="list-style-type: none"> Access to Company Information and Data Reporting Integrity and Information Technology Systems
C.3. Mechanisms for worker participation should be developed	The recommendation is found in sections about: <ul style="list-style-type: none"> Sustainable Finance The Remuneration Policy The 2023 Annual Financial Report for Human Resources Management

C. Stakeholders' Role

Principles & Recommendations	Fulfillment
C.4. Stakeholders, including individual workers and their representatives, should be able to freely communicate concerns about illegal or unethical practices to the Board of Directors and not have their rights compromised for doing so.	<p>The recommendation is found in sections about:</p> <ul style="list-style-type: none"> • The Whistleblowing System • Implementation of Anti-Fraud Strategy

D. Disclosure and Transparency

Principles & Recommendations	Fulfillment
D.1. Transparency of Ownership Structure	<p>The recommendation is found in sections about:</p> <ul style="list-style-type: none"> • Directors • The Board of Commissioners • The Sharia Supervisory Board • Information on Major/Controlling Shareholders • Governance in the Bank Group
D.2. Quality of the Annual Report	<p>The recommendation is found in sections about:</p> <ul style="list-style-type: none"> • The 2023 Annual Financial Statements • Corporate Culture • Article 21 of the Company's Articles of Association. The article is about the Use of Profit and Distribution of Interim Dividends and Distribution of Dividends • Meetings of the Board of Commissioners and Directors and Joint Meetings • The Remuneration Policy • Governance Practices at BCA Syariah • Legal Issues • Significant Cases & Administrative Sanctions
D.3. Disclosure of Transactions with Related Parties	<p>The recommendation is found in sections about:</p> <ul style="list-style-type: none"> • Provision of Funds to Related Parties and Large Exposures • Affiliated Transactions and Conflict of Interest Transactions
D.4. Directors and Commissioners conducting company stock transactions	N/A
D.5. External Auditors and Auditors' Reports	<p>The recommendation is found in the section about:</p> <ul style="list-style-type: none"> • Public Accountants (External Audit)
D.6. Communication Media	<p>The recommendation is found in sections about:</p> <ul style="list-style-type: none"> • Reporting Integrity and Information Technology Systems • Access to Company Information and Data
D.7. Annual Report and Financial Statement Release Schedules	<p>The recommendation is found in the section about:</p> <ul style="list-style-type: none"> • The 2023 Annual Financial Statements
D.8. The Company's Website	<p>The recommendation is found in the sections about:</p> <ul style="list-style-type: none"> • Reporting Integrity and Information Technology Systems • Access to Company Information and Data
D.9. Investor Relations	<p>The recommendation is found in the sections about:</p> <ul style="list-style-type: none"> • Reporting Integrity and Information Technology Systems • Access to Company Information and Data

E. Directors' and the Board of Commissioners' Responsibilities

Principles & Recommendations	Fulfillment
E.1. Directors' and the Board of Commissioners' duties and responsibilities	The recommendation is found in the sections about: <ul style="list-style-type: none"> • Directors • The Board of Commissioners • Corporate Culture
E.2. Directors' and the Board of Commissioners' Structures	The recommendation is found in the sections about: <ul style="list-style-type: none"> • The Code of Ethics • Directors • The Board of Commissioners • Corporate Culture
E.3. Directors' and the Board of Commissioners' Processes	The recommendation is found in the sections about: <ul style="list-style-type: none"> • Directors • The Board of Commissioners • Meetings of the Board of Commissioners and Directors and Joint Meetings • The Corporate Secretary • The Remuneration Policy • The Internal Audit Unit • Risk Management
E.4. Directors and the Board of Commissioners	The recommendation is found in the sections about: <ul style="list-style-type: none"> • Directors • The Board of Commissioners
E.5. Directors' and the Board of Commissioners' Performance	The recommendation is found in the sections about: <ul style="list-style-type: none"> • Directors • The Board of Commissioners

Our Statement on Bad Corporate Governance

BCAS is committed to complying with regulations on corporate governance. BCAS did not engage in any bad corporate governance practices that hindered the implementation of Good Corporate Governance in 2023. This is evident from the table below:

Description	Practice
Reported as a company that pollutes the environment	None
Important cases that are being faced by the company, subsidiaries, or the incumbent members of the Board of Directors or the Board of Commissioners which are not disclosed in the Annual Report	None
No disclosure of the operating segment in listed companies	N/A
Discrepancies between the hardcopy and softcopy versions of the Annual Report	None
Discrepancies between the presented Annual Report and Financial Statements and the regulations and Indonesian Financial Accounting Standards.	None



Corporate Social Responsibility

BCAS is committed to implementing the responsibility principle in good corporate governance practices. This is achieved by adhering to prudential banking practices and ensuring that the company's management complies with applicable laws, regulations, and ethical and responsible corporate management practices. In addition, BCAS recognizes its responsibility to care for the environment and carry out social responsibilities. Therefore, the company has implemented corporate social responsibility programs for all stakeholders.

Detailed information on the Company's corporate social responsibility and sustainable finance practices that refer to POJK No. 51/POJK.03/2017 and SEOJK No. 16/POJK.04/2021 can be found in its Sustainability Report, which has been prepared separately from this Annual Report and can be accessed on BCAS's website at <https://www.bcasyariah.co.id/laporan-keberlanjutan>.





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The scope of discussions on risk exposure and capital shall refers to the Attachment to this OJK Circular Letter.	v
4) Governance	164-274
a) Information on governance	164-274
In the event that BUS discloses information on governance as an inseparable part of the annual report of published financial statements and information on financial performance, the scope of governance information is in accordance with the provisions of laws and regulations regarding the implementation of good corporate governance for sharia commercial banks and sharia business units as well as regulations of the Financial Services Authority concerning the implementation of governance in providing remuneration for sharia commercial banks and sharia business units.	v
b) Sustainability Report	Presented separately

Description	Page
1. The sustainability report should conform with relevant regulations from OJK on the implementation of sustainable finance for financial services institutions, issuers, and public companies.	v
In the event that BUS prepares the sustainability report as an inseparable part of the annual report of published financial statements and information on financial performance, the scope of such sustainability report should conform with relevant regulations from OJK on the implementation of sustainable finance for financial services institutions, issuers, and public companies.	v
2. Social and environmental responsibility report of the BUS in accordance with laws and regulations on social and environmental responsibility for limited liability companies.	
Information on social and environmental responsibility covers management policies, types of programs, and costs expended, among other things in aspects of:	
i. Environment;	v
ii. Labor practices;	v
iii. Sound institutional practices;	v
iv. Consumer; and	v
v. Community development.	v
In the event that BUS presents information on social and environmental responsibility in a separate report such as in a social and environmental responsibility report or a sustainability report, the BUS is exempted from disclosing information regarding social and environmental responsibility in the annual report of published financial statements and information on financial performance.	v
5) Audited Financial Statements	292-386
a) The financial statements that have been audited by a public accountant and public accountant firm registered with the OJK, which covers:	295-302
b) Statement of financial position;	303-305
c) Statement of profit or loss and other comprehensive income;	306-307
d) Statement of changes in equity;	308
e) Statement of cash flows; and	309-310
f) Notes to the financial statements, including information on commitments and contingencies.	314-386
6) Information related to the business group of BUS	
For BUS that is part of a business group and/or that have a Subsidiary Entity, the following information should be included in the annual report of published financial statements and information on financial performance:	
a) Structure of BUS business group, covering:	81-83
1. Structure of BUS business group, comprising the BUS, Subsidiary Entity, Related Entity, Parent Entity, and up to the ultimate shareholder;	v
2. Management relationship among companies in the BUS business group; and	v
3. Shareholders acting in concert	v
Shareholders acting in concert refer to individual or institutional shareholders with a common objective of controlling the BUS, with or without a formal agreement;	v
b) Transactions between the BUS and related parties in the BUS business group, with consideration of the followings:	113-114
1. Information on transactions with related parties, whether conducted by BUS or by any entity in the BUS business group in the financial sector;	v
2. Related parties are parties defined as such in relevant financial accounting standards;	v
3. Types of transaction with related parties, including:	v
i. Cross shareholding;	v
ii. Transactions by a business group performed in the interest of another business group;	v
iii. Short-term liquidity management in the business group;	v

Description	Page
iv. Funding provided to, or received by, another entity in a business group;	v
v. Exposure to a majority shareholder in the form of, among others, loans, commitments and contingencies; and	v
vi. Transactions for the purchase, sale and/or rental of assets with another entity in the business group, including transactions with repurchase agreement (repo);	v
c) Transactions with related parties conducted by each entity in the BUS business group in the financial sector;	113-114
d) The provision of funding, commitments or equivalent facilities from an entity in the BUS business group to the customers and/or parties that already received financing from the BUS;	v
e) Existence of a prohibition, restriction, and/or other significant constraint to transfer funds or to fulfil the required regulatory capital between BUS and other entities in a business group; and	v
f) Name and address of Subsidiary Entity, associated entities and joint venture entities where the BUS have a common control with the entity, along with the percentage of share-ownership, line of business, total assets and operational status of the BUS (if any).	83-84
c. The BUS that is an issuer and/or a Public Company should include in addition the scope of information in accordance with the provisions of OJK Regulation regarding the annual report of issuer or public company.	v

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Branch Network Address

per 31 December 2023

Location	Branch Name	Branch Address	Phone Number
JABODETABEK			
Jakarta	KC JATINEGARA	Jl. Jatinegara Timur No.72, Jakarta Timur 13310	(021) 8190072, 8505030, 8505035
Jakarta	KC MANGGA DUA	Ruko Agung Sedayu (Harco Mangga Dua), Blok E No.26 Jl. Mangga Dua Raya – Jakarta Pusat 10730	(021) 6123758-9, 6123761-2
Jakarta	KC SAMANHUDI	Komp.Perkantoran Mitra Krekot, Jl.K.H Samanhuri No.21 Jakarta Pusat 10710	(021) 3506706,3866457-9 3807770-71
Jakarta	KC SUNTER	Ruku Komplek Mitra Sunter No. B.11-12 Sunter Jakarta Utara	(021) 65837724, 65837725, 65837726
Jakarta	KCP KENARI	JL Sukarjo Wiryopranoto No 4 Jakarta Pusat	(021) 3914404-5
Jakarta	KCP KELAPA GADING	Gedung BCA KCP Kelapa Gading Raya Jl. Boulevard Raya Blok L No. 1 Kelapa Gading Jakarta Utara	(021) 45879429-30
Jakarta	KCP ULS TN ABANG	Gedung KCP BCA Tanah Abang Blok B, Gedung Pasar Tanah Abang Blok B lantai 5, kios No.3,5,6 Jl Fachrudin No. 78, 80, 82, Jakarta Pusat 10250	(021) 23573598
Jakarta	KCP ULS METRO PONDOK INDAH	Gedung BCA KCP Metro Pondok Indah Jln. Metro Pondok Indah UA 60 & 61 Jakarta Selatan 12310	(021) 7693823
Jakarta	KCP ULS PASAR MINGGU	Gedung BCA KCP Pasar Minggu Jln. Raya Pasar Minggu 6 Jakarta Selatan 12740	(021) 79188703
Jakarta	KCP ULS TANJUNG PRIOK	Gedung BCA KCU Tanjung Priok Jln. Enggano 22-23 Jakarta Utara 14310	(021) 43937937
Jakarta	KCP ULS MELAWAI	Gedung BCA KCP Blok M Jl. Melawai Raya 165 Blok C 1-3, Jakarta Selatan 12160	(021) 72780409
Jakarta	KCP ULS GUDANG PELURU	Gedung BCA KCP Gudang Peluru Komp. Gudang Peluru Blok A No. 23 - Jl. Kampung Melayu Besar - Jakarta Selatan 12830	(021) 83706303
Jakarta	KCP ULS KEMANG MANSION	Gedung BCA KCP Kemang Mansion Shopping Arcade The Mansion at Kemang, Jln. Kemang Raya No. 3-5 Jakarta Selatan 12730	(021) 29055560
Jakarta	KCP ULS PURI INDAH	Gedung BCA KCP Pasar Puri Indah Jl Raya Puri Indah Blok A/20-22, Kembangan Jakarta Barat 11610	(021) 58354757
Jakarta	KCP ULS PLUIT KENCANA	Gedung BCA KCP Pluit Kencana Jln. Taman Pluit Kencana Selatan No. 1-3 Jakarta Utara 14440	(021) 66678530
Jakarta	KCP ULS BINTARO UTAMA	Gedung BCA KCP Bintaro Utama Bintaro Jaya Blok E Kav. 3-5 Jl Bintaro Utama Rukan	(021) 22734410
Bekasi	KCP BEKASI	Komp. Pertokoan Pratama Plaza, Blok A 4/12, Jl Ir. H. Juanda No. 151, Bekasi 17111	(021) 8803011 – 2, 8811973
Bekasi	KCP PASAR KRANJI	JL. Raya Pemuda No. 7 Rt 005/Rw 004, Kecamatan Bekasi Barat	(021) 8866932, 88952463, 88953003
Bekasi	KCP ULS JUANDA BEKASI	Gedung BCA KCP Juanda Bekasi Jl. Ir H. Juanda No. 54 Bekasi 17113	(021) 88343599

Location	Branch Name	Branch Address	Phone Number
Bekasi	KCP PONDOK GEDE	Pertokoan Jatimakmur Residence Jl Raya Jatimakmur No.A7 Jatimakmur, Pondok Gede, Bekasi	(021) 84903617, 84903618
Bekasi	KCP CIKARANG SELATAN	Pertokoan Metro Boulevard Blok A No. 14 Jl Niaga Raya Jababeka Cikarang Selatan, Kabupaten Bekasi	(021) 8971661, 8971684
Depok	KCP DEPOK	Komp. Ruko Kartini Jl Raya Citayem No B20 Rt 01 Rw 02 Kel. Depok Kec.Pancoran Mas, Depok	(021) 77200815, 77200827
Depok	KCP ULS MARGONDA DEPOK	Gedung BCA KCU Depok Jl. Margonda Raya No.182, Depok 16423	(021) 77218192
Bogor	KCP CILEUNGSI	Komp. Ruko Griya Kenari Mas A1 No. 13 Rt 16 Rw 10 Cileungsi Kidul, Bogor	(021) 82496628
Bogor	KCP ULS BOGOR	Gedung BCA KCU Bogor Jln. Ir Juanda 28, Bogor 16122	(0251) 8327255
Bogor	KCP ULS CIMANGGIS	Gedung BCA KCP Cimanggis Jln. Raya Bogor Km. 29, Cimanggis - Cibinong 16951	(021) 87714758
Tangerang	KCP ULS TANGERANG	Gedung BCA KCU Tangerang Jln. Kisamaun No. 57, Tangerang - Banten 15118	(021) 55770024
Tangerang	KCP CILEDUG	Ruko Dian Plaza Jl. Raden Patah No. 8A Ruko No. 12A, Kelurahan Sudimara, Kecamatan Ciledug, Kota Tangerang	(021) 73451916, 73451976
Tangerang	KCP PASAR ANYAR TANGERANG	Jl. KH Sholeh Ali No.3 Sukasari, Kota Tangerang	(021) 55732121, 55732123
Tangerang	KCP CIPUTAT (MCP)	Komp. Perkantoran Ciputat Lot Jl Dewi Sartika No. 22 Ciputat Tangerang Selatan	(021) 7425598, 7425631
Tangerang	KCP ULS BINTARO	Gedung BCA KCU Bintaro Bintaro Jaya Blok A-5 No.12 & 15 Sektor 7, Kel. Pondok Jaya, Kec. Pondok Aren	(021) 27622484
WEST JAVA			
Bandung	KC BANDUNG	BCA KCU Dago Lt. 2 Jl. Ir. H. Juanda 118 Bandung	(022) 4267 425-27
Bandung	KCP ULS ASIA AFRIKA	BCA KCU Bandung Jl. Asia Afrika 122-124 Bandung 40261	(022) 253 2013
Bandung	KCP ULS KOTA BARU PARAHYANGAN	Gedung BCA KCP Kota Baru Parahyangan Jl.Panyawangan Kav.6 No.6 Kota Baru Parahyangan Bandung	(022) 87794368
Bandung	KCP ULS BUAH BATU BANDUNG	Gedung BCA KCP Buah Batu Jl. Buah Batu 192 Bandung	(022) 73517344
Cimahi	KCP ULS Cimahi	BCA KCP Cimahi Jl. Cimahi No. 533, Karangmekar, Kec. Cimahi Tengah, Kota Cimahi, Jawa Barat 40523	(022) 20685965
ACEH			
Banda Aceh	KC BANDA ACEH	Jl. Tgk. Daud Beureueh No. 44, Gampong Kuta Alam, Banda Aceh	(0651) 22484
Lhokseumawe	KCP LHOKSEUMAWE	JL Merdeka 13 - 14 Lhokseumawe	(0645) 43554
Bireuen	KCP ULS BIREUEN	JL Teuku Nyak Arief No. 205 (d/h Jl Mawar)	(0644) 21046
SUMATRA			
Medan	KC MEDAN	Jln. Asia No. 184 D Medan 20214	(061) 7365457, 7365401, 7365011

Location	Branch Name	Branch Address	Phone Number
Medan	KCP ULS SETIABUDI MEDAN	Gedung BCA KCP Setiabudi Medan Jl. Setiabudi No. 150 A-B Medan	(061) 42405911
Palembang	KC PALEMBANG	Gedung BCA KCU Palembang Jl. Demang Lebar Daun No. 10 Palembang	(0711) 5560811, 5560966, 5560858
Palembang	KCP ULS A RIVAI PALEMBANG	Gedung BCA KCP A. Rivai Palembang Jl. Kapten Rivai 22 Palembang	(0711) 5735008
Palembang	KCP ULS SUDIRMAN PALEMBANG	Gedung BCA KCP Sudirman Palembang Jl. Jenderal Sudirman No.2936A, RT.015 RW.06, Kel. 20 Ilir III, Kec. Ilir Timur I, Palembang	(0711) 7445397
Bandar Lampung	KC BANDAR LAMPUNG	Gedung BCA KCP Teluk Betung Jl. Ikan Gurame No. 24-26, Bandar Lampung	(0721) 5609956
Metro Lampung	KCP METRO LAMPUNG	Jl. ZA Pagar Alam Ruko Sumur Bandung Blok C no.11 Kelurahan Metro, Kecamatan Metro Pusat, Kota Metro Lampung	(0725) 2202019, 2202020, 2202021
CENTRAL JAVA			
Semarang	KC SEMARANG	Jl. Kapten Pierre Tendean 13, Semarang	(024) 3557444, 3580530
Semarang	KCP ULS MAJAPAHIT	Gedung BCA KCP Majapahit Jl. Majapahit 112 Semarang 50161	(024) 76584661
Semarang	KCP ULS PEMUDA SEMARANG	Gedung BCA KCU Semarang Jl Pemuda No. 90-92 Semarang	(024) 3559779
Solo	KC SOLO	Jln Slamet Riyadi 488 Solo 57142	(0271) 724951, 726992, 735636,
Solo	KCP ULS SOLO SLAMET RIYADI	Gedung BCA KCU Solo Slamet Riyadi Jln. Brigjen Slamet Riyadi 3 Solo	(0271) 633775
Solo	KCP ULS SINGOSAREN SOLO	Gedung BCA KCP Singosaren Jl. Dr. Rajiman 197 Solo	(0271) 2935588
Yogyakarta	KC YOGYAKARTA	Gedung BCA KCP P. Mangkubumi Jln. P. Mangkubumi 5-7 Yogyakarta 55271	(0274) 2920549,2920550, 2920552
Yogyakarta	KCP ULS SUDIRMAN YOGYAKARTA	Gedung BCA KCU Yogyakarta Jl Jendral Sudirman No. 49-51 Yogyakarta	(0274) 5015302
Kudus	KCP ULS KUDUS	Gedung BCA KCU Kudus Jln. A Yani 91 Kudus	(0291) 2913130
Sragen	KCP ULS SRAGEN SOLO	Gedung BCA KCP Sragen Jl. Sukowati 185 Sragen	(0271) 8851245
EAST JAVA			
Surabaya	KC SURABAYA	Jl. Bratang Binangun RMI A-24 Bratajaya, Gubeng, Surabaya 60284	(031) 99453612-13
Surabaya	KCP ULS DARMO SURABAYA	Gedung BCA KCU Darmo Jl. Raya Darmo No.5 Surabaya 60265	(031) 5678137
Surabaya	KCP ULS VETERAN	Gedung BCA KCU Vetaran Jln. Veteran 18-24, Surabaya 60175	(031) 3572956
Surabaya	KCP ULS SIDOARJO	Gedung BCA KCU Sidoarjo Jln. Ahmad Yani 39 A, Sidoarjo 61212	(031) 8968805, 8962611
Surabaya	KCP ULS KAPAS KRAMPUNG	Gedung BCA KCP Kapas Krampung Jln. Kapas Krampung 126-126A-B, Surabaya 60136	(031) 5047946
Surabaya	KCP ULS PONDOK CHANDRA	Gedung BCA KCP Pondok Chandra Komp. Pertokoan Pondok Chandra, Jln. Palem TC 09, Surabaya 61151	(031) 8675613
Surabaya	KCP ULS PERAK BARAT/PUCANG ANOM	Gedung BCA KCP Pucang Anom Jln. Pucang Anom Timur 18 Surabaya	(031) 99022180

Location	Branch Name	Branch Address	Phone Number
Surabaya	KCP ULS TAMAN PONDOK INDAH	Gedung BCA KCP Taman Pondok Indah Ruko Taman Pondok Indah blok A-16 Surabaya 61174	(031) 99423455
Surabaya	KCP Sungkono	Jl. Mayjend Sungkono Komp. Pertokoan Darmo Park 1 Blok 2-A/1 Surabaya 60256	(031) 568 0373-74
Sidoarjo	KCP ULS SEPANJANG	Gedung BCA KCP Sepanjang Jln. Raya Wonocolo 59, Taman Sepanjang - Sidoarjo 61257	(031) 7887183
Sidoarjo	KCP ULS GEDANGAN	Gedung BCA KCP Gedangan Jl Raya 18 Gedangan Sidoarjo 61254	(031) 855 6993
Gresik	KCP ULS GRESIK	Gedung BCA KCU Gresik Jl. R.A. Kartini 98B - 100 Gresik 61122	(031) 3976869
Malang	KCP MALANG	Gedng BCA KCP Kudusn Jl KH Zainul Arifin 78 Malang	(0341) 352671, 357146, 355980,357312
Pandaan	KCP ULS PANDAAN	Gedung BCA KCP Pandaan Jln. RA. Kartini 2, Jogosari - Pandaan	(0343) 6743611
Mojokerto	KCP ULS MOJOKERTO	Gedung BCA KCU Mojokerto Jl. H.O.S. Cokroaminoto 5 Mojokerto	(0321) 5285631
Kepanjen	KCP ULS KEPANJEN	Gedung BCA KCP Kepanjen Jl. Jend. Yani 99 (Jl.Pahlawan), Kepanjen	(0341) 3906144
Kediri	KCP KEDIRI	Gedung BCA KCU Kediri Jl. Brawijaya 8 Kediri 64123	(0354) 2891150
Pasuruan	KCP PASURUAN	Jl. Perwira 200 Pasuruan 67111 (Jl Soekarno Hatta, Bangilan Panggungrejo, Pasuruan)	(0343) 5631468, 5631460, 5631359,
Banyuwangi	KCP BANYUWANGI	Gedung BCA KK Sudirman Banyuwangi Jl Jendral Sudirman No 85 - 87 Banyuwangi 68415	(0333) 2890895
SULAWESI			
Makassar	KC PANAKKUKANG	Gedung BCA KCU Panakkukang Jl. Boulevard Blok F5 No. 5 Panakkukang, Makassar	(0411) 4763269, 4763281
LSBU			
West Java	LSBU BEKASI	Gedung BCA KCU Bekasi Jl. Jend. Ahmad Yani No. 9 RT.01 RW.05 Bekasi17141	(021) 29383900
West Java	LSBU CIBUBUR	Gedung BCA KCU Cibubur Jl. Alternatif Cibubur RT.005/09 Kel. Harjamukti, Cibubur 16454	(021) 29066982
West Java	LSBU KARAWANG	Jl. Panatayuda 1 No. 37, Karawang 41312	(0267) 403674
East Java	LSBU BANGKALAN	Jl. Trunojoyo 15 A, Bankalan 69112	(031) 3095648
East Java	LSBU TUBAN	Jl. Panglima Sudirman 35, Tuban 62314	(0356) 328611
East Java	LSBU BABAT	Jl. Raya No. 23 Banaran, Babat, 62271	(0322) 3391236
East Java	LSBU PAMEKASAN	Jl. Jokotole 4, Pamekasan 69313	(0324) 321090
East Java	LSBU SAMPANG	Jl. KH Wahid Hasyim No. 17, Sampang 69213	(0323) 321414
West Java	LSBU CIREBON	Jl. Yos Sudarso 27	(0231) 232701, 234348-9
West Java	LSBU GARUT	Jl. Ciledug 162	(0262) 231304 (hunting)
West Java	LBU SUKABUMI	Jl. A. Yani 33-35	(0266) 224455 (hunting)
West Java	LSBU TASIKMALAYA	Jl. HZ Mustofa 300	(0265) 332005 (hunting)
West Java	LSBU CIANJUR	Jl. Hos Cokroaminoto 56-58	(0263) 262182, 262158, 262067-9

Location	Branch Name	Branch Address	Phone Number
West Java	LSBU SUBANG	Jl. Otto Iskandardinata 37	(0260) 411602, 411604, 411605
West Java	LSBU PURWAKARTA	Jl. Jend. Sudirman 85	(0264) 201311 (hunting)
West Java	LSBU INDRAMAYU	Jl. D.I. Panjaitan No. 69	(0234) 272802, 275031-3
West Java	LSBU JATIWANGI	Jl. Jend. A. Yani 224, Jatiwangi	(0233) 881164, 881394
West Java	LSBU CIAMIS	Jl. A. Yani 33	(0265) 771428, 771633-4
West Java	LSBU KUNINGAN CIREBON	Jl. Siliwangi 95	(0232) 875680-1, 871256
West Java	LSBU CIBADAK	Jl. Siliwangi No. 81 A & B Cibadak	(0266) 531380
West Java	LSBU SUMEDANG	Jl. Mayor Abdurahman 181-183	(0261) 201121, 201928
East Java	LSBU PROBOLINGGO	Jl. Suroyo 28	(0335) 421148-436-638, 422328-374-401
East Java	LSBU SITUBONDO	Jl. Diponegoro 68	(0338) 671155 (hunting), 672011, 672156, 672267
East Java	LSBU TULUNGAGUNG	Jl. Diponegoro 54	(0355) 323105-7, 327543, 325954
East Java	LSBU BLITAR	Jl. Cepaka No. 17	(0342) 807888
East Java	LSBU MADIUN	Jl. Jend. Sudirman 79-81	(0351) 463443 (hunting)
East Java	LSBU PASURUAN	Jl. Soekarno Hatta No. 33	"(0343) 426651, 426652, 426653, 426654"
East Java	LSBU KERTOSONO	Jl. A. Yani No. 114	(0358) 551248, 551577
East Java	LSBU BANYUWANGI	Jl. Ahmad Yani No. 24-26	(0333) 424250 (hunting)
East Java	LSBU BONDOWOSO	Jl. KH Wahid Hasyim 63	(0332) 421514
East Java	LSBU LUMAJANG	Jl. Panglima Sudirman 27	(0334) 881326, 882126
East Java	LSBU MAGETAN	Jl. A. Yani No. 25 B	(0351) 8198000
East Java	LSBU NGAWI	Jl. Sultan Agung No. 52	(0351) 747351
Central Java	LSBU PURWOKERTO	Jl. Jend. Sudirman 391 A	(0281) 632111 (hunting)
Central Java	LSBU CILACAP	Jl. A. Yani 118	(0282) 535120-1, 531281
Central Java	LSBU PURWODADI	Jl. MT. Haryono 2	(0292) 421401
Central Java	LSBU MAGELANG	Jl. A. Yani 1	(0293) 367777 (hunting)
Central Java	LSBU PEKALONGAN	Jl. Diponegoro 27	(0285) 424783 (hunting), 424476-7
Central Java	LSBU SALATIGA	Jl. Diponegoro 15	(0298) 326060-61
Central Java	LSBU TEGAL	Jl. AR. Hakim 2	(0283) 356889 (hunting)
Central Java	LSBU BANJARNEGARA	Jl. Pemuda 72	(0286) 591428, 591429, 595069, 592420
Central Java	LSBU WONOSOBO	Jl. A. Yani 3	(0286) 321118, 322457
Central Java	LSBU WONOGIRI	Jl. Jend. Sudirman No. 233	(0273) 321451-2
Central Java	LSBU PARAKAN	Jl. Kosasih No. 24, Parakan	(0293) 596604, 596667

Location	Branch Name	Branch Address	Phone Number
Central Java	LSBU JEPARA	Jl. Pemuda 28-32	(0291) 592392-5 (hunting)
Central Java	LSBU KEDUNGWUNI	Jl. Raya Kedungwuni No. 131, Kel Kedungwuni Barat, Kec. Kedungwuni, Kab. Pekalongan	(0285) 785408-09; 785412
Central Java	LSBU KUTUARJO	Jl. Diponegoro No. 93, Kutoarjo	(0275) 641265
Central Java	LSBU BOYOLALI	Jl. Pandanaran 58 Rancah Wetan RT 01 / RWXI, Siswodipuran	(0273) 321739, 3286262
Central Java	LSBU PURBALINGGA	Jl. Jend. Sudirman No. 80	(0281) 891410, 891422, 891488
Central Java	LSBU GOMBONG	Jl. Yos Sudarso No. 406, Gombang	(0287) 471666
South Jakarta	LSBU BLOK A CIPETE	Jl. RS Fatmawati 6 A	(021) 7658605 (hunting)
Central Jakarta	LSBU CITY TOWER	The City Tower, Ground Floor, Jl. MH. Thamrin No. 81	(021) 31996069
South Jakarta	LSBU KEBAYORAN BARU	Jl. Melawai Raya Blok B No. III RT. 007 / RW. 005 Kebayoran Baru	(021) 7205082, 7207011, 7207648
South Jakarta	LSBU KUNINGAN	Gedung Menara Karya Ground Floor, Jl. HR Rasuna Said Blok X-5 Kav. 1-2	(021) 57944500
South Jakarta	LSBU MENARA BIDADARA	Menara Bidadara Lt. Lobby dan Lt. 1, Jl. Gatot Subroto Kav.71-73	(021) 83700809 (hunting)
South Jakarta	LSBU PONDOK INDAH	Wisma BCA Pondok Indah, Jl. Metro Pondok Indah	(021) 29973555
South Jakarta	LSBU SCBD	Equity Tower Ground Floor Unit D & Lantai 8 Unit E, Jl. Jend. Sudirman Kav. 52-53 Lot 9	(021) 5153333
South Jakarta	LSBU SUDIRMAN	Gedung Chase Plaza, Jl. Jend. Sudirman Kav. 21	(021) 25989898
Central Jakarta	LSBU THAMRIN	Menara BCA, Grand Indonesia, Jl. MH Thamrin No. 1	(021) 23588000 (hunting)
South Jakarta	LSBU FATMAWATI	Jl. RS Fatmawati 1	(021) 7500199, 7503675
Central Jakarta	LSBU SABANG	Jl. H. Agus Salim 57 B	(021) 31922488
Central Jakarta	LSBU MENTENG	Jl. HOS Cokroaminoto No. 83	(021) 3905401-2
South Jakarta	LSBU PERMATA HIJAU	Pertokoan Permata Hijau Blok D No. C27-28 dan B22	(021) 5308692, 5308694, 5308698
South Jakarta	LSBU KEMANG	Jl. Raya Kemang No. 60	(021) 7193323, 7193327, 7193329
South Jakarta	LSBU WARUNG BUNCIT	Gedung Multika, Jl. Mampang Prapatan Raya 71-73	(021) 7975146, 7975149, 7975224
South Jakarta	LSBU SANTA	Jl. Wolter Monginsidi 54	(021) 2702801
Central Jakarta	LSBU GUNSA 45	Jl. Gunung Sahari 45	(021) 6012123 (hunting), 6012129-30
East Jakarta	LSBU KALIMALANG	Jl. Tarum Barat Blok E No. 5	(021) 8643295 (hunting)
North Jakarta	LSBU KELAPA GADING	Menara Satu Sentra Kelapa Gading Lt. Dasar, 1, 9 dan 10	(021) 29385709, 29385710
East Jakarta	LSBU MATRAMAN	Jl. Matraman Raya 14-16	(021) 8581259 (hunting)
East Jakarta	LSBU RAWAMANGUN	Jl. Paus 81	(021) 4750073, 4750075, 4894602
East Jakarta	LSBU SUNTER	Jl. Danau Sunter Utara Blok A Kav. No. 3, Sunter Agung, Jakarta	(021) 6401850
South Jakarta	LSBU WISMA MILLENIA	Jl. MT. Haryono Kav. 16	(021) 83709650

Location	Branch Name	Branch Address	Phone Number
West Java	LSBU SILIWANGI	Jl. Siliwangi 101	(0251) 313737 (hunting)
North Jakarta	LSBU CEMPAKA PUTIH RAYA	Jl. Cempaka Putih Raya No. 118 B,C,D	(021) 4266907
North Jakarta	LSBU SUNTER AGUNG	Jl. Agung Utara Raya Blok A 360 D No. 50-51, Sunter Agung	(021) 64716327, 6518755
East Jakarta	LSBU DEWI SARTIKA	Jl. Dewi Sartika 189	(021) 8093875, 8094425
West Jakarta	LSBU ASEMKA	Jl. Asemka 27-30	(021) 6901771 (hunting)
West Jakarta	LSBU GAJAH MADA	Jl. Gajah Mada 112 B-C-D	(021) 6302111 (hunting)
North Jakarta	LSBU MANGGA DUA RAYA	Jl. Mangga Dua Raya Blok C-5 Kav. No.1	(021) 6011410 (hunting)
North Jakarta	LSBU MUARA KARANG	Jl. Muara Karang Timur Blok B VIII No.116-117	(021) 6603032 (hunting), 6679790 (hunting)
Central Jakarta	LSBU PANGERAN JAYAKARTA	Jl. Pangeran Jayakarta No. 127	(021) 2601151, 2601152
North Jakarta	LSBU PANTAI INDAH KAPUK	Jl. Pantai Indah Kapuk Utara I Blok F, Kelurahan Kamal Muara, Kecamatan Penjaringan	(021) 22512068
Central Jakarta	LSBU PASAR BARU	Jl. KH Samanhudi 8	(021) 2310411 (hunting)
North Jakarta	LSBU PLUIT	Jl. Pluit Selatan Raya, Komp. Perkantoran Landmark Pluit Blok A No. 8	(021) 6601718
Central Jakarta	LSBU SURYOPRANOTO	Jl. Suryopranoto 40	(021) 6331742 (hunting), 6304171
West Jakarta	LSBU TAMAN DUTA MAS	Jl. Tubagus Angke No. 10 ABC dan 11 H	(021) 56941971 (hunting)
West Jakarta	LSBU KHM MANSYUR	Jl. KHM Mansyur 246 A & B	(021) 6254641 (hunting)
West Jakarta	LSBU GROGOL MUWARDI	Jl. Muwardi 1/44	(021) 5665417-9
West Jakarta	LSBU DAAN MOGOT	Jl. Daan Mogot No. 95	(021) 5663824-8
West Jakarta	LSBU GREEN GARDEN	Perum. Green Garden Blok A. 14 No. 32-34	(021) 5824488, 5817342
West Jakarta	LSBU KEDOYA PERMAI	Ruko Taman Kedoya Permai, Blok A 1A No.4-5	(021) 5310055 (hunting), 5344939 (hunting)
West Jakarta	LSBU PURI INDAH	Gedung C3 Lt. 1-3 Komplek Puri Indah Blok 02 No. 1-3, Kembangan	(021) 5802635 (Hunting)
Central Jakarta	LSBU WAHID HASYIM	Jl. KH. Wahid Hasyim No. 183 A-B	(021) 3150556, 31924456 (hunting)
West Jakarta	LSBU WISMA ASIA	Wisma Asia, Jl. S. Parman Kav. 79	(021) 5638888 (hunting)
West Jakarta	LSBU KEPA DURI	Jl. Mangga Raya 20	(021) 5663978 (hunting)
West Jakarta	LSBU KEBON JERUK	Komp. Taman Kebon Jeruk, Jl. Meruya Ilir Blok B 6-9	(021) 5846187 (hunting)
Central Jakarta	LSBU METRO TANAH ABANG	Pusat Grosir Metro Tanah Abang 2 Lt. 7 No. 10 Jl. KH Wahid Hasyim No. 189	(021) 30036841-3
West Jakarta	LSBU KS TUBUN	Gd.Graha Indramas Lt.dasar, Jl. AIP II KS Tubun Raya No. 77	(021) 53673301-3
West Jakarta	LSBU TOMANG RAYA	Jl. Tomang Raya 64	(021) 5669000 (hunting)

Financial Statements





PT Bank BCA Syariah

Laporan keuangan tanggal 31 Desember 2023
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/

*Financial statements as of December 31, 2023 and
for the year then ended with independent auditors' report*

**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB
ATAS LAPORAN KEUANGAN
PADA TANGGAL DAN UNTUK
TAHUN YANG BERAKHIR
31 DESEMBER 2023
PT BANK BCA SYARIAH**

**BOARD OF DIRECTOR'S STATEMENT
REGARDING THE RESPONSIBILITY
FOR THE FINANCIAL STATEMENT
AS AT AND FOR
THE YEAR ENDED
DECEMBER 31, 2023
PT BANK BCA SYARIAH**

Kami yang bertanda tangan dibawah ini:

We, the undersigned:

- | | | | |
|-----------------|--|---|----------------|
| 1. Nama : | Yuli Melati Suryaningrum | : | Name |
| Alamat Kantor : | Jl. Jatinegara Timur No. 72
Jakarta Timur 13310 | : | Office address |
| Jabatan : | Presiden Direktur/President Director | : | Title |
| 2. Nama : | Pranata | : | Name |
| Alamat Kantor : | Jl. Jatinegara Timur No. 72
Jakarta Timur 13310 | : | Office address |
| Jabatan : | Direktur/Director | : | Title |

Menyatakan bahwa:

declare that:

- | | |
|---|--|
| 1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Bank BCA Syariah ("Bank"); | 1. We are responsible for the preparation and presentation of the financial statement of PT Bank BCA Syariah ("The Bank"); |
| 2. Laporan keuangan telah disusun dan disajikan sesuai dengan prinsip akuntansi yang berlaku umum di Indonesia; | 2. The Bank's financial statement have been prepared and presented in accordance with Indonesian Financial Accounting Standards; |
| 3. a. Semua informasi dalam laporan keuangan telah dimuat secara lengkap dan benar. | 3. a. All information in Bank's financial statements have been fully and correctly disclosed. |
| b. Laporan keuangan tidak mengandung informasi yang tidak benar, dan tidak menghilangkan informasi atau fakta material. | b. The Bank's financial statements do not contain any incorrect information or material fact, nor do they omit information or material fact. |
| 4. Bertanggung jawab penuh atas sistem pengendalian internal dalam Perusahaan. | 4. We are responsible for the Bank's internal control systems. |

Demikian pernyataan ini dibuat dengan sebenarnya.

The statement has been made truthfully.

Jakarta, 19 Januari/January 2024

PT Bank BCA Syariah

Atas nama dan mewakili Dewan Direksi/For and on behalf of Board of Directors

Yuli Melati Suryaningrum
Presiden Direktur/
President Director



Pranata
Direktur/
Director

BCA SYARIAH

METERAI TERPAKAI
19/01/24 1647
Rp=10000
60631 125262
PT1533

**PT BANK BCA SYARIAH
LAPORAN KEUANGAN
TANGGAL 31 DESEMBER 2023
DAN UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN**

**PT BANK BCA SYARIAH
FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2023
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITORS' REPORT**

Daftar Isi

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The original report included herein is in Indonesian language.

Laporan Auditor Independen

Laporan No. 00018/2.1032/AU.4/07/0703-1/1/I/2024

Pemegang Saham, Dewan Komisaris dan Direksi
PT Bank BCA Syariah

Opini

Kami telah mengaudit laporan keuangan PT Bank BCA Syariah ("Bank") terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2023 serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, laporan arus kas, laporan rekonsiliasi pendapatan dan bagi hasil, laporan sumber dan penyaluran dana zakat, dan laporan sumber dan penggunaan dana kebajikan untuk tahun yang berakhir pada tanggal tersebut, dan catatan atas laporan keuangan, termasuk ikhtisar kebijakan akuntansi material.

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Bank tanggal 31 Desember 2023, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami. Kami independen terhadap Bank berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Independent Auditors' Report

Report No. 00018/2.1032/AU.4/07/0703-1/1/I/2024

*The Shareholders and the Boards of Commissioners and Directors
PT Bank BCA Syariah*

Opinion

We have audited the financial statements PT Bank BCA Syariah ("Bank") is attached, which consists of statements of the financial position report dated December 31, 2023 and statements of profit and loss and other comprehensive income, statements of changes in equity, statement of cash flow, statements of reconciliation report on income and profit sharing, statements of sources and distribution of zakat funds, and statements of sources and use of qardhul hasan funds for the year ended on that date, and notes to financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Bank as of December 31, 2023, and its financial performance and 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 ("IICPA"). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the Bank in accordance with the ethical requirements relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Laporan Auditor Independen (lanjutan)

Laporan No. 00018/2.1032/AU.4/07/0703-1/1/I/2024 (lanjutan)

Hal lain

Laporan keuangan PT Bank BCA Syariah tanggal 31 Desember 2022 dan untuk tahun yang berakhir pada tanggal tersebut telah diaudit oleh auditor independen lain dengan laporan No. 00017/2.1051/AU.1/07/1692-1/1/I/2023 tanggal 20 Januari 2023 yang menyatakan opini tanpa modifikasi atas laporan keuangan tersebut.

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2023 ("Laporan Tahunan"). Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Opini audit kami atas laporan keuangan terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Sehubungan dengan audit kami atas laporan keuangan terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

Independent Auditors' Report (continued)

Report No. 00018/2.1032/AU.4/07/0703-1/1/I/2024 (continued)

Other matter

The financial statements of PT Bank BCA Syariah as of December 31, 2022 and for the year ended, were audited by other independent auditor's whose report No. 00017/2.1051/AU.1/07/1692-1/1/I/2023 dated January 20, 2023 expressed an unmodified opinion on such financial statements.

Other information

Management is responsible for the other information. Other information comprises the information included in the Annual Report 2023 (the "Annual Report"). The Annual Report is expected to be made available to us after the date of this independent auditor's report.

Our audit opinion on the accompanying financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

In connection with our audit of the accompanying financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying 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 based on the applicable laws and regulations.

The original report included herein is in Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00018/2.1032/AU.4/07/0703-1/1/I/2024 (lanjutan)

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan Bank dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Bank atau menghentikan operasinya atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Bank.

Independent Auditors' Report (continued)

Report No. 00018/2.1032/AU.4/07/0703-1/1/I/2024 (continued)

Responsibilities of management and those charged with governance for the [consolidated] financial statements

Management is responsible for the preparation and fair presentation of such financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Bank'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 Bank or to cease its operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Bank's financial reporting process.

Laporan Auditor Independen (lanjutan)

Laporan No. 00018/2.1032/AU.4/07/0703-1/1/I/2024 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini audit kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini audit kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi daripada yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.

Independent Auditors' Report (continued)

Report No. 00018/2.1032/AU.4/07/0703-1/1/I/2024 (continued)

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditors' report that includes our audit opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA 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 on the basis of such financial statements.

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our audit 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 override of internal control.*

Laporan Auditor Independen (lanjutan)

Laporan No. 00018/2.1032/AU.4/07/0703-1/1/I/2024 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan suatu opini audit atas keefektifitasan pengendalian internal Bank.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Bank untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini audit kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Bank tidak dapat mempertahankan kelangsungan usaha.

Independent Auditors' Report (continued)

Report No. 00018/2.1032/AU.4/07/0703-1/1/I/2024 (continued)

Auditors' responsibilities for the audit of the financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an audit opinion on the effectiveness of the Bank'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 Bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our audit opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditors' report. However, future events or conditions may cause the Bank to cease to continue as a going concern.

Laporan Auditor Independen (lanjutan) .

Laporan No. 00018/2.1032/AU.4/07/0703-1/1/1/2024 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Independent Auditors' Report (continued)

Report No. 00018/2.1032/AU.4/07/0703-1/1/1/2024 (continued)

Auditors' responsibilities for the audit of the financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Evaluate the overall presentation, structure and content of the financial statements, including disclosures, and whether the financial statements reflect the underlying transactions and events in a manner that achieves fair presentation.

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.

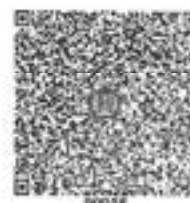
KAP Purwantono, Sungkoro & Surja



Yasir

Registrasi Akuntan Publik No.AP.0703/Public Accountant Registration No. AP.0703

19 Januari 2024/January 19, 2024



PT BANK BCA SYARIAH
LAPORAN POSISI KEUANGAN
Tanggal 31 Desember 2023
(Disajikan Rupiah,
kecuali dinyatakan lain)

PT BANK BCA SYARIAH
STATEMENT OF FINANCIAL POSITION
As of December 31, 2023
(Expressed in Rupiah,
unless otherwise stated)

	31 Desember 2023/ December 31, 2023	Catatan/ Notes	31 Desember 2022/ December 31, 2022	
ASET				ASSETS
KAS	42.811.022.600	4	69.220.951.250	CASH
GIRO DAN PENEMPATAN PADA BANK INDONESIA	1.093.935.437.833	2d,5	946.011.909.343	CURRENT ACCOUNT AND PLACEMENT WITH BANK INDONESIA
GIRO PADA BANK LAIN		2b,2c,2e,6,35		CURRENT ACCOUNT WITH OTHER BANKS
Pihak ketiga	84.945.508		91.350.482	Third parties
Pihak berelasi	28.677.436.486		14.304.902.683	Related parties
Jumlah giro pada bank lain	28.762.381.994		14.396.253.165	Total current accounts with other banks
Cadangan kerugian penurunan nilai	(287.623.820)		(143.962.532)	Allowance for impairment losses
Bersih	28.474.758.174		14.252.290.633	Net
INVESTASI PADA SURAT BERHARGA		2c,2f,7		INVESTMENTS IN MARKETABLE SECURITIES
Pihak ketiga	4.288.942.295.479		4.110.854.607.761	Third parties
Cadangan kerugian penurunan nilai	(48.804.049.489)		(16.458.473.952)	Allowance for impairment losses
Bersih	4.240.138.245.990		4.094.396.133.809	Net
PIUTANG				RECEIVABLES
<i>Murabahah</i>		2c,2g,8,35		<i>Murabahah</i>
Pihak ketiga	1.648.124.308.399		1.346.510.104.010	Third parties
Pihak berelasi	6.458.652.399		278.589.032	Related parties
<i>Ijarah</i>				<i>Ijarah</i>
Pihak ketiga	22.226.272	2c,2g	289.006.781	Third parties
Jumlah piutang	1.654.605.187.070		1.347.077.699.823	Total receivables
Cadangan kerugian penurunan nilai	(11.546.335.193)		(17.634.125.785)	Allowance for impairment losses
Bersih	1.643.058.851.877		1.329.443.574.038	Net
PINJAMAN QARDH				FUND OF QARDH
Pihak ketiga	13.486.131.908	2c, 2h	30.845.763.785	Third parties
Cadangan kerugian penurunan nilai	(134.681.953)		(308.457.638)	Allowance for impairment losses
Bersih	13.351.449.955		30.537.306.147	Net
PEMBIAYAAN				FINANCING
<i>Mudharabah</i>		2c,2i,9		<i>Mudharabah</i>
Pihak ketiga	760.307.047.444		508.124.477.801	Third parties
Cadangan kerugian penurunan nilai	(7.468.762.617)		(5.081.244.778)	Allowance for impairment losses
Bersih	752.838.284.827		503.043.233.023	Net
<i>Musyarakah</i>		2c,2i,10		<i>Musyarakah</i>
Pihak ketiga	5.988.630.619.609		5.297.352.005.949	Third parties
Cadangan kerugian penurunan nilai	(403.784.110.941)		(459.063.608.805)	Allowance for impairment losses
Bersih	5.584.846.508.668		4.838.288.397.144	Net

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT BANK BCA SYARIAH
LAPORAN POSISI KEUANGAN (lanjutan)
Tanggal 31 Desember 2023
(Disajikan dalam Rupiah,
kecuali dinyatakan lain)

PT BANK BCA SYARIAH
STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2023
(Expressed in Rupiah,
unless otherwise stated)

	31 Desember 2023/ December 31, 2023	Catatan/ Notes	31 Desember 2022/ December 31, 2022	
ASET YANG DIPEROLEH UNTUK IJARAH - BERSIH	596.523.403.228	2j, 11	402.543.041.381	ASSETS ACQUIRED FOR IJARAH - NET
ASET TETAP - BERSIH	198.013.412.014	2k, 12	156.718.701.233	FIXED ASSETS - NET
ASET PAJAK TANGGUHAN	58.501.741.907	2u, 13, 16	35.550.403.234	DEFERRED TAX ASSET
ASET LAIN-LAIN - BERSIH	219.240.564.745	2l, 13	249.876.396.741	OTHER ASSETS - NET
JUMLAH ASET	14.471.733.681.818		12.669.882.337.976	TOTAL ASSETS
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS				LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY
LIABILITAS				LIABILITIES
LIABILITAS SEGERA	64.193.473.718	2m, 14	187.594.951.671	OBLIGATIONS DUE IMMEDIATELY
BAGI HASIL YANG BELUM DIBAGIKAN	16.200.203.758	2p	11.292.437.783	UNDISTRIBUTED PROFIT SHARING
SIMPANAN DARI BANK LAIN		2b, 2n, 15		DEPOSITS FROM OTHER BANKS
Pihak berelasi	52.697.586.098	35	100.920.882	Related parties
Pihak ketiga	13.709.035.199		5.786.819.887	Third parties
Jumlah simpanan dari bank lain	66.406.621.297		5.887.740.769	Total deposits from other banks
SIMPANAN WADIAH		2b, 2n, 15		WADIAH DEPOSITS
Pihak berelasi	33.717.468.749	35	38.470.831.039	Related parties
Pihak ketiga	3.201.864.182.971		2.825.827.369.496	Third parties
Jumlah simpanan dari nasabah	3.235.581.651.720		2.864.298.200.535	Total customers deposits
UTANG PAJAK	28.667.978.202	2u, 16	12.395.258.726	TAXES PAYABLE
SURAT BERTAHAGA YANG DITERBITKAN	190.000.000.000	17	-	SECURITIES ISSUED
LIABILITAS LAIN-LAIN	74.263.101.065	2s, 18, 27, 32	40.184.628.012	OTHER LIABILITIES
JUMLAH LIABILITAS	3.675.313.029.760		3.121.653.217.496	TOTAL LIABILITIES
DANA SYIRKAH TEMPORER		2b, 2o, 19, 35		TEMPORARY SYIRKAH FUNDS
Tabungan <i>mudharabah</i>				<i>Mudharabah savings deposits</i>
Pihak berelasi	3.596.500.630		3.074.503.794	Related parties
Pihak ketiga	933.514.706.582		792.633.855.310	Third parties
Jumlah tabungan <i>mudharabah</i>	937.111.207.212		795.708.359.104	Total <i>mudharabah</i> savings deposits
Deposito <i>mudharabah</i>				<i>Mudharabah time deposits</i>
Pihak berelasi	81.800.626.526		217.171.101.268	Related parties
Pihak ketiga	6.694.960.334.461		5.604.456.085.119	Third parties
Jumlah deposito <i>mudharabah</i>	6.776.760.960.987		5.821.627.186.387	Total <i>mudharabah</i> time deposits
JUMLAH DANA SYIRKAH TEMPORER	7.713.872.168.199		6.617.335.545.491	TOTAL TEMPORARY SYIRKAH FUNDS

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT BANK BCA SYARIAH
LAPORAN POSISI KEUANGAN (lanjutan)
Tanggal 31 Desember 2023
(Disajikan dalam Rupiah,
kecuali dinyatakan lain)

PT BANK BCA SYARIAH
STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2023
(Expressed in Rupiah,
unless otherwise stated)

	31 Desember 2023/ December 31, 2023	Catatan/ Notes	31 Desember 2022/ December 31, 2022	
EKUITAS				EQUITY
Modal saham - nilai nominal Rp1.000 per saham				Share capital - nominal value Rp1,000 per share
Modal dasar - 5.000.000.000 saham				authorized capital - 5,000,000,000
Modal ditempatkan dan disetor penuh - 2.255.183.207 saham	2.255.183.207.000	20	2.255.183.207.000	shares issued and fully paid capital - 2,255,183,207 shares
Tambahan modal disetor	70.556.747.868	1c,22	70.556.747.868	Additional paid-in capital
Surplus revaluasi aset tetap	55.028.816.836	2k	55.028.816.836	Surplus on fixed asset revaluation
Keuntungan yang belum direalisasi atas investasi yang diukur pada nilai wajar melalui penghasilan komprehensif lain	1.541.185.441	7	2.104.403.311	Unrealised gain on investments measured at fair value through other comprehensive income
Pengukuran kembali liabilitas imbalan pasti - bersih	(9.956.911.165)		(8.373.296.869)	Remeasurement of defined benefit liabilities - net
Saldo laba				Retained earnings
Telah ditentukan penggunaannya	16.000.000.000	21	14.000.000.000	Appropriated
Belum ditentukan penggunaannya	694.195.437.879		542.393.696.843	Unappropriated
JUMLAH EKUITAS	3.082.548.483.859		2.930.893.574.989	TOTAL EQUITY
JUMLAH LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS	14.471.733.681.818		12.669.882.337.976	TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

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PT BANK BCA SYARIAH
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF
 Untuk Tahun yang Berakhir pada Tanggal
 31 Desember 2023
 (Disajikan dalam Rupiah,
 kecuali dinyatakan lain)

PT BANK BCA SYARIAH
STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
 For the Year Ended December 31, 2023
 (Expressed in Rupiah,
 unless otherwise stated)

Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,			
	2023	Catatan/ Notes	2022
PENDAPATAN PENGELOLAAN DANA SEBAGAI MUDHARIB			REVENUE FROM FUND MANAGEMENT AS MUDHARIB
Pendapatan dari jual beli	129.641.706.564	2p,23	125.347.539.116
Pendapatan dari <i>ljarah</i> - bersih	44.952.758.471		29.143.543.937
Pendapatan dari bagi hasil	460.079.818.220		399.239.243.531
Pendapatan usaha utama lainnya	298.785.227.809	2q,23	196.016.826.293
	<u>933.459.511.064</u>		<u>749.747.152.877</u>
HAK PIHAK KETIGA ATAS BAGI HASIL	(275.206.946.082)	2r,24,35	(161.356.684.490)
HAK BAGI HASIL MILIK BANK	658.252.564.982		588.390.468.387
PENDAPATAN USAHA LAINNYA	70.672.849.021	2q,25,35	54.610.021.572
BEBAN USAHA			OPERATING EXPENSES
Beban kepegawaian	192.073.236.375	26	141.398.419.201
Beban umum dan administrasi	169.958.557.760	28,35	96.412.764.288
Beban usaha lainnya	93.034.720.360	29	41.518.651.359
	<u>455.066.514.495</u>		<u>279.329.834.848</u>
Beban cadangan kerugian penurunan nilai aset produktif dan non-produktif - bersih	(57.871.380.980)	27	(212.242.200.384)
LABA USAHA	215.987.518.528		151.428.454.727
BEBAN NON USAHA - BERSIH	(24.588.720.683)	30	(5.219.144.742)
			INCOME FROM OPERATION
			NON OPERATING EXPENSES - NET

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT BANK BCA SYARIAH
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2023
(Disajikan dalam Rupiah,
kecuali dinyatakan lain)

PT BANK BCA SYARIAH
STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
(continued)
For the Year Ended December 31, 2023
(Expressed in Rupiah,
unless otherwise stated)

Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,				
	2023	Catatan/ Notes	2022	
LABA SEBELUM PAJAK PENGHASILAN	191.398.797.845		146.209.309.985	INCOME BEFORE TAX
BEBAN PAJAK PENGHASILAN				INCOME TAX EXPENSES
Kini	(60.072.171.060)	2u, 16b	(34.749.333.520)	Current
Tangguhan	22.475.114.251	2u, 16b	6.122.572.465	Deferred
Beban pajak penghasilan	(37.597.056.809)		(28.626.761.055)	Income tax expenses
LABA BERSIH TAHUN BERJALAN	153.801.741.036		117.582.548.930	NET INCOME FOR THE YEAR
RUGI KOMPREHENSIF LAIN				OTHER COMPREHENSIVE LOSS
Pos-pos yang tidak akan direklasifikasi ke laba rugi:				Items that will not be reclassified to profit or loss:
Pengukuran kembali liabilitas imbalan pasti	(2.030.274.738)	32	(1.228.632.820)	Remeasurement of defined benefits liabilities
Pajak penghasilan	446.660.442	16	270.299.220	Income tax
Pengukuran kembali liabilitas imbalan pasti - setelah pajak penghasilan	(1.583.614.296)	32	(958.333.600)	Remeasurement of defined benefits liabilities - net of income tax
Surplus revaluasi aset tetap	-	12	7.075.800.000	Surplus on revaluation of fixed assets
Pos-pos yang akan direklasifikasi ke laba rugi:				Items that will be reclassified to profit or loss:
Kerugian yang belum direalisasi atas investasi yang diukur pada nilai wajar melalui penghasilan komprehensif lain	(592.781.849)		(43.204.691.665)	Unrealised loss on investments measured at fair value through other comprehensive income
Pajak penghasilan	29.563.979	16	9.605.880.167	Income tax
Kerugian yang belum direalisasi atas investasi yang diukur pada nilai wajar melalui Penghasilan Komprehensif Lain - setelah pajak penghasilan	(563.217.870)		(33.598.811.498)	Unrealised loss on investments measured at fair value through other comprehensive income - net of income tax
RUGI KOMPREHENSIF LAIN SETELAH PAJAK PENGHASILAN	(2.146.832.166)		(27.481.345.098)	OTHER COMPREHENSIVE LOSS NET OF INCOME TAX
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN	151.654.908.870		90.101.203.832	TOTAL COMPREHENSIVE INCOME FOR THE YEAR

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

Keuntungan
(kerugian) bersih
yang belum
direalisasi atas
Investasi yang
diukur pada nilai
wajar melalui
penghasilan
komprehensif
lain - bersih/
Unrealized net
gain (loss) on
investments
measured at
fair value
through other
comprehensive
income - net

Catatan/Notes	Modal saham ditempatkan dan disetor penuh/ Issued and fully paid share capital	Tambahan modal disetor/ Additional paid-in capital	Surplus revaluasi asset tetap/ Surplus on revaluation of fixed assets	Pengukuran liabilitas imbalan pasti/ Measurement of defined benefit liabilities	Saldo laba/Retained earnings		Jumlah ekuitas/ Total equity
					Belum determined penggunaannya/ Unappropriated	Telah ditentukan penggunaannya/ Appropriated	
	2.255.183.207.000	70.556.747.868	47.953.016.836	(7.414.963.269)	426.811.147.913	12.000.000.000	2.840.792.371.157
21	-	-	-	-	(2.000.000.000)	2.000.000.000	-
	-	-	-	-	117.582.548.930	-	117.582.548.930
	-	-	-	(958.333.600)	-	-	(34.557.145.098)
12	-	-	7.075.800.000	-	-	-	7.075.800.000
	2.255.183.207.000	70.556.747.868	55.028.816.836	(8.373.296.869)	542.393.696.843	14.000.000.000	2.930.893.574.989
21	-	-	-	-	(2.000.000.000)	2.000.000.000	-
	-	-	-	-	153.801.741.036	-	153.801.741.036
	-	-	-	(1.583.614.296)	-	-	(2.146.832.166)
	2.255.183.207.000	70.556.747.868	55.028.816.836	(9.956.911.165)	694.195.437.879	16.000.000.000	3.082.548.483.859

PT BANK BCA SYARIAH
LAPORAN ARUS KAS
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2023
(Disajikan dalam Rupiah,
kecuali dinyatakan lain)

PT BANK BCA SYARIAH
STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2023
(Expressed in Rupiah,
unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,			
	2023	Catatan/ Notes	2022	
ARUS KAS DARI				CASH FLOWS FROM
AKTIVITAS OPERASI				OPERATING ACTIVITIES
Penerimaan pendapatan bagi hasil, jual beli, sewa dan pendapatan usaha utama lainnya	908.909.106.797		745.026.374.074	Proceeds of income from profit sharing, margin, leases and other main operating income
Pembayaran bagi hasil dana syirkah temporer	(259.006.742.324)		(179.403.595.849)	Payments of profit sharing for temporary syirkah funds
Penerimaan pendapatan usaha lainnya	100.149.395.973		170.145.738.924	Proceeds of other operating income
Pembayaran beban karyawan	(186.254.894.959)		(152.869.137.607)	Payments of employee expenses
Pembayaran pajak penghasilan badan	(44.700.014.951)		(33.778.942.560)	Payments of corporate income tax
Pembayaran beban usaha selain beban karyawan	(225.803.538.241)		(111.547.040.787)	Payment of operating expenses other employee expenses
Pembayaran zakat	(49.176.209)		(20.898.079)	Payment of zakat
Penyaluran dana kebajikan	(943.821.269)		(12.300.366)	Distribution of qardhul hasan funds
Penerimaan pendapatan non-usaha - bersih	(1.993.925.210)		231.065.794	Receipt from non-operating income-net
Penurunan (kenaikan) aset operasi:				Decrease (increase) in assets operating:
Piutang <i>murabahah</i> dan <i>ijarah</i>	(307.527.487.247)		(96.009.975.939)	Murabahah and ijarah receivables
Pembiayaan <i>mudharabah</i>	(252.182.569.643)		57.717.234.574	Mudharabah financing
Pembiayaan <i>musyarakah</i>	(691.278.613.660)		(1.299.948.695.396)	Musyarakah financing
Aset yang diperoleh untuk <i>ijarah</i>	(342.359.159.666)		(66.389.183.694)	Assets acquired for ijarah
Pinjaman <i>qardh</i>	17.359.631.877		(13.565.906.032)	Funds of qardh
Aset lain-lain	75.263.416.175		(29.268.009.995)	Other assets
Kenaikan (penurunan) liabilitas operasi:				Increase (decrease) liabilities operating:
Liabilitas segera	(123.401.477.953)		128.507.377.372	Obligations due immediately
Simpanan	431.802.331.713		1.079.664.442.841	Deposits
Surat berharga yang diterbitkan	190.000.000.000		-	Securities issued
Liabilitas lain-lain	(11.981.717.189)		13.848.605.956	Other liabilities
Kenaikan dana <i>syirkah</i> temporer investasi tidak terikat	1.096.536.622.708		723.946.898.443	Increase in temporary syirkah funds unrestricted investment
Arus kas bersih diperoleh dari aktivitas operasi	372.537.366.722		936.274.051.674	Net cash flows provided from operating activities

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

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PT BANK BCA SYARIAH
LAPORAN ARUS KAS (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2023
(Disajikan dalam Rupiah,
kecuali dinyatakan lain)

PT BANK BCA SYARIAH
STATEMENT OF CASH FLOWS (continued)
For the Year Ended December 31, 2023
(Expressed in Rupiah,
unless otherwise stated)

Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,			
	2023	Catatan/ Notes	2022
ARUS KAS DIGUNAKAN UNTUK AKTIVITAS INVESTASI			
Pembelian surat berharga yang diukur pada biaya perolehan	(12.000.000.000)		-
Pembelian surat berharga yang diukur pada nilai wajar melalui penghasilan komprehensif lain	(2.440.857.293.195)		(38.148.532.007.690)
Pencairan surat berharga yang diukur pada biaya perolehan	280.000.000.000		-
Pencairan surat berharga yang diukur pada nilai wajar melalui penghasilan komprehensif lain	1.998.000.000.000		37.105.152.000.000
Pembelian aset tetap	(53.388.834.628)	12	(15.541.442.629)
Penjualan aset tetap	70.017.769	12	481.026.119
Pembelian aset tidak berwujud	(8.481.527.999)		(5.371.120.211)
Arus kas bersih digunakan untuk aktivitas investasi	(236.657.638.053)		(1.063.811.544.411)
KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS	135.879.728.669		(127.537.492.737)
KAS DAN SETARA KAS PADA AWAL TAHUN	1.029.629.113.758		1.157.166.606.495
KAS DAN SETARA KAS PADA AKHIR TAHUN	1.165.508.842.427		1.029.629.113.758
Kas dan setara kas terdiri dari:			
Kas	42.811.022.600		69.220.951.250
Giro dan penempatan pada Bank Indonesia	1.093.935.437.833	5	946.011.909.343
Giro pada bank lain	28.762.381.994	6	14.396.253.165
Jumlah	1.165.508.842.427		1.029.629.113.758

**CASH FLOWS USED IN
INVESTING ACTIVITIES**

Purchase of marketable securities measured at acquisition cost
Purchase of marketable securities measured at fair value through other comprehensive income
Proceeds of marketable securities measured at acquisition cost
Proceeds from liquidation of marketable securities measured at fair value through other comprehensive income
Purchase of fixed assets
Proceeds from sale of fixed assets
Purchase of intangible assets

Net cash flows used in investing activities

**NET INCREASE (DECREASE) IN
CASH AND CASH EQUIVALENT**

**CASH AND CASH EQUIVALENTS
AT BEGINNING OF THE YEAR**

**CASH AND CASH EQUIVALENTS
AT END OF THE YEAR**

Cash and cash equivalents consist of:

Cash
Current accounts and placements with Bank Indonesia
Current accounts with other bank

Total

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT BANK BCA SYARIAH
LAPORAN REKONSILIASI PENDAPATAN
DAN BAGI HASIL
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2023
(Disajikan dalam Rupiah,
kecuali dinyatakan lain)

PT BANK BCA SYARIAH
INCOME AND PROFIT SHARING
RECONCILIATION REPORT
For the Year Ended December 31, 2023
(Expressed in Rupiah,
unless otherwise stated)

	31 Desember 2023/ December 31, 2023	Catatan/ Notes	31 Desember 2022/ December 31, 2022	
PENDAPATAN PENGELOLAAN				REVENUE FROM FUND
DANA SEBAGAI MUDHARIB	933.459.511.064		749.747.152.877	MANAGEMENT AS MUDHARIB
PENGURANGAN:				DEDUCTION:
Pendapatan tahun berjalan yang kas atau setara kasnya belum diterima:				Current year income in which its cash and cash equivalents have not been received:
Pendapatan margin <i>murabahah</i>	(6.571.748.851)		(5.713.350.356)	Income from <i>murabahah</i> margin
Pendapatan <i>ijarah</i>	(2.112.465.109)		(1.097.747.249)	Income from <i>ijarah</i>
Pendapatan bagi hasil	(27.964.216.694)		(28.119.970.501)	Income from profit sharing
Pendapatan surat berharga dan FASBIS	(50.004.484.142)		(27.171.442.423)	Income from marketable securities and FASBIS
Jumlah pengurangan	(86.652.914.796)		(62.102.510.529)	Total deductions
PENAMBAHAN:				ADDITIONS:
Pendapatan tahun sebelumnya yang kasnya diterima pada tahun berjalan:				Previous year income in which the cash were received during current year:
Pendapatan margin <i>murabahah</i>	5.713.350.356		5.982.803.056	Income from <i>murabahah</i> margin
Pendapatan <i>ijarah</i>	1.097.747.249		1.109.341.411	Income from <i>ijarah</i>
Pendapatan bagi hasil	28.119.970.501		24.589.060.663	Income from profit sharing
Pendapatan surat berharga dan FASBIS	27.171.442.423		10.885.939.935	Income from securities and FASBIS
Jumlah penambahan	62.102.510.529		42.567.145.065	Total additions
Pendapatan yang tersedia untuk dibagi hasil	908.909.106.797		730.211.787.413	Available income for profit sharing
Bagi hasil yang menjadi hak bank	633.702.160.715		568.855.102.923	Bank's share on revenue sharing
Bagi hasil yang menjadi hak pemilik dana	275.206.946.082		161.356.684.490	Fund owners' share on profit sharing
Dirinci atas:				Details of:
Hak pemilik dana atas bagi hasil yang sudah didistribusikan	259.006.742.324		150.064.246.707	Fund owners' share on distributed profit sharing
Hak pemilik dana atas bagi hasil yang belum didistribusikan	16.200.203.758		11.292.437.783	Fund owners' share on undistributed profit sharing

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PT BANK BCA SYARIAH
LAPORAN SUMBER
DAN PENYALURAN DANA ZAKAT
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2023
(Disajikan dalam Rupiah,
kecuali dinyatakan lain)**

**PT BANK BCA SYARIAH
STATEMENT OF SOURCES
AND DISTRIBUTION OF ZAKAT FUNDS
For the Year Ended December 31, 2023
(Expressed in Rupiah,
unless otherwise stated)**

	31 Desember 2023/ December 31, 2023	Catatan/ Notes	31 Desember 2022/ December 31, 2022	
Sumber dana zakat				Sources of zakat funds
Zakat dari pihak luar	44.800.792	2r	49.176.208	Zakat from other parties
Jumlah sumber dana zakat	44.800.792		49.176.208	Total sources of zakat funds
Penyaluran dana zakat				Distribution of zakat funds
Disalurkan kepada Lembaga Amil Zakat	(49.176.209)		(70.074.287)	Distributed to Amil Zakat Institution
Jumlah penyaluran dana zakat	(49.176.209)		(70.074.287)	Distribution of zakat funds
Penurunan dana zakat	(4.375.417)		(20.898.079)	Decrease of zakat funds
Saldo awal dana zakat	49.176.209	18	70.074.288	Beginning balance of zakat funds
Saldo akhir dana zakat	44.800.792	18	49.176.209	Ending balance of zakat funds

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PT BANK BCA SYARIAH
LAPORAN SUMBER
DAN PENGGUNAAN DANA KEBAJIKAN
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2023
(Disajikan dalam Rupiah,
kecuali dinyatakan lain)**

**PT BANK BCA SYARIAH
STATEMENT OF SOURCES
AND USE OF QARDHUL HASAN FUNDS
For the Year Ended December 31, 2023
(Expressed in Rupiah,
unless otherwise stated)**

	31 Desember 2023/ December 31, 2023	Catatan/ Notes	31 Desember 2022/ December 31, 2022	
Sumber dana kebajikan				Source of qardhul hasan funds
Infak	-		27.500	Infak
Sedekah	32.915.884		1.855.384	Shadaqah
Denda	687.773.235		361.950.326	Penalty
Pendapatan non-halal	354.743.539		139.263.254	Non-halal income
Jumlah sumber dana kebajikan	1.075.432.658		503.096.464	Total source of qardhul hasan funds
Penggunaan dana kebajikan sumbangan	(943.821.269)		(515.396.830)	Uses of qardhul hasan funds donation
Jumlah penggunaan dana kebajikan	(943.821.269)		(515.396.830)	Total uses of qardhul hasan funds
Kenaikan (penurunan) dana kebajikan	131.611.389	2v,18	(12.300.366)	Increase (decrease) qardhul hasan funds
Saldo awal dana kebajikan	745.898.383	2v,18	758.198.749	Beginning balance of qardhul hasan funds
Saldo akhir dana kebajikan	877.509.772		745.898.383	Ending balance of qardhul hasan funds

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT BANK BCA SYARIAH
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2023 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Rupiah,
kecuali dinyatakan lain)

PT BANK BCA SYARIAH
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2023
and for the Year Then Ended
(Expressed in Rupiah,
unless otherwise stated)

1. UMUM

a. Pendirian Bank

PT Bank BCA Syariah ("Bank") didirikan dengan nama PT Utama International Bank berdasarkan Akta Pendirian No. 91 tanggal 21 Mei 1991 dari Notaris Buniarti Tjandra, S.H., notaris di Jakarta. Akta tersebut telah disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. C2.-3446.HT.01.01.TH.91 tanggal 30 Juli 1991. Melalui akta perubahan No. 96 tanggal 22 Mei 1996 yang dibuat dihadapan Notaris Buniarti Tjandra, S.H., notaris di Jakarta telah dilakukan perubahan nama PT Utama International Bank menjadi PT Bank UIB. Akta perubahan tersebut telah disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. C2-1497.HT.01.04.97 juncto Berita Negara No.61 tanggal 1 Agustus 1997.

Berdasarkan Akta Akuisisi No. 72 tanggal 12 Juni 2009 yang dibuat dihadapan Notaris Dr. Irawan Soerodjo, S.H., Msi., notaris di Jakarta telah dilakukan akuisisi oleh PT Bank BCA Tbk atas 42.500 lembar saham Bank UIB atau setara dengan kepemilikan 100%. Komposisi kepemilikan Bank setelah akuisisi telah mengalami beberapa perubahan, antara lain melalui Akta Jual Beli saham No. 74 tanggal 12 Juni 2009 yang dibuat dihadapan Notaris Dr. Irawan Soerodjo, S.H., Msi., notaris di Jakarta. Akta Pernyataan Keputusan di Luar Rapat Pemegang Saham Perseroan Terbatas PT Bank UIB No. 49 yang dibuat dihadapan Notaris Pudji Rezeki Irawati, S.H., tanggal 16 Desember 2009 dan telah disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusannya No.AHU-01929.AH.01.02 tanggal 14 Januari 2010. Perubahan terakhir komposisi kepemilikan Bank ini dilaporkan oleh Bank kepada Bank Indonesia melalui surat No. 223/DIR/UIB/XII/2009 tanggal 31 Desember 2009.

PT Bank UIB berubah nama menjadi PT Bank BCA Syariah berdasarkan pada Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa ("RUPSLB") Perseroan Terbatas PT Bank UIB, sesuai dengan Akta Notaris No. 49 tanggal 16 Desember 2009 yang dibuat dihadapan notaris Pudji Redjeki Irawati, S.H., notaris di Jakarta dan memperoleh izin perubahan kegiatan usaha bank, dari konvensional menjadi bank umum yang melaksanakan kegiatan usaha berdasarkan prinsip syariah dari Bank Indonesia efektif sejak tanggal 5 April 2010.

1. GENERAL

a. Bank establishment

PT Bank BCA Syariah ("Bank") was established under the name PT Utama International Bank based on Deed of Establishment No. 91 dated May 21, 1991 of Notary Buniarti Tjandra, S.H., notary in Jakarta. The deed has been approved by the Minister of Justice Republic of Indonesia in Decree No. C2.-3446.HT.01.01.TH.91 dated July 30, 1991. Through amendment deed No. 96 dated May 22, 1996 of Buniarti Tjandra, S.H., notary in Jakarta, the name has been changed to PT Utama International Bank became PT Bank UIB. The deed has been approved by the Minister of Justice of the Republic of Indonesia in its decision letter No. C2-1497.HT.01.04.97 and has been published in State Gazette of Republic of Indonesia No.61 dated August 1, 1997.

Based on Acquisition Deed No. 72 dated June 12, 2009 of Notary Dr. Irawan Soerodjo, S.H., Msi., notary in Jakarta, PT Bank BCA Tbk has acquired 42,500 shares of Bank UIB or equivalent with 100% ownership. The composition of the Bank's ownership after the acquisition has undergone several changes, including through the Share Sale and Purchase Deed No. 74 dated June 12, 2009 made before Notary Dr. Irawan Soerodjo, S.H., Msi., notary in Jakarta. Deed of Decision Statement Outside the PT Bank UIB Limited Liability Company Meeting No. 49 which was made before Notary Pudji Rezeki Irawati, S.H., dated December 16, 2009 and was ratified by the Minister of Justice of the Republic of Indonesia in his Decree No. AHU-01929.AH.01.02 dated January 14, 2010. The latest change in the composition of bank ownership was reported by the Bank to Bank Indonesia via letter No. 223/DIR/UIB/XII/2009 dated December 31, 2009.

PT Bank UIB change its name to PT Bank BCA Syariah is based on the Decision Statement of the Extraordinary General Meeting of Shareholders ("EGMS") of PT Bank UIB, as stated in the Deed No. 49 dated December 16, 2009 of Pudji Redjeki Irawati, S.H., notary in Jakarta and obtained a license from Bank Indonesia to change its business activities, from a conventional Bank into a commercial bank based on sharia principles effective from April 5, 2010.

PT BANK BCA SYARIAH
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2023 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Rupiah,
kecuali dinyatakan lain)

PT BANK BCA SYARIAH
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2023
and for the Year Then Ended
(Expressed in Rupiah,
unless otherwise stated)

1. UMUM (lanjutan)

a. Pendirian Bank (lanjutan)

Anggaran Dasar Bank telah mengalami beberapa kali perubahan, terakhir dengan Akta No. 93 tanggal 26 Agustus 2019 yang dibuat dihadapan Notaris Sri Buena Brahmana, S.H.,M.Kn., notaris di Jakarta mengenai peningkatan modal dasar Bank menjadi Rp5.000.000.000.000, yang terbagi atas 5.000.000 saham. Akta perubahan tersebut telah disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusannya No. AHU-AH.01.03-0322607 Tahun 2019 tertanggal 29 Agustus 2019.

Pada tanggal 10 Desember 2020, Bank melakukan penggabungan usaha dengan PT Bank Interim Indonesia. Keputusan merger ini dituangkan dalam Akta No. 65 Tanggal 16 November 2020 yang dibuat dihadapan Notaris Christina Dwi Utami S.H., M.Hum., M.Kn., notaris di Jakarta.

Akta perubahan ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat keputusan No. AHU-0060610.AH.01.02 Tahun 2020 tanggal 10 Desember 2020.

Berdasarkan akta No. 66 tanggal 16 November 2020 yang dibuat dihadapan Notaris Christina Dwi Utami S.H., M.Hum., M.Kn., notaris di Jakarta, pemegang saham menyetujui pemecahan saham Bank sesuai dengan rencana merger, dimana 1 saham akan dipecah menjadi 1.000 saham sehingga nilai nominal saham Bank yang semula sebesar Rp1.000.000 (satu juta rupiah) untuk setiap saham menjadi sebesar Rp1.000 (seribu rupiah) untuk setiap saham. Pemegang saham juga menyetujui peningkatan modal ditempatkan dan disetor sehubungan dengan merger dengan menerbitkan saham baru sebanyak 258.883.207 sehingga keseluruhan saham yang beredar adalah sebanyak 2.255.183.207 saham. Saham baru tersebut akan dialokasikan kepada pemilik saham PT Bank Interim Indonesia dengan rincian PT Bank Central Asia Tbk akan mendapatkan 258.883.137 saham dan PT BCA Finance akan mendapatkan 70 saham.

1. GENERAL (continued)

a. Bank establishment (continued)

The Bank's Articles of Association have undergone several changes, most recently with Deed No. 93 dated August 26, 2019 made before Notary Sri Buena Brahmana, S.H., M.Kn., notary in Jakarta regarding increasing the authorized capital of the Bank to Rp5,000,000,000,000, which is divided into 5,000,000 shares. The deed of amendment was approved by the Minister of Justice of the Republic of Indonesia in his Decree No. AHU-AH.01.03-0322607 year 2019 dated August 29, 2019.

On December 10, 2020, there was a merger of PT Bank BCA Syariah with PT Bank Interim Indonesia. This merger decision is stated in Deed No. 65 Date November 16, 2020 made before Notary Christina Dwi Utami S.H., M.Hum., M.Kn., notary in Jakarta.

This deed of amendment has received approval from the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-0060610.AH.01.02 of 2020 dated December 10, 2020.

Based on deed No. 66 date November 16, 2020 made before Notary Christina Dwi Utami S.H., M.Hum., M.Kn., notary in Jakarta, shareholders agreed to stock split of the Bank's shares 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 Rp1,000,000 (one million rupiah) for each share, becomes Rp1,000 (one thousand rupiah) for each share. Shareholder also approved an increase in issued and paid-up capital in connection with the merger by issuing 258,883,207 new shares so that the total shares outstanding were 2,255,183,207 shares. The new shares will be allocated to PT Bank Interim Indonesia shareholders with details that PT Bank Central Asia Tbk will obtain 258,883,137 shares and PT BCA Finance will obtain 70 shares.

PT BANK BCA SYARIAH
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2023 dan untuk
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PT BANK BCA SYARIAH
NOTES TO THE FINANCIAL STATEMENTS
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and for the Year Then Ended
(Expressed in Rupiah,
unless otherwise stated)

1. UMUM (lanjutan)

a. Pendirian Bank (lanjutan)

Akta perubahan ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat keputusan No. AHU-0207992.AH.01.11. Tahun 2020 tanggal 10 Desember 2020.

Kantor pusat Bank berlokasi di Jalan Raya Jatinegara Timur No.72, Jakarta Timur. Pada tahun 2023, Bank beroperasi melalui 14 Kantor Cabang Utama ("KCU"), 18 Kantor Cabang Pembantu ("KCP"), 44 Unit Layanan Syariah ("ULS") dan 100 Layanan Syariah Bank Umum ("LSBU").

b. Struktur dan manajemen

Susunan Dewan Komisaris, Direksi, dan Dewan Pengawas Syariah ditetapkan berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham PT Bank BCA Syariah No. 101 tanggal 22 Februari 2023 yang dibuat di hadapan Notaris Toki Thomas, S.H., M.Kn., notaris di Jakarta dan berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham PT Bank BCA Syariah No. 73 tanggal 11 Maret 2022 yang dibuat di hadapan Notaris Christina Dwi Utami, S.H., M.Kn., notaris di Jakarta, adalah sebagai berikut:

	2023	2022
Dewan Komisaris:		
Presiden Komisaris Independen	Ratna Yanti ^(a)	Tantri Indrawati
Komisaris Independen	Inge Setiawati ^(b)	Ratna Yanti
Komisaris	Rickyadi Widjaja ^(c)	Ina Widjaja
	2023	2022
Dewan Direksi:		
Presiden Direktur	Yuli Melati Suryaningrum	Yuli Melati Suryaningrum
Direktur	Pranata	Pranata
Direktur	Ina Widjaja ^(d)	Rickyadi Widjaja
Direktur	Lukman Hadiwidjaja	Lukman Hadiwidjaja
Direktur Kepatuhan	Houda Muljanti	Houda Muljanti
	2023	2022
Dewan Pengawas Syariah:		
Ketua	Prof. Dr. Fathurrahman Djamil	Prof. Dr. Fathurrahman Djamil
Anggota	Sutedjo Prihatono	Sutedjo Prihatono

- (a) efektif sejak lulus penilaian kemampuan dan kepatutan dari Surat OJK No. KEP-7/PB.1/2023 tanggal 7 Februari 2023.
 (b) efektif sejak lulus penilaian kemampuan dan kepatutan dari Surat OJK No. KEP-12/PB.1/2023 tanggal 7 Februari 2023.
 (c) efektif sejak lulus penilaian kemampuan dan kepatutan dari Surat OJK No. KEP-6/PB.1/2023 tanggal 13 Januari 2023.
 (d) efektif sejak lulus penilaian kemampuan dan kepatutan dari Surat OJK No. KEP-13/PB.1/2023 tanggal 7 Februari 2023.

1. GENERAL (continued)

a. Bank establishment (continued)

This deed of amendment has received approval from the Minister of Law and Human Rights of the Republic of Indonesia with a decree No. AHU-0207992.AH.01.11. Year 2020 dated December 10, 2020.

The Bank's head office is located on Jalan Raya Jatinegara Timur No. 72, East Jakarta. In 2023, the Bank operates through 14 Main Branch Offices ("KCU"), 18 Sub-Branch Offices ("KCP"), 44 Sharia Service Units ("ULS") and 100 Commercial Bank Sharia Services ("LSBU").

b. Structure and management

The composition of the Board of Commissioners, Board of Directors and Sharia Supervisory Board determined based on the Deed of Statement of General Meeting of Shareholders PT Bank BCA Syariah No. 101 dated February 22, 2023 made before the Notary Toki Thomas, S.H., M.Kn., notary in Jakarta and based on the Deed of Statement of General Meeting of Shareholders PT Bank BCA Syariah No. 73 dated March 11, 2022 made before the Notary Christina Dwi Utami, S.H., M.Kn., notary in Jakarta, is as follows:

Boards of Commissioners:
 President Independent Commissioners
 Independent Commissioners
 Commissioners

Boards of Directors:
 President Director
 Director
 Director
 Director
 Compliance Director

Sharia Supervisory Board:
 Chairman
 Member

- (a) effective since passed fit and proper test from OJK No. KEP-7/PB.1/2023 dated February 7, 2023.
 (b) effective since passed fit and proper test from OJK No. KEP-12/PB.1/2023 dated February 7, 2023.
 (c) effective since passed fit and proper test from OJK No. KEP-6/PB.1/2023 dated January 13, 2023.
 (d) effective since passed fit and proper test from OJK No. KEP-13/PB.1/2023 dated February 7, 2023.

PT BANK BCA SYARIAH
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2023 dan untuk
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(Disajikan dalam Rupiah,
kecuali dinyatakan lain)

PT BANK BCA SYARIAH
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2023
and for the Year Then Ended
(Expressed in Rupiah,
unless otherwise stated)

1. UMUM (lanjutan)

b. Struktur dan manajemen (lanjutan)

Susunan Komite Audit Bank pada tanggal 31 Desember 2023 dan 2022 ditetapkan berdasarkan Surat Keputusan Direksi No. 002/SKP/DIR/2023 tanggal 12 Desember 2023, Surat Keputusan Direksi No. 001/SKP/DIR/2022 tanggal 11 Maret 2022 adalah sebagai berikut :

	2023	2022
Komite Audit		
Ketua	Inge Setiawati	Tantri Indrawati
Anggota	J. Sindu Adisuwono	Riyo S. Wisaksono
Anggota	Senjaya Komala	J. Sindu Adisuwono

Audit Committee
Chairman
Member
Member

	2023	2022
Komite Pemantau Risiko		
Ketua	Ratna Yanti	Ratna Yanti
Anggota	Inge Setiawati	Tantri Indrawati
Anggota	Rickyadi Widjaja	Ina Widjaja
Anggota	Iwan Wiwoho	Riyo S. Wisaksono
Anggota	Senjaya Komala	Iwan Wiwoho

Risk Monitoring Committee
Chairman
Member
Member
Member

	2023	2022
Komite Remunerasi		
Ketua	Inge Setiawati	Ratna Yanti
Anggota	Ratna Yanti	Tantri Indrawati
Anggota	Rickyadi Widjaja	Ina Widjaja
Anggota	Retno Wulandari	Retno Wulandari

Remuneration Committee
Chairman
Member
Member
Member

Gaji dan kompensasi lainnya yang dibayarkan kepada Direksi, Dewan Komisaris dan Dewan Pengawas Syariah per 31 Desember 2023 dan 2022 adalah sebagai berikut (tidak diaudit):

Salaries and other compensation paid to the Board of Directors, Board of Commissioners and the Sharia Supervisory Board as at December 31, 2023 and 2022 are as follows (unaudited):

	2023	2022
Direksi	29.705.133.983	23.726.448.866
Dewan Komisaris	3.292.543.131	3.252.024.133
Dewan Pengawas Syariah	1.488.245.833	1.351.088.511
	34.485.922.947	28.329.561.510

Board of Directors
Board of Commissioners
Sharia Supervisory Board

Bank mempunyai 766 dan 662 karyawan tetap dan kontrak pada tahun yang berakhir pada 31 Desember 2023 dan 2022 (tidak diaudit).

The Bank had 766 and 662 permanent and contract employees in the year ended on December 31, 2023 and 2022 (unaudited).

PT BANK BCA SYARIAH
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2023 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Rupiah,
kecuali dinyatakan lain)

PT BANK BCA SYARIAH
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2023
and for the Year Then Ended
(Expressed in Rupiah,
unless otherwise stated)

1. UMUM (lanjutan)

c. Penggabungan usaha dengan PT Bank Interim Indonesia (dahulu PT Bank Rabobank International Indonesia)

Berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 16 November 2020 sebagaimana dinyatakan dalam Akta Risalah Rapat Umum Pemegang Saham Luar Biasa No. 63 dan Akta Penggabungan No. 65 tertanggal 16 November 2020 yang keduanya dibuat oleh Christina Dwi Utami, S.H., M.Hum., M.Kn., notaris di Jakarta telah disetujui Rencana Penggabungan Usaha PT Bank Interim Indonesia (dahulu PT Bank Rabobank International Indonesia) ("BII") dengan Bank, dimana BII bertindak sebagai bank yang menggabungkan diri dan Bank bertindak sebagai bank penerima penggabungan, yang berlaku sejak seluruh persetujuan yang disyaratkan diperoleh ("Tanggal Efektif Penggabungan").

Penggabungan menjadi efektif pada tanggal 10 Desember 2020, setelah diperolehnya persetujuan dari (i) OJK melalui surat Keputusan Dewan Komisiner OJK Nomor KEP-182/D.03/2020 tanggal 8 Desember 2020 tentang Pemberian Izin Penggabungan BII ke dalam Bank; dan (ii) Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Direktorat Jenderal Administrasi Hukum Umum dengan Nomor AHU-02.0208304.AH.01.11 Tahun 2020 tanggal 10 Desember 2020 mengenai Penerimaan Pemberitahuan Perubahan Data Perseroan dan mengenai Penerimaan Pemberitahuan Penggabungan Perseroan dengan Nomor AHU-0060610.AH.01.02. Tahun 2020 tanggal 10 Desember 2020.

Sehubungan dengan penggabungan usaha antara PT Bank BCA Syariah ("BCAS") dan PT Bank Interim Indonesia ("BII"), penggabungan usaha dilakukan melalui penerbitan instrumen ekuitas BCAS kepada pemegang saham BCAS dan BII sebesar 258.883.207 lembar saham baru, disetor penuh dengan nilai nominal sebesar Rp1.000 (nilai penuh) per saham.

1. GENERAL (continued)

c. The merger with PT Bank Interim Indonesia (formerly PT Bank Rabobank International Indonesia)

Based on result of the Deed of Statement of Extraordinary General Meeting of Shareholders dated 16 November 2020, as stated in the notarial by Deed of Statement of Extraordinary General Meeting of Shareholders No. 63 and Deed of Merger No. 65 dated November 16, 2020, both of which were made by Christina Dwi Utami, S.H., M.Hum., M.Kn., notary in Jakarta, the Planned Merger of PT Bank Interim Indonesia (formerly PT Bank Rabobank International Indonesia) ("BII") was approved by the Bank, where BII acts as the merging bank and the Bank acts as the recipient bank of the merger, which takes effect from the time all required approvals are obtained ("Effective Date of the Merger").

The merger became effective on December 10, 2020, after obtaining approval from (i) OJK through the Decree of the OJK Board of Commissioners Number KEP-182/D.03/2020 dated December 8, 2020, concerning Granting Permit for the Merger of BII into the Bank; and (ii) the Minister of Law and Human Rights of the Republic of Indonesia Directorate General of General Legal Administration with Number AHU-02.0208304.AH.01.11 of 2020 dated December 10, 2020 regarding Receipt of Notification of Changes to Company Data and regarding Receipt of Notification of Company Merger with Number AHU-0060610.AH.01.02. Year 2020, dated December 10, 2020.

In connection with the business merger between PT Bank BCA Syariah ("BCAS") and PT Bank Interim Indonesia ("BII"), the business merger was carried out through the issuance of BCAS equity instruments to BCAS and BII shareholders amounting to 258,883,207 new shares, fully paid up with a nominal value of Rp1,000 (full value) per share.

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1. UMUM (lanjutan)

c. Penggabungan Usaha dengan PT Bank Interim Indonesia (dahulu PT Bank Rabobank International Indonesia) (lanjutan)

Penggabungan usaha antara BCAS dan BII merupakan transaksi penggabungan usaha entitas sepengendali. Pada tanggal efektif merger, baik BCAS dan BII merupakan entitas sepengendalian dan hubungan sepengendalian tersebut tidak bersifat sementara. Transaksi kombinasi bisnis antara entitas sepengendali dilakukan dalam rangka reorganisasi entitas-entitas yang berada dalam suatu kelompok yang sama dan bukan merupakan perubahan kepemilikan dalam arti substansi ekonomi. Oleh karena itu, transaksi ini diakui pada jumlah tercatat berdasarkan metode penyatuan kepemilikan (*pooling of interest*). Selisih nilai transfer entitas sepengendali di atas dicatat sebagai tambahan modal disetor. Atas transaksi ini, Bank mencatat tambahan modal disetor sebesar Rp70.556.747.868 (Catatan 22).

Akuisisi tersebut di atas memenuhi kategori kombinasi bisnis di antara entitas sepengendali sebagaimana diuraikan di dalam PSAK No. 38 tentang "Kombinasi Bisnis Entitas Sepengendali", sehingga akuisisi bisnis tersebut diakui menggunakan metode penyatuan kepemilikan. Jumlah selisih yang timbul antara biaya perolehan dan bagian proporsional atas nilai tercatat aset bersih seluruhnya diakui sebagai "Selisih Nilai Transaksi Kombinasi Bisnis Entitas Sepengendali" dan disajikan sebagai bagian "Tambahan Modal Disetor" di bagian ekuitas pada laporan posisi keuangan.

1. GENERAL (continued)

c. The Merger with PT Bank Interim Indonesia (formerly PT Bank Rabobank International Indonesia) (continued)

The business merger between BCAS and BII is a business merger transaction of entities under common control. On the effective date of the merger, both BCAS and BII were entities under common control and the relationship under common control are not temporary. Business combination transactions between entities under common control are carried out in the context of reorganizing entities within the same group and do not constitute a change of ownership in terms of economic substance. Therefore, this transaction is recognized at the carrying amount based on the pooling of interest method. The difference in the transfer value of entities under common control above is recorded as additional paid-in capital. For this transaction, the Bank recorded additional paid-in capital amounting to Rp70,556,747,868 (Note 22).

The above acquisitions fulfil the category of business combination among entities under common control entities described in SFAS No. 38 on "Business Combinations of Entities Under Common Control", therefore such acquisitions were accounted for using the pooling of interest method. The amount of the difference between the cost of acquisition and the proportionate portion of the carrying amount of the net assets entirely recognised as "Difference in Value of Transactions of Business Combinations of Entities under Common Control" and recognised as part of "Additional paid-in capital" and presented in the equity section of the statement of financial position.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

a. Dasar penyusunan laporan keuangan dan pernyataan kepatuhan

Kebijakan akuntansi utama yang diterapkan dalam penyusunan laporan keuangan Bank adalah seperti dijabarkan di bawah ini:

2. MATERIAL ACCOUNTING POLICIES INFORMATION

a. Basis of preparation of financial statements and compliance statements

The principal accounting policies adopted in preparing the Bank's financial statements are set out below:

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2. INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)

a. Dasar penyusunan laporan keuangan dan pernyataan kepatuhan (lanjutan)

Laporan keuangan disusun dan disajikan sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK"), yaitu PSAK No. 101 (Revisi 2019) tentang "Penyajian Laporan Keuangan Syariah", PSAK No. 102 (Revisi 2019) tentang "Akuntansi *Murabahah*", PSAK No. 105 tentang "Akuntansi *Mudharabah*", PSAK No. 106 tentang "Akuntansi *Musarakah*", PSAK No. 107 (Revisi 2022) tentang "Akuntansi *Ijarah*", PSAK No. 110 (Revisi 2015) tentang "Akuntansi Sukuk", Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI Revisi 2013).

Berdasarkan PSAK No. 101 (Revisi 2016), laporan keuangan bank syariah yang lengkap terdiri dari komponen-komponen sebagai berikut;

- i. Laporan Posisi Keuangan;
- ii. Laporan Laba Rugi dan Penghasilan Komprehensif Lain;
- iii. Laporan Perubahan Ekuitas;
- iv. Laporan Arus Kas;
- v. Laporan Rekonsiliasi Pendapatan dan Bagi Hasil;
- vi. Laporan Sumber dan Penyaluran Dana Zakat;
- vii. Laporan Sumber dan Penggunaan Dana Kebajikan; dan
- viii. Catatan Atas Laporan Keuangan.

Laporan posisi keuangan, laporan laba rugi dan penghasilan komprehensif lain, laporan arus kas, dan laporan perubahan ekuitas merupakan laporan keuangan yang mencerminkan kegiatan komersial Bank sesuai prinsip syariah.

Laporan keuangan disajikan berdasarkan nilai historis, kecuali disebutkan lain sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut, dan disusun dengan dasar akrual, kecuali laporan arus kas dan laporan rekonsiliasi pendapatan dan bagi hasil.

Laporan arus kas disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan. Untuk tujuan laporan arus kas, kas dan setara kas mencakup kas, giro pada Bank Indonesia dan giro pada bank lain, penempatan pada Bank Indonesia dan bank lain yang jatuh tempo dalam 3 bulan dari tanggal perolehan.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

a. Basis of preparation of financial statements and Compliance Statements (continued)

The financial statements have been prepared and presented in accordance with the Statement of Financial Accounting Standards ("SFAS"), namely: SFAS No. 101 (Revised 2019), "Presentation of Sharia Financial Statements", SFAS No. 102 (Revised 2019), "Accounting for *Murabahah*", SFAS No. 105, "Accounting for *Mudharabah*", SFAS No. 106, "Accounting for *Musarakah*", and SFAS No. 107 (Revised 2022), "Accounting for *Ijarah*", SFAS No. 110 (Revised 2015) "Accounting for Sukuk", Indonesia Sharia Banking Accounting Guidelines (PAPSI Revised 2013).

Based on SFAS No. 101 (Revised 2016), a complete sharia bank financial statements consists of the following components;

- i. Statement of Financial Position;
- ii. Statement of Profit or Loss and Other Comprehensive Income
- iii. Statement of Changes in Equity;
- iv. Statement of Cash Flows
- v. Statement of Reconciliation of Income and Profit Sharing;
- vi. Statement of Sources and Distribution of Zakat Funds;
- vii. Statement of Sources and Uses of Qardhul Hasan Funds; and
- viii. Notes to the Financial Statements.

The statement of financial position, statement of profit or loss and other comprehensive income, statement of cash flow and statement of changes in equity are the financial statements reflecting the Bank's commercial activities in accordance with sharia principle.

The financial statements are presented on a historical cost basis, unless stated otherwise as described in the accounting policy for each account, and prepared on accrual basis, except statement of cash flow and statement of reconciliation of income and profit sharing.

The statement of cash flows are prepared using the direct method by classifying cash flows into operating, investing and financing activities. For the presentation of statement of cash flows, cash and cash equivalents consist of cash, current accounts and placements with Bank Indonesia, and current accounts with other banks with maturities of 3 months from the date of acquisition.

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2. INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)

a. Dasar penyusunan laporan keuangan dan pernyataan kepatuhan (lanjutan)

Laporan rekonsiliasi pendapatan dan bagi hasil merupakan rekonsiliasi antara pendapatan bank syariah yang menggunakan dasar akrual (*accrual basis*) dengan pendapatan yang dibagikan kepada pemilik dana yang menggunakan dasar kas (*cash basis*).

Laporan sumber dan penggunaan dana zakat dan dana kebajikan merupakan laporan yang mencerminkan peran Bank sebagai pemegang amanah dana kegiatan sosial yang dikelola secara terpisah.

Laporan sumber dan penyaluran dana zakat merupakan laporan yang menunjukkan sumber dana, penyaluran dalam waktu tertentu serta dana zakat yang belum disalurkan pada tanggal tertentu.

Laporan sumber dan penggunaan dana kebajikan merupakan laporan yang menunjukkan sumber dan penggunaan dana kebajikan selama jangka waktu tertentu dan saldo dana kebajikan pada tanggal tertentu.

Bank tidak secara langsung menjalankan fungsi pengelolaan dana zakat dan dana kebajikan.

Mata uang pelaporan yang digunakan dalam laporan keuangan adalah Rupiah penuh. Angka-angka yang disajikan dalam laporan keuangan, kecuali bila dinyatakan secara khusus, adalah dalam Rupiah penuh.

b. Transaksi dengan pihak berelasi

Bank melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam PSAK No. 7 (Revisi 2015) tentang "Pengungkapan Pihak-pihak Berelasi".

Suatu pihak dianggap pihak berelasi dengan Bank jika;

- (1) langsung, atau tidak langsung yang melalui satu atau lebih perantara, suatu pihak (i) mengendalikan, atau dikendalikan oleh, atau berada di bawah pengendalian bersama, dengan Bank; (ii) memiliki kepentingan dalam Bank yang memberikan pengaruh signifikan atas Bank; atau (iii) memiliki pengendalian bersama atas Bank;

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

a. Basis of preparation of financial statements and Compliance Statements (continued)

The statement of reconciliation of income and profit sharing represents the reconciliation between income of sharia bank under accrual basis and income distributed to fund owners under cash basis.

The statement of sources and distribution of zakat funds and uses of qardhul hasan funds represent the financial statements reflecting the Bank's role as the mandate holder of social activity funds which are separately managed.

The statement of sources and distribution of zakat funds show the sources and distribution of zakat funds for a certain period, and the undistributed zakat funds on a particular date.

The statement of sources and distribution of qardhul hasan funds show the sources and distribution of qardhul hasan funds for a certain period, and the qardhul hasan funds balance on a particular date.

The Bank is not directly involved in the management of zakat and qardhul hasan funds.

The reporting currency used in the financial statements is full Rupiah. The figures presented in the financial statements, unless otherwise stated, are rounded in full Rupiah.

b. Transactions with related parties

The Bank enter into transactions with parties which are defined as related parties in accordance with SFAS No. 7 (Revised 2015) regarding "Related Party Disclosures".

A party is considered as a related party of the Bank if;

- (1) *directly or indirectly through one or more intermediaries, is party (i) controls, or is controlled by, or under common control with the Bank; (ii) has an interest in the Bank that provides significant influence to the Bank; or (iii) has joint control over the Bank;*

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MATERIAL (lanjutan)

b. Transaksi dengan pihak berelasi (lanjutan)

Suatu pihak dianggap pihak berelasi dengan Bank jika; (lanjutan)

- (2) suatu pihak yang berada dalam kelompok usaha yang sama dengan Bank;
- (3) suatu pihak adalah ventura bersama dimana Bank sebagai *venturer*;
- (4) suatu pihak adalah anggota dari personil manajemen kunci Bank;
- (5) suatu pihak adalah anggota keluarga dekat dari individu yang diuraikan dalam butir (1) atau (4);
- (6) suatu pihak adalah entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi signifikan oleh atau untuk pihak yang memiliki hak suara signifikan pada beberapa entitas, langsung maupun tidak langsung, yaitu individu seperti diuraikan dalam butir (4) atau (5); dan
- (7) suatu pihak adalah suatu program imbalan pasca kerja untuk imbalan kerja dari Bank atau entitas yang terkait dengan Bank.

Transaksi dengan pihak-pihak berelasi dilakukan dengan syarat dan kondisi yang sama dengan transaksi-transaksi dengan pihak ketiga.

Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan yang relevan dan rinciannya telah disajikan dalam Catatan 35 atas laporan keuangan.

c. Cadangan kerugian penurunan nilai aset produktif dan non-produktif

Aset produktif terdiri dari giro dan penempatan pada Bank Indonesia dalam bentuk Fasilitas Simpanan Bank Indonesia Syariah ("FASBIS"), giro pada bank lain, investasi pada surat berharga, piutang *murabahah*, pinjaman *qardh*, pembiayaan *mudharabah*, pembiayaan *musyarakah*, aset yang diperoleh untuk *ijarah*, serta komitmen dan kontinjensi yang memiliki risiko pembiayaan seperti bank garansi.

Aset non-produktif adalah aset Bank selain aset produktif yang memiliki potensi kerugian, antara lain dalam bentuk rekening antar kantor, agunan yang diambil alih dan rekening penampungan.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

b. Transactions with related parties (continued)

A party is considered as a related party of the Bank if; (continued)

- (2) it is a member of the same group as the Bank;
- (3) it is a joint venture in which the Bank acts as a venturer;
- (4) it is a member of the key management personnel of the Bank;
- (5) it is a close family member of an individual as described in point (1) or (4);
- (6) it is an entity that is controlled, jointly controlled or significantly influenced by or for whom has significant voting rights in several entities, directly or indirectly, by the individuals described in point (4) or (5); and
- (7) it is a post-employment benefit plan program for the employee benefit of either the Bank or entities related to the Bank.

Transactions with related parties are conducted under terms and conditions that are similar with third party transactions.

All material transactions and balances with related parties are disclosed in the relevant notes to the financial statements and the details are presented in Note 35 of the financial statements.

c. Allowance for impairment losses on earning and non-earning assets

Earning assets consist of current accounts and placements with Bank Indonesia in the form of Bank Indonesia Sharia Deposit Facilities ("FASBIS"), current accounts with other banks, investments in marketable securities, *murabahah* receivables, *qardh* receivables, *mudharabah* financing, *musyarakah* financing, assets acquired for *ijarah*, and commitments and contingencies which carry financing risk, such as bank guarantees.

Non-earning assets are the Bank's assets other than the earning assets which have potential loss, consisting of inter-office accounts, foreclosed collaterals and suspense accounts.

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2. INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)

c. Cadangan kerugian penurunan nilai aset produktif dan non-produktif (lanjutan)

Sesuai dengan PSAK No. 102 "Akuntansi Murabahah" dan Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI Revisi 2013), Bank menghitung penurunan nilai individual untuk piutang *murabahah* sesuai dengan ketentuan di ISAK No. 102 "Penurunan Nilai Piutang *Murabahah*".

Bank mengevaluasi apakah terdapat bukti objektif bahwa aset keuangan mengalami penurunan nilai pada setiap tanggal laporan posisi keuangan.

Aset keuangan mengalami penurunan nilai jika bukti objektif menunjukkan bahwa peristiwa yang merugikan telah terjadi setelah pengakuan awal aset produktif dan peristiwa tersebut berdampak pada arus kas masa datang atas aset keuangan yang dapat diestimasi secara handal.

Kriteria yang digunakan oleh Bank untuk menentukan bukti objektif dari penurunan nilai adalah sebagai berikut;

- (i) kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam;
- (ii) pelanggaran kontrak, seperti terjadinya wanprestasi atau tunggakan pembayaran pokok atau margin;
- (iii) pihak pemberi pinjaman, dengan alasan ekonomi atau hukum sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, memberikan keringanan (konsesi) pada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;
- (iv) terdapat kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya;
- (v) hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan; atau
- (vi) data yang dapat diobservasi mengindikasikan adanya penurunan yang dapat diukur atas estimasi arus kas masa datang dari kelompok aset keuangan sejak pengakuan awal aset dimaksud, meskipun penurunannya belum dapat diidentifikasi terhadap aset keuangan secara individual dalam kelompok aset tersebut, termasuk;

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

c. Allowance for impairment losses on earning and non-earning assets (continued)

In accordance with SFAS No. 102 "Accounting for Murabahah" and Indonesia Sharia Banking Accounting Guidelines (PAPSI Revised 2013), the Bank calculates individual impairment for for *murabahah* receivable in accordance with IFAS No. 102 "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.

Financial assets are impaired when an objective evidence demonstrates that a loss event has occurred after the initial recognition of the asset and that the loss event has an impact on the future cash flows of the financial asset that can be estimated reliably.

The criteria used by the Bank to determine objective evidence of impairment are as follows;

- (i) significant financial difficulty of the issuer or obligor;
- (ii) a breach of contract, such as a default or arrears in margin or principal payments;
- (iii) The lender, for economic or legal reasons relating to the debtor's financial difficulty, grants the debtor a concession that the lender would not otherwise consider;
- (iv) it becomes probable that the debtor will enter into bankruptcy or other financial reorganisation;
- (v) the disappearance of an active market of financial assets due to financial difficulties; or
- (vi) observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified individually in the portfolio, includes;

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MATERIAL (lanjutan)

c. Cadangan kerugian penurunan nilai aset produktif dan non-produktif (lanjutan)

Kriteria yang digunakan oleh Bank untuk menentukan bukti objektif dari penurunan nilai adalah sebagai berikut; (lanjutan)

- (vii) memburuknya status pembayaran pihak peminjam dalam kelompok tersebut; dan
- (viii) kondisi ekonomi nasional atau lokal yang berkorelasi dengan wanprestasi atas aset dalam kelompok tersebut.

Estimasi periode antara terjadinya peristiwa dan teridentifikasinya kerugian ditentukan oleh manajemen untuk setiap portofolio yang diidentifikasi. Pada umumnya, periode tersebut bervariasi antara 3 (tiga) sampai 12 (dua belas) bulan, untuk kasus tertentu diperlukan periode yang lebih lama.

Bank pertama kali menentukan apakah terdapat bukti objektif penurunan nilai secara individual atas aset keuangan yang signifikan, dan secara individual atau kolektif untuk aset keuangan yang tidak signifikan secara individual.

Jika Bank menentukan tidak terdapat bukti objektif mengenai penurunan nilai atas aset keuangan yang dinilai secara individual, terlepas aset keuangan tersebut signifikan atau tidak, maka Bank memasukkan aset tersebut ke dalam kelompok aset keuangan yang memiliki karakteristik risiko pembiayaan yang serupa dan menilai penurunan nilai kelompok tersebut secara kolektif. Aset keuangan yang penurunan nilainya dilakukan secara individual, dan untuk itu kerugian penurunan nilai telah diakui atau tetap diakui, tidak termasuk dalam penilaian penurunan nilai secara kolektif.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

c. Allowance for impairment losses on earning and non-earning assets (continued)

The criteria used by the Bank to determine objective evidence of impairment are as follows; (continued)

- (vii) adverse changes in the payment status of debtors in the portfolio; and*
- (viii) national or local conditions that correlate with breach of contract of the assets in the portfolio.*

The estimated period between the occurrence of an event and the identification of a loss is determined by management for each identified portfolio. In general, this period varies between 3 (three) to 12 (twelve) months; in certain cases, a longer period is required.

The Bank first assesses whether an objective evidence of impairment for financial assets that are individually significant and individually or collectively for financial assets that are not individually significant.

If the Bank determines that there is no objective evidence of impairment for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar financing risk characteristics and collectively assesses them for impairment. Financial assets that are individually assessed for impairment, and for which an impairment loss is or continues to be recognised is excluded in the collective assessment of impairment.

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2. INFORMASI KEBIJAKAN AKUNTANSI
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c. Cadangan kerugian penurunan nilai aset produktif dan non-produktif (lanjutan)

Bank menetapkan piutang *murabahah* yang harus dievaluasi penurunan nilainya secara individual, jika memenuhi salah satu kriteria di bawah ini;

- (i) Piutang *murabahah* yang secara individual memiliki nilai signifikan dan memiliki bukti objektif penurunan nilai;
- (ii) Terdapat tunggakan yang melebihi 90 hari;
- (iii) Piutang *murabahah* yang direstrukturisasi yang secara individual memiliki nilai signifikan.

Berdasarkan kriteria di atas, Bank melakukan penilaian secara individual untuk; (a) piutang *murabahah* dengan plafond lebih besar dari Rp2 miliar dengan kolektibilitas kurang lancar, diragukan dan macet; atau (b) piutang *murabahah* yang diberikan dengan plafond lebih besar dari Rp2 miliar yang direstrukturisasi.

Bank menetapkan piutang *murabahah* yang harus dievaluasi penurunan nilainya secara kolektif, jika memenuhi salah satu kriteria di bawah ini;

- (i) Piutang *murabahah* yang secara individual memiliki nilai signifikan namun tidak memiliki bukti objektif penurunan nilai;
- (ii) Piutang *murabahah* yang secara individual memiliki nilai tidak signifikan;
- (iii) Piutang *murabahah* yang direstrukturisasi yang secara individual memiliki nilai tidak signifikan.

Perhitungan cadangan kerugian penurunan nilai atas aset produktif yang dinilai secara kolektif dikelompokkan berdasarkan karakteristik risiko piutang yang sama dengan mempertimbangkan segmentasi piutang berdasarkan pengalaman kerugian masa lalu (*probability of default*).

Bank menggunakan metode *migration analysis* yang merupakan suatu metode analisis statistik, untuk menilai cadangan kerugian penurunan nilai atas piutang yang diberikan secara kolektif. Bank menggunakan data historis minimal 5 (lima) tahun dalam menghitung *Probability of Default* ("PD") dan *Loss of Given Default* ("LGD").

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

c. Allowance for impairment losses on earning and non-earning assets (continued)

The Bank determines *murabahah* receivables to be evaluated for impairment through individual evaluation if one of the following criteria is met;

- (i) *Murabahah* receivables which individually have significant value and there is objective evidence of impairment;
- (ii) There are arrears exceeding 90 days;
- (iii) Restructured *murabahah* receivables which individually have insignificant value.

Based on the above criteria, the Bank assessed individual assessments for; (a) *murabahah* receivables with a ceiling greater than Rp2 billion with substandard, doubtful, and loss collectibility; or (b) *murabahah* receivables granted with a ceiling greater than Rp2 billion which are restructured.

The Bank determines *murabahah* receivables to be evaluated for impairment through collective evaluation if one of the following criteria is met;

- (i) *Murabahah* receivables which individually have significant value but there is no objective evidence of impairment;
- (ii) *Murabahah* receivables which individually have insignificant value; and
- (iii) Restructured *murabahah* receivables which individually have insignificant value.

The calculation of allowance for impairment losses on earning assets which are evaluated collectively, is grouped based on similar receivable risk characteristics and taking into account the receivable segmentation on the basis of historical loss experience (*probability of default*).

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").

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2. INFORMASI KEBIJAKAN AKUNTANSI
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c. Cadangan kerugian penurunan nilai aset produktif dan non-produktif (lanjutan)

Bank menggunakan nilai wajar agunan sebagai dasar arus kas masa datang apabila memenuhi salah satu kondisi berikut;

- (i) Piutang dan pembiayaan bersifat *collateral dependent*, yaitu jika pelunasan pembiayaan hanya bersumber dari agunan;
- (ii) Pengambilalihan agunan kemungkinan besar terjadi dan didukung dengan perjanjian legal pengikatan agunan.

Kerugian penurunan nilai atas aset keuangan yang dicatat pada biaya perolehan diamortisasi diukur sebesar selisih antara nilai tercatat aset keuangan dengan nilai kini estimasi arus kas masa datang yang didiskonto menggunakan tingkat margin efektif awal dari aset keuangan tersebut.

Kerugian yang terjadi diakui pada laporan laba rugi dan penghasilan komprehensif lain dan dicatat pada akun cadangan kerugian penurunan nilai sebagai pengurang terhadap aset produktif yang dicatat pada biaya perolehan diamortisasi.

Penerimaan kembali atas aset produktif yang diberikan yang telah dihapusbukukan, pada tahun berjalan dikreditkan dengan menyesuaikan akun cadangan kerugian penurunan nilai. Penerimaan kembali atas aset produktif yang telah dihapusbukukan pada tahun-tahun sebelumnya dicatat sebagai pendapatan operasional selain pendapatan margin.

Aset produktif atas pinjaman *qardh*, pembiayaan *mudharabah*, pembiayaan *musyarakah*, aset yang diperoleh untuk *ijarah*, serta komitmen dan kontinjensi yang memiliki risiko pembiayaan seperti bank garansi. Bank membentuk cadangan kerugian penurunan nilai berdasarkan estimasi kerugian aset produktif yang tidak dapat ditagih sebagaimana diatur dalam PSAK yang berlaku. Selain itu, Bank juga menerapkan Peraturan Otoritas Jasa Keuangan ("POJK") No. 02/POJK.03/2022 tanggal 31 Januari 2022 tentang "Penilaian Kualitas Aset Bank Umum Syariah dan Unit Usaha Syariah" yang berlaku efektif tanggal 7 Februari 2022.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

c. Allowance for impairment losses on earning and non-earning assets (continued)

Bank uses the fair value of collateral as the basis for future cash flows if one of the following conditions is met;

- (i) Receivables and financing are collateral dependent, that is, if repayment of financing only comes from collateral;
- (ii) Collateral takeover is likely to occur and is supported by a legal agreement of collateral binding.

Impairment losses on financial assets recorded at amortized cost are measured as the difference between the carrying amount of the financial assets and present value of estimated future cash flows discounted at the financial assets original effective margin rate.

Impairment losses are recognised in statement of profit or loss and other comprehensive income and reflected in an allowance for impairment losses account against earning assets carried at amortised cost.

The recoveries of written-off earning assets in the current year are credited by adjusting the allowance for impairment losses accounts. Recoveries of written-off loans from previous years are recorded as operating income other than margin income.

Earning assets such as, funds of *qardh*, *mudharabah* financing, *musyarakah* financing, assets acquired for *ijarah*, and commitments and contingencies which carry financing risk, such as bank guarantees. The Bank provides the allowance for impairment losses based on the estimated losses from uncollectible amount earning assets as stipulated in the applicable SFAS. In addition, the Bank also implemented Regulation of the Financial Services Authority ("POJK") No. 02/POJK.03/2022 dated January 31, 2022 regarding "Asset Quality Ratings for Sharia Bank and Sharia Business Unit" which was effective as at February 7, 2022.

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2. INFORMASI KEBIJAKAN AKUNTANSI
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c. Cadangan kerugian penurunan nilai aset produktif dan non-produktif (lanjutan)

Cadangan kerugian minimum yang harus dibentuk sesuai dengan Peraturan Otoritas Jasa Keuangan ("POJK") adalah sebagai berikut:

- (i) Cadangan umum, ditetapkan paling rendah sebesar 1% dari aset produktif yang digolongkan lancar diluar giro dan penempatan pada Bank Indonesia, surat berharga yang diterbitkan pemerintah berdasarkan prinsip syariah dan aset produktif yang dijamin dengan agunan tunai.
- (ii) Cadangan khusus, sekurang-kurangnya sebesar:
 - (a) 5% dari aset produktif yang digolongkan Dalam Perhatian Khusus setelah dikurangi nilai agunan;
 - (b) 15% dari aset produktif yang digolongkan Kurang Lancar setelah dikurangi nilai agunan;
 - (c) 50% dari aset produktif yang digolongkan Diragukan setelah dikurangi nilai agunan; dan
 - (d) 100% dari aset produktif yang digolongkan Macet setelah dikurangi nilai agunan.

Kriteria penilaian nilai agunan yang dapat dikurangkan dalam pembentukan cadangan kerugian penurunan nilai sesuai dengan Peraturan Otoritas Jasa Keuangan ("POJK").

Atas aset non-produktif, manajemen Bank menentukan cadangan kerugian penurunan nilai pada nilai yang lebih rendah antara nilai tercatat dan nilai wajar setelah dikurangi biaya pelepasan.

d. Giro dan penempatan pada Bank Indonesia

Giro dan Penempatan pada Bank Indonesia terdiri dari giro *wadiah* pada Bank Indonesia dan penanaman dana pada Bank Indonesia berupa Fasilitas Simpanan Bank Indonesia Syariah ("FASBIS") dan Sertifikat Bank Indonesia Syariah ("SBIS").

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

c. Allowance for impairment losses on earning and non-earning assets (continued)

The minimum allowance to be provided in accordance with Regulation of the Financial Services Authority ("POJK") is as follows:

- (i) General reserve, shall be no less than 1% of total earning assets classified as current, excluding current accounts and placements with Bank Indonesia, securities issued by the government based on sharia principles and part of earning assets guaranteed cash collateral.
- (ii) Special reserves, shall be at least:
 - (a) 5% of earning assets classified as Special Mention after deducting the collateral value;
 - (b) 15% of earning assets classified as Substandard after deducting the collateral value;
 - (c) 50% of earning assets classified as Doubtful after deducting the collateral value; and
 - (d) 100% of earning assets classified as Loss after deducting the collateral value.

The criteria for assessment of the value of collateral that can be deducted in the calculation of allowance for impairment losses are based on Regulation of the Financial Services Authority ("POJK").

For non-earning assets, bank management determines the allowance for impairment losses at the lower of the carrying value and the fair value after deducting disposal costs.

d. Current account and placement with Bank Indonesia

Current account and placements with Bank Indonesia consist of *wadiah* current accounts with Bank Indonesia and placements of funds with Bank Indonesia in the form of Bank Indonesia Sharia Deposit Facilities ("FASBIS") and Bank Indonesia Sharia Certificates ("SBIS").

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d. Giro dan penempatan pada Bank Indonesia (lanjutan)

FASBIS merupakan sertifikat yang diterbitkan Bank Indonesia sebagai bukti penitipan dana berjangka pendek dengan prinsip masing-masing adalah *wadiah* dan *jualah*. Giro dan Penempatan pada Bank Indonesia disajikan sebesar saldo penempatan.

e. Giro pada bank lain

Giro pada bank lain dinyatakan sebesar saldo giro dikurangi dengan cadangan kerugian penurunan nilai. Bonus yang diterima Bank dari bank umum syariah diakui sebagai pendapatan usaha lainnya. Penerimaan jasa giro dari bank non-syariah tidak diakui sebagai pendapatan Bank.

Dana penerimaan jasa giro yang berasal dari bank non-syariah dikategorikan sebagai dana non-halal, sehingga Bank Syariah menyalurkannya sebagai dana kebajikan. Sebelum dana kebajikan tersebut disalurkan, maka pencatatannya di sisi liabilitas.

f. Investasi pada surat berharga

Surat berharga syariah adalah surat bukti penanaman dalam surat berharga berdasarkan prinsip syariah yang lazim diperdagangkan di pasar uang syariah dan/atau pasar modal syariah antara lain obligasi syariah (sukuk), sertifikat reksadana syariah dan surat berharga lainnya berdasarkan prinsip syariah.

Pada saat pengakuan awal, Bank menentukan klasifikasi investasi pada sukuk sebagai diukur pada biaya perolehan, diukur pada nilai wajar melalui penghasilan komprehensif lain atau diukur pada nilai wajar melalui laba rugi.

a. Diukur pada biaya perolehan

- Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya;
- Biaya perolehan sukuk termasuk biaya transaksi;

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

d. Current account and placement with Bank Indonesia (continued)

FASBIS are certificates issued by Bank Indonesia as a proof of short-term fund deposits under *wadiah* and *jualah* principles, respectively. Current accounts and placements with Bank Indonesia are stated at their outstanding balances of placements.

e. Current account with other banks

Current accounts with other banks are stated at their outstanding balances net of allowance for impairment losses. Bonuses received by the Bank from commercial banks based on sharia principles are recognized as other operating income. Proceeds of interest on current accounts from non-sharia banks are not recognized as the Bank's income.

The received current account service funds that come from non-sharia Bank are categorized as non-halal funds, so Sharia Bank then distributed the funds as *qardhul* hasan funds. Before the *qardhul* hasan funds are distributed, it is recorded in liabilities.

f. Investments in marketable securities

Sharia marketable securities are proof of investments under sharia principles commonly traded in sharia money market and/or sharia stock exchange, such as sharia bonds (*sukuk*), sharia mutual fund certificates and other marketable securities based on Sharia principles.

At initial recognition, the Bank determines the classification of investments in sukuk either measured at cost, fair value through other comprehensive income or fair value through profit or loss.

a. Measured at amortized cost

- The investment is held in a business model whereby the primary goal is to obtain contractual cash flows and has contractual terms in determining the specific date of principal payments and or the results;
- Sukuk acquisition cost includes transaction cost;

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2. INFORMASI KEBIJAKAN AKUNTANSI
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f. Investasi pada surat berharga (lanjutan)

a. Diukur pada biaya perolehan (lanjutan)

- Selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi.

b. Diukur pada nilai wajar melalui penghasilan komprehensif lain

- Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan melakukan penjualan sukuk, terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya;
- Biaya perolehan sukuk termasuk biaya transaksi;
- Selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi komprehensif;
- Keuntungan atau kerugian dari perubahan nilai wajar diakui dalam penghasilan komprehensif lain setelah memperhitungkan saldo selisih biaya perolehan dan nilai nominal yang belum diamortisasi dan saldo akumulasi keuntungan dan kerugian nilai wajar yang telah diakui dalam penghasilan komprehensif lain sebelumnya. Ketika investasi sukuk dihentikan pengakuannya, akumulasi keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke laba rugi sebagai penyesuaian reklasifikasi.

c. Diukur pada nilai wajar melalui laba rugi

- Biaya perolehan sukuk tidak termasuk biaya transaksi;
- Selisih antara nilai wajar dan jumlah tercatat diakui dalam laba rugi.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

f. Investments in marketable securities (continued)

a. Measured at amortized cost (continued)

- The difference between the acquisition cost and the nominal value is amortized on a straight-line basis over the period of the sukuk and recognized in profit or loss.

b. Measured at fair value through other comprehensive income

- The investment is held in a business model whereby the primary goal is to obtain contractual cash flows and to sell the sukuk, and has contractual terms in determining the specific date of principal payments and or the results;
- Sukuk acquisition cost includes transaction cost;
- The difference between acquisition cost and the nominal value is amortized on a straight-line basis over the period of the sukuk and is recognized in comprehensive income;
- Gain or loss from changes of fair value is recognized in other comprehensive income after considering unamortized difference of acquisition cost and nominal value and accumulated gain or loss of fair value which has been previously recognized in other comprehensive income. When sukuk is derecognized, the accumulated gain or loss which was been previously recognized in other comprehensive income is reclassified to profit or loss as reclassification adjustment.

c. Measured at fair value through profit or loss

- Sukuk acquisition cost excludes transaction cost;
- The difference between fair value and the carrying value is recognized in profit or loss.

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f. Investasi pada Surat Berharga (lanjutan)

Sertifikat Investasi *Mudharabah* Antarbank ("SIMA") merupakan sertifikat yang diterbitkan oleh Bank Syariah atau Unit Usaha Syariah ("UUS") yang digunakan sebagai sarana investasi jangka pendek di pasar uang antarbank berdasarkan prinsip syariah dengan akad *mudharabah*, SIMA disajikan sebesar saldonya dikurangi dengan penyisihan kerugian.

Cadangan kerugian penurunan nilai surat berharga disajikan sebagai pengurang dari surat berharga.

g. Piutang

Piutang terdiri dari piutang *murabahah* dan piutang *ijarah*.

Murabahah adalah akad jual beli antara nasabah dengan Bank, dimana Bank membiayai kebutuhan konsumsi, investasi dan modal kerja nasabah yang dijual dengan harga pokok ditambah dengan keuntungan yang diketahui dan disepakati bersama. Pembayaran atas pembiayaan ini dilakukan dengan cara mengangsur dalam jangka waktu yang ditentukan.

Piutang *murabahah* pada awalnya diukur pada nilai bersih ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode margin efektif dikurangi dengan cadangan kerugian penurunan nilai.

Ijarah adalah akad pemindahan hak guna (manfaat) atas suatu aset dalam waktu tertentu dengan pembayaran sewa (*ujrah*) tanpa diikuti dengan pemindahan kepemilikan aset itu sendiri.

Piutang *ijarah* adalah porsi pokok atas pendapatan sewa yang belum dibayar pada saat jatuh tempo. Cadangan kerugian penurunan nilai atas piutang *ijarah* disajikan sebagai pengurang dari piutang *ijarah*.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

f. Investments in marketable securities (continued)

Interbank Mudharabah Investment Certificate ("SIMA") is a certificate issued by a Sharia Bank or Sharia Business Units ("UUS") that is used as a short-term investment instrument in the interbank money market based on sharia principles. With a mudharabah contract, SIMA is presented at its balance less allowance for losses.

Allowance for impairment losses marketable securities are presented as a deduction from the marketable securities.

g. Receivables

Receivables consist of murabahah receivables, and ijarah receivables

Murabahah is a sale and purchase contract between the customer and the Bank, whereby the Bank finances the consumption, investment and working capital needs of the customer sold with a principle price plus a certain margin that is mutually informed and agreed. Repayment on this financing is made in installments within a specified period.

Murabahah receivables are initially measured at net realizable value plus directly attributable transaction costs which is an additional cost to obtain the respected financial assets and after the initial recognition, are measured at amortized cost using the effective margin method less any allowance for impairment losses value.

Ijarah is the contract of transferring the rights (benefits) of an asset within a certain period of time with the payment of rent (ujrah) without the transfer of ownership of the asset itself.

Ijarah receivables are stated at the principal portion of unpaid rent income at maturity. Allowance for impairment losses accounts on ijarah receivables is presented as a deduction from of ijarah receivables.

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h. Pinjaman qardh

Pinjaman *qardh* adalah penyaluran dana dengan akad *qardh*.

Akad *qardh* adalah akad pinjaman dana kepada nasabah dengan ketentuan bahwa nasabah wajib mengembalikan dana yang diterimanya pada waktu yang telah disepakati.

Pinjaman *qardh* meliputi pembiayaan dengan akad *hawalah* dan *rahn*. Akad *hawalah* adalah akad pengalihan utang dari pihak yang berutang (nasabah) kepada pihak lain (Bank) yang wajib menanggung atau membayar. Atas transaksi ini Bank mendapatkan imbalan (*ujrah*) dan diakui sebagai pendapatan pada saat diterima.

Pinjaman *qardh* diakui sebesar jumlah dana yang dipinjamkan pada saat terjadinya. Kelebihan penerimaan dari pinjaman atas *qardh* yang dilunasi diakui sebagai pendapatan pada saat terjadinya.

Pada tanggal laporan posisi keuangan, pinjaman *qardh* dinyatakan sebesar saldo pinjaman dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil revidi oleh manajemen terhadap kualitas pembiayaan yang ada.

i. Pembiayaan

Pembiayaan bagi hasil dapat dilakukan dengan akad *mudharabah* dan akad *musyarakah*.

Pembiayaan *mudharabah* merupakan pembiayaan kerjasama antara Bank sebagai pemilik dana (*shahibul maal*) dengan nasabah sebagai pelaksana usaha (*mudharib*) selama jangka waktu tertentu. Pembagian hasil keuntungan dari proyek atau usaha tersebut ditentukan sesuai dengan nisbah (*predetermined ratio*) yang telah disepakati bersama. Pada tanggal laporan posisi keuangan, pembiayaan *mudharabah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil revidi oleh manajemen terhadap kualitas pembiayaan yang ada.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

h. Funds of qardh

Funds of *qardh* represent a distribution of funds with *qardh* agreement.

Qardh contract is a borrowing agreement with the condition that the borrower should repay the loan at a specified period of time.

Funds of *qardh* includes *hawalah* and *rahn* financing contract. *Hawalah* is a transfer of debts from debtors to other party (Bank) which obligate to shoulder or pay. The Bank will obtain an fee (*ujrah*) from this transaction, which is recognised as income when received.

Qardh receivables are recognized at the same amount of funds lent when these occur. Any excess amount paid by the borrower in repaying a *qardh* is recognized as revenue when these are incurred.

On the statements of financial position date, funds of *qardh* is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review of the financing quality.

i. Financing

Financing with profit sharing scheme can be done in the form of *mudharabah* and *musyarakah* contract.

Mudharabah financing is a joint financing made between the Bank as the owner of the funds (*shahibul maal*) and the customer as a business executor (*mudharib*) during a certain period. The profit sharing from the project or the business is determined in accordance with the mutually agreed nisbah (*predetermined ratio*). On the statement of financial position date, *mudharabah* financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review of the financing quality.

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2. INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)

i. Pembiayaan (lanjutan)

Musarakah adalah akad kerjasama yang terjadi diantara para pemilik modal (mitra *musarakah*) untuk menggabungkan modal dan melakukan usaha secara bersama dalam suatu kemitraan dengan nisbah pembagian hasil sesuai dengan kesepakatan, sedangkan kerugian ditanggung secara proporsional sesuai dengan kontribusi modal. Pada tanggal laporan posisi keuangan, pembiayaan *musarakah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil revidi oleh manajemen terhadap kualitas pembiayaan yang ada.

j. Aset yang diperoleh untuk *ijarah*

Aset yang diperoleh untuk *ijarah* merupakan aset yang menjadi objek transaksi sewa (*ijarah*) dan dicatat di laporan posisi keuangan sebesar harga perolehan dikurangi akumulasi penyusutan.

Objek sewa dalam transaksi *ijarah* disusutkan sesuai kebijakan penyusutan aset sejenis, sedangkan objek sewa dalam *ijarah muntahiyah bittamlik* disusutkan sesuai masa sewa.

Ijarah muntahiyah bittamlik adalah sewa menyewa antara pemilik objek sewa dan penyewa untuk mendapatkan imbalan atas objek sewa yang disewakan dengan opsi perpindahan hak milik objek sewa baik dengan jual beli atau pemberian (hibah) pada saat tertentu sesuai akad sewa.

Perpindahan hak milik objek sewa kepada penyewa dalam *ijarah muntahiyah bittamlik* dapat dilakukan dengan cara;

- (i) hibah;
- (ii) penjualan sebelum akad berakhir sebesar harga yang sebanding dengan sisa cicilan sewa;
- (iii) penjualan pada akhir sewa dengan pembayaran tertentu yang disepakati pada awal akad; dan
- (iv) penjualan secara bertahap sebesar harga tertentu yang disepakati dalam akad.

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan jika nilai tercatat aset lebih besar dari estimasi jumlah yang dapat dipulihkan.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

i. Financing (continued)

Musarakah is a partnership contract among fund's owners (*musarakah partners*) to contribute funds and conduct a business on a joint basis through partnership with the profit sharing based on a predetermined ratio, while the losses are borne proportionally based on the capital contribution. On the statement of financial position dates, *musarakah* financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review on the financing quality.

j. Assets acquired for *ijarah*

Assets acquired for *ijarah* represent object of leased assets and are recorded in the statement of financial position at the acquisition cost, net of accumulated depreciation.

Leased object in *ijarah* transaction is depreciated based on the depreciation policy for similar assets, while leased object in *ijarah muntahiyah bittamlik* transaction is depreciated based on leased term.

Ijarah muntahiyah bittamlik is a lease transaction between the lessor and lessee to obtain fee from the object leased with the option of transferring the title through purchase or grant at a certain time in accordance with the lease contract.

The transfer of ownership right on the leased object to the lessee in *ijarah muntahiyah bittamlik* can be conducted through;

- (i) a grant;
- (ii) sale prior to the end of agreement for an amount equivalent to the remaining lease installments;
- (iii) sale prior to the end of the agreement at a specified amount as agreed at the inception of the agreement; and
- (iv) installment sales at a specific price as agreed in the agreement.

The carrying value of asset is immediately impaired to its recoverable amount if the asset's carrying amount is greater than the estimated recoverable amount.

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2. INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)

k. Aset tetap

Aset tetap dinilai sebesar harga perolehan dikurangi akumulasi penyusutan, kecuali tanah dinilai dengan metode revaluasi. Harga perolehan termasuk pengeluaran yang dapat diatribusikan secara langsung atas perolehan aset tersebut. Tanah disajikan sebesar nilai wajar, berdasarkan penilaian yang dilakukan oleh penilai independen eksternal yang telah terdaftar di OJK. Penilaian atas aset tersebut dilakukan secara berkala setiap tiga tahun untuk memastikan bahwa nilai wajar aset yang direvaluasi tidak berbeda secara material dengan jumlah tercatatnya. Aset tetap lainnya disajikan sebesar harga perolehan dikurangi dengan penyusutan. Harga perolehan termasuk pengeluaran yang dapat diatribusikan secara langsung atas perolehan aset tersebut.

Aset tetap, kecuali tanah, disusutkan sejak bulan ketika aset tersebut digunakan dengan menggunakan metode garis lurus selama taksiran masa manfaat aset sebagai berikut:

Jenis	Tahun/ Year
Bangunan	20
Inventaris kantor	4 - 8
Kendaraan bermotor	4

Nilai residu, umur manfaat dan metode penyusutan dievaluasi setiap akhir tahun dan disesuaikan secara prospektif jika diperlukan.

Kenaikan nilai tercatat yang timbul dari revaluasi tanah dikreditkan pada "surplus revaluasi aset tetap" sebagai bagian dari pendapatan komprehensif lainnya

Penurunan yang menghapus nilai kenaikan yang sebelumnya atas aset yang sama dibebankan terhadap "surplus revaluasi aset tetap" sebagai bagian dari pendapatan komprehensif lainnya; penurunan lainnya dibebankan pada laporan laba rugi.

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan jika nilai tercatat aset lebih besar dari estimasi jumlah yang dapat dipulihkan.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

k. Fixed assets

Fixed assets are stated at cost less accumulated depreciation, except for land which is valued with revaluation method. The acquisition cost includes directly attributable cost for the acquisition of the asset. The land is stated at fair value, based on the assessment performed by external independent appraisers which are registered with OJK. Valuation are performed regularly every three years to ensure that the fair value of the revalued assets does not differ materially from its carrying amount. All other property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Fixed assets, except land, are depreciated from the month of the usage of assets and computed using the straight-line method based on the estimated useful life of the assets as follows:

Type
Buildings
Office equipment
Vehicles

The asset residual values, useful life and depreciation method are evaluated at each year end and adjusted prospectively if necessary.

The increase in the carrying amount arising from revaluation of land is credited to "surplus on revaluation of fixed assets" as part of other comprehensive income.

The decrease in the carrying amount that offset previous increase of the same asset is charged to "surplus on revaluation of fixed assets" as part of other comprehensive income; other decrease is charged to the profit or loss.

The carrying value of asset is immediately impaired to its recoverable amount if the asset's carrying amount is greater than the estimated recoverable amount.

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MATERIAL (lanjutan)

k. Aset tetap (lanjutan)

Apabila aset tetap dilepas, maka nilai harga perolehan dan akumulasi penyusutannya dikeluarkan dari laporan posisi keuangan dan keuntungan atau kerugian bersih atas pelepasan aset tetap diakui pada "beban non-usaha - bersih" dalam laporan laba rugi. Jika aset yang direvaluasi dijual, jumlah yang dicatat di dalam ekuitas dipindahkan ke saldo laba.

Nilai tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) diakui dalam laporan laba rugi dan komprehensif lain pada tahun aset tersebut dihentikan pengakuannya.

l. Aset lain-lain

Aset lain-lain antara lain terdiri dari biaya dibayar dimuka, pendapatan yang masih akan diterima dan Agunan Yang Diambil Alih ("AYDA").

Biaya dibayar dimuka diamortisasi selama masa manfaat dengan menggunakan metode garis lurus (*straight-line method*).

Agunan yang diambil alih sehubungan dengan penyelesaian piutang dan pembiayaan syariah diakui sebesar nilai neto yang dapat direalisasi atau sebesar nilai tercatat dari piutang dan pembiayaan syariah, maksimal sebesar nilai kewajiban nasabah. Nilai neto yang dapat direalisasi adalah nilai wajar agunan setelah dikurangi estimasi biaya pelepasan. Kelebihan saldo piutang dan pembiayaan syariah, yang belum dilunasi oleh debitur diatas nilai dari agunan yang diambil alih, dibebankan sebagai penyelesaian bermasalah piutang dan pembiayaan syariah pada tahun berjalan.

Manajemen mengevaluasi nilai agunan yang diambil alih secara berkala. Penyisihan kerugian agunan yang diambil alih dibentuk berdasarkan penurunan nilai agunan yang diambil alih.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

k. Fixed assets (continued)

The net gains or losses arising from disposal of the fixed assets are determined by comparing the proceeds received from disposal with the carrying amount of the assets and recognised in "non-operating expenses - net" in the income statement. When the revalued assets are sold, amounts recorded in equity are transferred to retained earnings.

The carrying value of fixed assets is determined when they are disposed of or when there are no future economic benefits expected from their use or disposal. Gain or loss arising from the derecognition of an asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is recognized in the statement of profit or loss and other comprehensive income in the year the asset is derecognized.

l. Other assets

Other assets among other consist of prepaid expense and income receivables and foreclosed collaterals ("AYDA").

Prepaid expenses are amortised over the useful life using the straight-line method.

Foreclosed collaterals acquired in settlement of sharia receivables and financing are recognized at net realizable values or at sharia receivables and financing carrying amount, the maximum amount which is customer liabilities. Net realizable value is the fair value of the collateral after deducting the estimated costs of disposal. The excess in sharia receivables and financing balances which has not been paid by debtors over the value of foreclosed collaterals is charged to allowance for possible losses on sharia receivables and financing in the current year.

Management evaluates the value of foreclosed collaterals periodically. Allowance for losses of foreclosed collaterals is provided based on the impairment of foreclosed collaterals.

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2. INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)

m. Liabilitas segera

Liabilitas segera merupakan liabilitas Bank kepada pihak lain yang sifatnya wajib segera dibayarkan sesuai perintah pemberi amanat perjanjian yang ditetapkan sebelumnya. Liabilitas segera dinyatakan sebesar nilai liabilitas Bank kepada pemberi amanat.

n. Simpanan dari nasabah dan bank lain

Simpanan merupakan simpanan pihak lain dalam bentuk giro *wadiah*, dan tabungan *wadiah*. Simpanan dari bank lain dinyatakan sebesar nilai kewajiban Bank kepada bank lain.

Giro *wadiah* digunakan sebagai instrumen pembayaran dan dapat ditarik setiap saat melalui cek dan bilyet giro, serta mendapatkan bonus sesuai dengan kebijakan Bank. Giro *wadiah* dinyatakan sebesar titipan pemegang giro di Bank.

Tabungan *wadiah* adalah simpanan dana nasabah pada Bank, yang bersifat titipan dan penarikannya dapat dilakukan setiap saat. Terhadap titipan tersebut, Bank tidak dipersyaratkan untuk memberikan imbalan kecuali dalam bentuk pemberian bonus secara sukarela. Tabungan *wadiah* dinyatakan sebesar liabilitas Bank.

o. Dana syirkah temporer

Dana *syirkah* temporer adalah investasi yang diterima oleh Bank. Bank mempunyai hak untuk mengelola dan menginvestasikan dana, baik sesuai dengan kebijakan Bank atau kebijakan pembatasan dari pemilik dana, dengan keuntungan dibagikan sesuai dengan kesepakatan. Dana *syirkah* temporer terdiri dari tabungan *mudharabah* dan deposito *mudharabah*.

Tabungan *mudharabah* merupakan simpanan dana pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Bank atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya. Tabungan *mudharabah* dicatat sebesar nilai simpanan dari nasabah.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

m. Obligations due immediately

Obligations due immediately represent the Bank's obligations to other parties which should be settled immediately based on predetermined instructions by those having the authority. Obligations due immediately are stated at the amounts of the Bank's liabilities to the entrustee.

n. Deposits from customers and other banks

Deposits represent other parties' deposits in the form of wadiah demand deposits, and wadiah savings deposits. Deposits from other banks are stated at the amounts payable to other banks.

Wadiah demand deposits are used as payment instruments and available for withdrawal at any time through cheque and demand deposit drafts and receive bonuses according to the Bank's policies. Wadiah demand deposits are stated at the amount entrusted by depositors.

Wadiah savings deposits are customers' deposits in the Bank which can be withdrawn at any time. For these deposits, the Bank is not required to give any benefits except in terms of voluntary bonuses. Wadiah savings deposits are stated at the amount payable to customers.

o. Temporary syirkah funds

Temporary syirkah funds represent investment received by the Bank. The Bank has the rights to manage and invest the funds in accordance with either the Bank's policy or restriction set by the depositors with the agreed profit sharing. Temporary syirkah funds consist of mudharabah savings deposits and mudharabah time deposits.

Mudharabah savings deposits represent funds from other parties who receive predetermined and pre-agreed profit sharing (nisbah) based on income derived by the Bank from the use of such funds. Mudharabah savings deposits are stated based on the customer's savings deposit balance.

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2. INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)

o. Dana syirkah temporer (lanjutan)

Deposito *mudharabah* merupakan simpanan pihak lain yang hanya bisa ditarik pada waktu tertentu sesuai dengan perjanjian antara pemegang deposito *mudharabah* dengan Bank.

Deposito *mudharabah* dinyatakan sebesar nilai nominal sesuai dengan perjanjian antara pemegang deposito dengan Bank.

Dana *syirkah* temporer tidak dapat digolongkan sebagai liabilitas. Hal ini karena Bank tidak berkewajiban untuk mengembalikan jumlah dana awal dari pemilik dana kecuali akibat kelalaian atau wanprestasi ketika mengalami kerugian.

Di sisi lain dana *syirkah* temporer tidak dapat digolongkan sebagai ekuitas karena mempunyai waktu jatuh tempo dan pemilik dana tidak mempunyai hak kepemilikan yang sama dengan pemegang saham, seperti hak *voting* dan hak atas realisasi keuntungan yang berasal dari aset lancar dan aset non-investasi.

Dana *syirkah* temporer merupakan salah satu unsur laporan posisi keuangan, hal tersebut sesuai dengan prinsip syariah yang memberikan hak kepada Bank untuk mengelola dan menginvestasikan dana, termasuk untuk mencampur dana dimaksud dengan dana lainnya.

Pemilik dana *syirkah* temporer memperoleh bagian atas keuntungan sesuai kesepakatan dan menerima kerugian berdasarkan jumlah dana dari masing-masing pihak. Pembagian hasil dana *syirkah* temporer dapat dilakukan dengan konsep bagi hasil atau bagi keuntungan.

p. Pendapatan pengelolaan dana sebagai *mudharib*

Pendapatan pengelolaan dana sebagai *mudharib* terdiri dari pendapatan dari transaksi piutang *murabahah*, pendapatan dari *ijarah*, pendapatan bagi hasil dari pembiayaan *mudharabah* dan *musyarakah* dan pendapatan usaha utama lainnya.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

o. Temporary syirkah funds (Continued)

Mudharabah time deposits represent third party funds that can be withdrawn only at a certain point in time based on the agreement between the mudharabah depositors and the Bank.

Mudharabah time deposits are stated at nominal amount based on the agreement between the depositors and the Bank.

Temporary syirkah funds cannot be classified as liability. This is because the Bank does not have any liability to return the fund to the owners, except for losses due to the management's negligence or misrepresentation.

On the other hand, temporary syirkah funds cannot also be classified as equity, because of the existence of maturity period and the absence of similar rights of depositors as with shareholders, such as voting rights and the rights to realise gain from current assets and other non-investment assets.

Temporary syirkah funds represent one of the statement of financial position accounts which is in accordance with sharia principles that provide rights to the Bank to manage and invest funds, including mixing of one fund with the other funds.

The owners of temporary syirkah funds receive parts of profit in accordance with the agreement and receive loss based on the proportion of fund from each parties. The profit distribution of temporary syirkah funds might be based on profit sharing or revenue sharing concept.

p. Revenue from fund management as *mudharib*

Revenue from fund management as mudharib consists of income from murabahah receivables transactions, income from ijarah, profit sharing from mudharabah and musyarakah financing and other main operating income.

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2. INFORMASI KEBIJAKAN AKUNTANSI
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p. Pendapatan pengelolaan dana sebagai
***mudharib* (lanjutan)**

Pendapatan atas piutang *murabahah* menggunakan metode setara tingkat imbal hasil efektif (margin efektif). Margin efektif adalah margin yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari piutang *murabahah*.

Pada saat menghitung margin efektif, Bank mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian piutang di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi dan bentuk lain yang diterima oleh para pihak dalam kontrak yang merupakan bagian tak terpisahkan dari margin efektif, biaya transaksi dan seluruh premi atau diskon lainnya.

Pendapatan *ijarah* diakui selama masa akad secara merata.

Pendapatan usaha *musyarakah* yang menjadi hak mitra aktif diakui sebesar haknya sesuai dengan kesepakatan, sedangkan pendapatan usaha untuk mitra pasif diakui sebagai hak pihak mitra pasif atas bagi hasil dan liabilitas.

Pendapatan usaha *mudharabah* diakui dalam periode terjadinya hak bagi hasil sesuai nisbah yang disepakati dan tidak diperkenankan mengakui pendapatan dari proyeksi hasil usaha. Kerugian akibat kelalaian atau kesalahan pengelola dana dibebankan pada pengelola dana dan tidak mengurangi investasi *mudharabah*.

q. Pendapatan usaha utama lainnya

Pendapatan usaha utama lainnya terdiri dari pendapatan dari pinjaman *qardh*, pendapatan dari FASBIS, pendapatan dari penempatan pada bank syariah lain dan pendapatan bagi hasil investasi pada surat berharga.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

p. Revenue from fund management as
***mudharib* (continued)**

Income from *murabahah* receivables is recognised using the effective rate of return method (effective margin). Effective margin is the margin that precisely discounts the estimated future cash payments or receipts through the expected life of the *murabahah* receivables.

When calculating the effective margin, Bank estimates the future cash flows considering all contractual terms of the financial instrument but does not consider the loss of receivables in the future. This calculation includes all commissions, provision fees and other forms accepted by the parties in the contract that are an inseparable part of the effective margin, transaction costs and all other premiums or discounts.

Income from *ijarah* is recognised proportionately over the contract period.

Musyarakah revenue which is distributed to active partners is recognized in accordance with the agreement, while *musyarakah* revenue which is distributed to passive partners is recognized as right of the passive partner to profit sharing and liability.

Revenue from *mudharabah* is recognized during the period of profit sharing in accordance with the agreed nisbah, while recognition based on projected income is not allowed. Loss incurred due to negligence on the part of fund manager is charged to the fund manager and shall not reduce the *mudharabah* investment.

q. Other main business income

Other main operating income consists of income derived from funds of *qardh*, FASBIS, placements with other sharia banks and profit sharing from investment in marketable securities.

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r. Hak pihak ketiga atas bagi hasil dana syirkah temporer

Hak pihak ketiga atas bagi hasil dana syirkah temporer merupakan bagian bagi hasil milik pihak ketiga yang didasarkan pada prinsip *mudharabah mutlaqah* atas pengelolaan dana mereka oleh Bank. Pendapatan yang dibagikan adalah pendapatan yang telah diterima (*cash basis*).

Bagian laba yang dibagikan kepada pemilik dana dihitung dari pendapatan yang telah diterima.

Jumlah pendapatan margin dan bagi hasil atas pembiayaan yang diberikan dan dari aset produktif lainnya yang akan dibagikan kepada nasabah penyimpan dana. Bank menghitung secara proporsional sesuai dengan alokasi dana nasabah dan Bank yang dipakai dalam pembiayaan yang diberikan dan aset produktif lainnya yang disalurkan.

Dari jumlah pendapatan margin dan bagi hasil yang tersedia untuk nasabah tersebut kemudian dibagikan kepada nasabah penabung dan deposan sebagai *shahibul maal* dan Bank sebagai *mudharib* sesuai dengan porsi nisbah bagi hasil yang telah disepakati bersama sebelumnya, sedangkan untuk nasabah giro dan tabungan dengan akad *wadiah* dapat diberikan bonus berdasarkan kebijakan Bank.

Pendapatan margin dan bagi hasil atas pembiayaan yang diberikan dan aset produktif lainnya yang didapatkan melalui penggunaan dana Bank, seluruhnya menjadi milik Bank, termasuk pendapatan dari investasi Bank berbasis imbalan.

s. Pendapatan imbalan jasa perbankan

Pendapatan imbalan jasa perbankan diakui pada periode akuntansi dimana jasa diberikan, dengan mengacu pada tingkat penyelesaian dari suatu transaksi dan dinilai berdasarkan jasa aktual yang telah diberikan sebagai proporsi atas total jasa yang harus diberikan.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

r. Third parties' share on return of temporary syirkah funds

Third parties' share on return of temporary syirkah funds represents third parties' share on the income of the Bank derived from managing of such funds by the Bank under mudharabah mutlaqah principles. The profit sharing is distributed on the cash basis.

The profit sharing distributed to fund owners is calculated based on the revenue of the Bank.

Margin income and profit sharing on financing facilities and other earning assets are distributed to fund owners. The Bank computes proportionately based on the allocation of funds from owners and the Bank which was used in financing and other earning assets granted.

The total available margin and profit sharing are distributed to customers and depositors as shahibul maal and to the Bank as mudharib in accordance with a predetermined nisbah, while for customers of demand deposits and savings deposits under wadiah agreement might be granted bonuses according to the Bank's policy.

Margin income and profit sharing from financing and other earning assets which are earned through the use of Bank's funds, are entirely entitled to the Bank, including income from the Bank's fee-based investments.

s. Fee based income from banking services

Fee based income from banking services is recognised in the accounting period in which the services are rendered, by reference to the stage of completion of the specific transaction and assessed on the basis of the actual service provided as a proportion of the total service to be provided.

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2. INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)

t. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek seperti upah, iuran jaminan sosial, cuti jangka pendek dan tunjangan hari raya diakui selama tahun berjalan jasa diberikan. Imbalan jangka pendek dihitung sebesar jumlah yang tidak didiskontokan.

Program imbalan pasti dan imbalan kerja jangka panjang lainnya

Imbalan pasca kerja dan imbalan kerja jangka panjang lainnya seperti cuti besar diakui sebagai biaya ketika jasa telah diberikan oleh pegawai yang memenuhi syarat. Imbalan kerja ditentukan berdasarkan peraturan Bank dan persyaratan minimum Undang-Undang Cipta Kerja No. 11 Tahun 2020 tanggal 2 November 2021.

Imbalan pasca-kerja dan imbalan kerja jangka panjang lainnya secara aktuaris ditentukan berdasarkan metode *Projected Unit Credit*.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto, yang diakui sebagai penghasilan komprehensif lain, terdiri atas:

- (i) Keuntungan dan kerugian aktuarial.
- (ii) Imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset).
- (iii) Setiap perubahan dampak batas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset).

Pengukuran kembali atas liabilitas (aset) imbalan pasti - neto, yang diakui sebagai penghasilan komprehensif lain tidak direklasifikasi ke laba rugi pada periode berikutnya.

Untuk imbalan kerja jangka panjang lain atas biaya jasa kini, biaya bunga neto atas liabilitas (aset) imbalan pasti neto, dan pengukuran kembali liabilitas (aset) imbalan pasti neto langsung diakui pada laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

t. Employee benefits

Short-term employee benefits

Short-term employee benefits such as salaries, social security contributions, short-term leaves and allowance of feast day are recognized during the period when services have been rendered. Short-term employee benefits are measured using undiscounted amounts.

Defined benefit plan and other long-term employee benefits

The post-employment benefits and other longterm employee benefits such as grand leaves are recognized as expense when services have been rendered by qualified employees. The benefits are determined based on Bank regulations and the minimum requirements of Job Creation Law No. 11 of 2020 dated November 2, 2021.

The post-employment benefits and other longterm employee benefits are actuarially determined using the *Projected Unit Credit* method.

Remeasurement of defined benefit liabilities (assets) net, which is recognized as other comprehensive income consist of:

- (i) Actuarial gain and losses
- (ii) Return on plan assets, excluding amounts that is included in net interest on liabilities (assets).
- (iii) The effect of the asset ceiling, excluding amounts included in the net interest of liabilities (assets).

Remeasurement of defined benefit liabilities (assets) - net, which is recognized as other comprehensive income is not reclassified to profit or loss in the subsequent periods.

For other long-term employee benefits of current service cost, net interest expense of net defined benefit liabilities (assets), and re-measurement of liabilities (assets) is recognized immediately in the current year statements of profit or loss and other comprehensive income.

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2. INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)

t. Imbalan kerja (lanjutan)

Program imbalan pasti dan imbalan kerja jangka panjang lainnya (lanjutan)

Untuk imbalan kerja jangka panjang lain atas biaya jasa kini, biaya bunga neto atas liabilitas (aset) imbalan pasti neto, dan pengukuran kembali liabilitas (aset) imbalan pasti neto langsung diakui pada laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Biaya jasa lalu diakui sebagai beban pada tanggal yang lebih awal antara ketika amandemen atau kurtailmen program terjadi, dan ketika biaya restrukturisasi atau pesangon diakui, sehingga biaya jasa lalu yang belum *vested* tidak lagi dapat ditangguhkan dan diakui selama periode *vesting* masa depan.

u. Perpajakan

Beban pajak tahun berjalan ditetapkan berdasarkan taksiran penghasilan kena pajak tahun berjalan. Aset dan liabilitas pajak tangguhan diakui atas perbedaan temporer aset dan liabilitas antara pelaporan komersial dan pajak pada setiap tanggal pelaporan.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang boleh dikurangkan dan saldo rugi fiskal yang belum dikompensasikan, sepanjang perbedaan temporer dan rugi fiskal yang belum dikompensasikan tersebut dapat dimanfaatkan untuk mengurangi laba fiskal pada masa yang akan datang.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal posisi keuangan dan nilai tercatat aset pajak tangguhan tersebut diturunkan apabila tidak lagi terdapat kemungkinan besar bahwa laba fiskal yang memadai akan tersedia untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan.

Perubahan terhadap liabilitas pajak diakui pada saat surat ketetapan pajak diterima, atau apabila diajukan keberatan dan atau banding oleh Bank, pada saat telah ada keputusan atas banding dan atau keberatan tersebut. Jika perlu, manajemen akan membentuk provisi berdasarkan jumlah yang diestimasikan akan dibayar kepada otoritas pajak.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

t. Employee benefits (continued)

Defined benefit plan and other long-term employee benefits (continued)

For other long-term employee benefits: current service cost, net interest expense of net defined benefit liabilities (assets), and re-measurement of liabilities (assets) is recognized immediately in the current year statements of profit or loss and other comprehensive income.

Past service costs are recognized as expense at the earlier date between the occurrence of the amendments or curtailment program occurs, and the recognition of the costs of restructuring or severance. Therefore, unvested past service cost can no longer be deferred and recognized over the future vesting period.

u. Taxation

Current tax expense is provided based on the estimated taxable income for the current year. Deferred tax assets and liabilities are recognized for temporary differences between the financial and the tax bases of assets and liabilities at each reporting date.

Deferred tax assets are recognized for all deductible temporary differences and carry forward of uncompensated tax losses to the extent that it is probable that those temporary differences and carry forward of unutilized tax losses will be utilized in deducting future taxable profit.

The carrying amount of deferred tax assets is reviewed at each reporting date and is reduced when it is no longer probable that sufficient taxable profits will be available to compensate part or all of the benefit of the deferred tax assets.

Amendment to tax obligation is recorded when an assessment letter is received or, if objected to or appealed against by the Bank, when the result of such appeal or objection is determined. If needed, management will provide provisions based on the estimated amount which will be paid to tax authority.

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2. INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)

u. Perpajakan (lanjutan)

Aset dan liabilitas atas pajak tangguhan dan pajak kini dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus.

Aset dan liabilitas pajak tangguhan diukur berdasarkan tarif pajak yang akan berlaku pada tahun saat aset direalisasikan atau liabilitas diselesaikan berdasarkan peraturan perpajakan yang berlaku atau yang telah secara substantif diberlakukan pada tanggal laporan posisi keuangan. Pengaruh pajak terkait dengan penyesuaian untuk dan/atau pembalikan seluruh perbedaan temporer selama tahun berjalan, termasuk pengaruh perubahan tarif pajak, diakui sebagai "Manfaat/(Beban) Pajak Penghasilan" dan termasuk dalam laba atau rugi neto tahun berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan ke laba komprehensif lainnya dan dilaporkan ke ekuitas.

v. Sumber dana kebajikan

Sesuai dengan Fatwa DSN-MUI No. 123/DSN-MUI/XI/2018, Sumber Dana Kebajikan yang didapat berasal dari Dana yang Tidak Boleh Diakui Sebagai Pendapatan (Dana TBDSP) apabila berasal dari:

1. Transaksi tidak sesuai dengan prinsip syariah yang tidak dapat dihindarkan termasuk pendapatan bunga (riba).
2. Transaksi syariah yang tidak terpenuhi ketentuan dan batasannya (rukun dan/atau syaratnya).
3. Dana sanksi (denda) karena tidak memenuhi kewajiban sesuai kesepakatan.
4. Dana yang tidak diketahui pemiliknya, diketahui pemiliknya tetapi tidak ditemukan atau diketahui pemiliknya tetapi biaya pengembaliannya lebih besar dari jumlah dana tersebut.

2. MATERIAL ACCOUNTING POLICIES
INFORMATION (continued)

u. Taxation (continued)

Assets and liabilities on deferred tax and current tax can be offset if there is a legal enforceable right to offset.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled based on tax laws that have been enacted or substantively enacted as at statements of financial position dates. The related tax effects of the provisions for and/or reversals of all temporary differences during the year, including the effect of change in tax rates, are recognized as "Income Tax Benefit/(Expense)" and included in the net profit or loss for the year, except to the extent that they relate to items previously charged to other comprehensive income and reported to equity.

v. Source of qardhul hasan funds

Based on Fatwa DSN-MUI No. 123/DSN-MUI/XI/2018, source of Qardhul Hasan Funds which acquired from Funds that are Prohibited to be Recognised as Revenue (TBDSP Funds), if the funds come from:

1. The transaction that is not accordance with sharia principle and cannot be avoided include interest revenue (riba).
2. The sharia transaction that does not meet its term and conditions (principle and/or requirement).
3. Penalty funds (fines) because of not fulfilling the obligation on initial contract.
4. Unknown funds, the owner is known but was not found or the owner is known but return cost is higher than the stated amount.

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3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI

Penyusunan laporan keuangan Bank mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dan pengungkapan yang terkait, pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat pada aset dan liabilitas dalam periode pelaporan berikutnya.

a. Pertimbangan

Dalam proses penerapan kebijakan akuntansi Bank, manajemen telah membuat keputusan berikut, yang memiliki pengaruh paling signifikan terhadap jumlah yang diakui dalam laporan keuangan:

Penentuan kelompok investasi

Dalam mengklasifikasikan investasi pada surat berharga sebagai "diukur pada biaya perolehan" dan "diukur pada nilai wajar melalui penghasilan komprehensif lain", Bank telah menetapkan bahwa investasi tersebut telah memenuhi persyaratan klasifikasi sebagaimana dijabarkan dalam Catatan 2f.

b. Estimasi dan asumsi

Asumsi utama masa depan dan ketidakpastian sumber estimasi utama yang lain pada tanggal pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya diungkapkan di bawah ini. Bank mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Bank. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Penyisihan kerugian aset produktif

Bank mengevaluasi akun tertentu jika terdapat informasi bahwa debitur yang bersangkutan tidak dapat memenuhi liabilitas keuangannya. Dalam hal tersebut, Bank mempertimbangkan, berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas pada, jangka waktu hubungan dengan debitur dan status pembiayaan dari debitur berdasarkan catatan.

3. USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Bank's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts and related disclosures, at the end of the reporting period. Uncertainty regarding these assumptions and estimates may result in material adjustments to the carrying value of assets and liabilities in the next reporting period.

a. Judgment

In the process of implementing the Bank's accounting policies, management has made the following decisions, which have the most significant impact on the amounts recognized in the financial statements:

Determination of investment classification

In classifying investments in securities as "Measured at acquisition cost" and "measured at fair value through other comprehensive income", the Bank has determined that such investments has met the classification requirements as described in Note 2f.

b. Estimates and assumptions

The key future assumptions and uncertainties of other key estimates at the reporting date that pose a significant risk of material adjustments to the carrying amounts of assets and liabilities for the following year are disclosed below. The Bank bases its assumptions and estimates on parameters available at the time the financial statements were prepared. Assumptions and circumstances regarding future developments may change due to market changes or situations beyond the Bank's control. These changes are reflected in the related assumptions at the time they occur.

Allowance for impairment losses on earning assets

The Bank evaluates certain accounts if there is information that the debtor in question cannot fulfill his financial obligations. In such cases, the Bank considers, based on the available facts and situations, including but not limited to, the length of the relationship with the debtor and the financing status of the debtor based on the records.

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b. Estimasi dan asumsi (lanjutan)

Penyisihan kerugian aset produktif (lanjutan)

Pembiayaan dari pihak ketiga dan faktor pasar yang telah diketahui, untuk mencatat provisi yang spesifik atas nilai piutang debitur guna mengurangi nilai piutang yang diharapkan dapat diterima oleh Bank. Provisi yang spesifik ini dievaluasi kembali dan disesuaikan jika tambahan informasi yang diterima mempengaruhi nilai penyisihan kerugian aset produktif.

Imbalan pasti

Penentuan utang dan biaya pensiun dan liabilitas imbalan pasti Bank bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian. Hasil aktual yang berbeda dari asumsi yang ditetapkan Bank diakui segera dalam laporan laba rugi dan pada saat terjadi. Sementara Bank berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Bank dapat mempengaruhi secara material liabilitas imbalan pasti dan beban imbalan pasti neto. Penjelasan lebih rinci diungkapkan dalam Catatan 2t dan 32.

3. USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

b. Estimates and assumptions (continued)

Allowance for impairment losses on earning asset (continued)

Financing from third parties and known market factors, to record specific provisions for the value of debtors' receivables in order to reduce the value of receivables expected to be received by the Bank. These specific provisions are re-evaluated and adjusted if additional information received affects the value of the allowance for impairment losses on earning asset.

Defined benefits

The determination of debt and pension costs and employee benefit liabilities of the Bank's depends on its selection of certain assumptions used by the independent actuaries in calculating such amounts. Those assumptions include among others, discount rate, annual salary increase rate, annual employee benefit rate, disability rate, retirement age and mortality rate. Actual results that differ from the assumptions set by the Bank are recognized immediately in the statement of profit or loss when they occur. The Bank believes that its assumptions are reasonable and appropriate and significant differences in the Bank's assumptions may materially affect the estimated defined benefit liabilities and the net defined benefit expense. A more detailed explanation is disclosed in Note 2t and 32.

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3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI (lanjutan)

b. Estimasi dan asumsi (lanjutan)

Pajak penghasilan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti dalam kegiatan usaha normal. Bank mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan.

Pajak tangguhan diakui atas seluruh perbedaan temporer yang dapat dikurangkan, sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga perbedaan temporer tersebut dapat digunakan. Estimasi signifikan oleh manajemen disyaratkan dalam menentukan total pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak serta strategi perencanaan pajak masa depan.

3. USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

b. Estimates and assumptions (continued)

Income tax

Significant considerations are made in determining the provision for corporate income tax. There are certain transactions and calculations for which the final tax determination is uncertain in the normal course of business. The Bank recognizes a liability for corporate income tax based on its estimate of whether there will be additional corporate income tax.

Deferred tax is recognized on all deductible temporary differences, to the extent that it is probable that taxable income will be available so that the temporary differences can be used. Significant estimates by management are required in determining the total deferred tax that can be recognized, based on the timing of use and the level of taxable income as well as future tax planning strategies.

4. KAS

Kas merupakan jumlah kas yang berada di teller dan kas di kantor cabang Bank serta kas dalam perjalanan.

4. CASH

Cash is the amount of cash held at the teller and in vault of the Bank's branch offices and cash in transit.

5. GIRO DAN PENEMPATAN PADA BANK INDONESIA

	2023	2022	
Giro			Current accounts
Giro wadiah	402.035.437.833	551.711.909.343	Wadiah demand deposit
Penempatan pada Bank Indonesia			Placements with Bank Indonesia
Fasilitas Simpanan Bank Indonesia Syariah ("FASBIS")	691.900.000.000	394.300.000.000	Bank Indonesia Sharia Deposit Facilities ("FASBIS")
Jumlah	1.093.935.437.833	946.011.909.343	Total

Rincian imbal hasil dan jangka waktu penempatan pada Bank Indonesia adalah sebagai berikut:

Details of the yield and placement period with Bank Indonesia are as follows:

	2023		2022		
	Imbal hasil per tahun/ Yield per annum	Jangka waktu/ Period	Imbal hasil per tahun/ Yield per annum	Jangka waktu/ Period	
FASBIS	5,25%	3 Hari	4,75%	3 hari	FASBIS

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5. GIRO DAN PENEMPATAN PADA BANK INDONESIA (lanjutan)

Persentase Giro Wajib Minimum ("GWM") dalam mata uang Rupiah pada tanggal 31 Desember 2023 dan 2022 adalah sebesar 4,59 % dan 6,53%. Bank memperoleh insentif GWM sebesar 3% dan 1,1% untuk periode Desember 2023 dan 2022 berdasarkan data insentif Bank Indonesia sehingga GWM rata-rata dalam Rupiah yang wajib dipenuhi pada 31 Desember 2023 dan 2022 adalah 4,5% dan 6,4%.

Rasio GWM pada tanggal 31 Desember 2023 dan 2022 dihitung berdasarkan Peraturan Anggota Dewan Gubernur ("PADG") No. 24/8/PADG/2022 tanggal 30 Juni 2022 tentang "Peraturan Pelaksanaan Pemenuhan Giro Wajib Minimum Dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional, Bank Umum Syariah, Dan Unit Usaha Syariah" yang mulai berlaku sejak tanggal 1 Juli 2022 yang mana mewajibkan setiap Bank untuk memelihara GWM dalam Rupiah yang besarnya ditetapkan sebesar 6% dan tanggal 1 September 2022 besarnya ditetapkan sebesar 7,5%.

Bank memperoleh fasilitas insentif Rasio Pembiayaan Inklusif Makroprudensial ("RPIM") sesuai Peraturan Anggota Dewan Gubernur ("PADG") No. 24/12/PADG/2022 tanggal 20 Juli 2022 tentang "Perubahan atas Peraturan Anggota Dewan Gubernur Nomor 24/4/PADG/2022 tentang Peraturan Pelaksanaan Insentif bagi Bank yang Memberikan Penyediaan Dana untuk Kegiatan Ekonomi Tertentu dan Inklusif (Perubahan PADG Insentif, serta disinsentif RIM sesuai Peraturan Bank Indonesia Nomor 21/12/PBI/2019 tanggal 25 November 2019 tentang "Perubahan atas Peraturan Bank Indonesia Nomor 20/4/PBI/2018 tentang Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah".

Bank telah memenuhi ketentuan Bank Indonesia tentang Giro Wajib Minimum ("GWM") per tanggal-tanggal 31 Desember 2023 dan 2022.

5. CURRENT ACCOUNTS AND PLACEMENTS WITH BANK INDONESIA (continued)

The percentage of Minimum Statutory Reserve Requirements ("GWM") in Rupiah currency on December 31, 2023 and 2022 is 4.59% and 6.53%. The Bank received GWM incentive of 3% and 1.1% for the period of December 2023 and 2022 based on Bank Indonesia incentive data therefore GWM ratio in Rupiah that must be fulfilled by the Bank as of December 31, 2023 and 2022 is set at 4.5% and 6.4%.

The GWM ratio as of December 31, 2023 and 2022 is calculated based on Member of the Board of Governors Regulation ("PADG") No. 24/8/PADG/2022 dated June 30, 2022 concerning "Implementation Regulations for Fulfillment of Statutory Reserves in Rupiah and Foreign Currencies for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units" which came into force on July 1, 2022, and regulates that each Bank is required to maintain a Statutory Reserves ("GWM") in Rupiah the amount of which is set at 6% and on September 1, 2022 the amount is set at 7.5%.

The Bank received a Macroprudential Inclusive Financing Ratio ("RPIM") incentive component which is in accordance with the Member of the Board of Governors Regulation ("PADG") No. 24/12/PADG/2022 dated July 20, 2022 concerning "Amendment to the Member of the Board of Governors Regulation Number 24/4/PADG/2022 concerning Regulations for Implementation of Incentives for Banks Providing Provision of Funds for Certain and Inclusive Economic Activities (Changes to PADG Incentives, as well as disincentives RIM according to Bank Indonesia Regulation Number 21/12/PBI/2019 dated November 25, 2019 concerning "Amendments to Bank Indonesia Regulation Number 20/4/PBI/2018 concerning Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Unit".

As at December 31, 2023 and 2022, the Bank has complied with the Bank Indonesia regulations regarding the Minimum Statutory Reserve Requirements ("GWM").

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6. GIRO PADA BANK LAIN

	2023	2022
<u>Pihak berelasi</u>		
Bank non-syariah		
PT Bank Central Asia Tbk	28.677.436.486	14.304.902.683
<u>Pihak ketiga</u>		
PT Bank OCBC NISP Tbk		
(Unit usaha syariah)	84.945.508	91.350.482
Jumlah	28.762.381.994	14.396.253.165
Penyisihan kerugian	(287.623.820)	(143.962.532)
Jumlah giro pada bank lain - bersih	28.474.758.174	14.252.290.633

Perubahan penyisihan kerugian giro pada bank lain adalah sebagai berikut:

	2023	2022
Saldo awal tahun	143.962.532	140.461.981
Pembentukan penyisihan tahun berjalan	143.661.288	3.500.551
Saldo akhir tahun	287.623.820	143.962.532

Berdasarkan hasil penelaahan dan evaluasi manajemen, kolektibilitas seluruh giro pada bank lain pada tanggal 31 Desember 2023 dan 2022 digolongkan lancar. Manajemen berpendapat bahwa jumlah penyisihan kerugian giro pada bank lain adalah cukup untuk menutup kemungkinan kerugian akibat tidak tertagihnya giro pada bank lain.

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat giro pada bank lain yang dijadikan jaminan.

6. CURRENT ACCOUNT WITH OTHER BANKS

<u>Related parties</u>	
Non-sharia bank	
PT Bank Central Asia Tbk	
<u>Third party</u>	
PT Bank OCBC NISP Tbk	
(Sharia business units)	
Total	
Allowance for impairment losses	
Total current account with other banks - net	

Changes in the allowance for losses on current account with other banks are as follows:

Beginning year balance	
Additional provision during the year	
End of year balance	

Based on the results of management's review and evaluation, the collectibility of all current accounts with other banks as of December 31, 2023 and 2022 is classified as current. Management believes that the allowance for impairment losses is adequate to cover impairment losses from uncollectible current accounts with other banks.

As at December 31, 2023 and 2022, no current accounts with other bank are pledged as collaterals.

7. INVESTASI PADA SURAT BERHARGA

a. Berdasarkan jenis, tujuan investasi dan kolektibilitas

	2023	2022
<u>Diukur pada biaya perolehan</u>		
<u>Lancar</u>		
Sertifikat Investasi Mudharabah		
Antarbank ("SIMA")	-	230.000.000.000
Reksadana	62.000.000.000	100.000.000.000
Penyisihan kerugian	(620.000.000)	(3.300.000.000)
Jumlah surat berharga diukur pada biaya perolehan - bersih	61.380.000.000	326.700.000.000

7. INVESTMENT IN SECURITIES

a. Based on type, investment objective and collectibility

<u>Measured at acquisition cost</u>	
<u>Current</u>	
Interbank mudharabah	
investment certificate ("SIMA")	
Mutual funds	
Allowance for impairment losses	
Total marketable securities measured at acquisition cost - net	

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7. INVESTASI PADA SURAT BERHARGA (lanjutan)

7. INVESTMENT IN SECURITIES (continued)

a. Berdasarkan jenis, tujuan investasi dan kolektibilitas (lanjutan)

a. Based on type, investment objective and collectibility (continued)

Diukur pada nilai wajar melalui
penghasilan
komprehensif lain
Lancar

Measured at fair value
through other
comprehensive income
Current

Non-pemerintah

Non-government

Sukuk korporasi	801.000.000.000	799.000.000.000
Reksadana	375.000.000.000	425.000.000.000
Sukuk wakalah	75.000.000.000	75.000.000.000

Corporate sukuk
Mutual funds
Wakalah sukuk

Macet

Loss

Sukuk korporasi	35.000.000.000	-
Kenaikan nilai yang belum direalisasi	15.479.448.897	16.847.395.161

Corporate sukuk
Unrealized increase
in value

Subjumlah	1.301.479.448.897	1.315.847.395.161
Penyisihan kerugian	(48.184.049.489)	(13.158.473.952)

Subtotal
Allowance for impairment losses

Subjumlah non-pemerintah - bersih	1.253.295.399.408	1.302.688.921.209
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Non-government subtotal - net

Pemerintah

Government

Sukuk BI	1.311.470.000.000	1.450.000.000.000
Surat berharga syariah negara	1.627.496.416.708	1.029.285.947.141
Penurunan nilai yang belum direalisasi	(13.503.570.126)	(14.278.734.541)

Sukuk BI
Government sharia securities
Decrease in
unrealized value

Subjumlah pemerintah	2.925.462.846.582	2.465.007.212.600
Jumlah surat berharga diukur pada nilai wajar melalui penghasilan komprehensif lain - bersih	4.178.758.245.990	3.767.696.133.809

Government subtotal
Total securities measured at fair value through other comprehensive income - net

Jumlah investasi pada surat berharga - bersih	4.240.138.245.990	4.094.396.133.809
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Total investments in marketable securities - net

b. Berdasarkan sisa umur jatuh tempo

b. By remaining period to maturity

	2023	2022
Diukur pada biaya perolehan kurang dari 1 bulan	62.000.000.000	330.000.000.000
Diukur pada nilai wajar melalui penghasilan komprehensif lain kurang dari 1 bulan lebih dari 1 bulan dan kurang dari 1 tahun lebih dari 1 tahun	903.000.000.000 427.194.682.720 2.896.747.612.759	1.450.229.200.000 425.681.225.501 1.904.944.182.260
Subjumlah	4.288.942.295.479	4.110.854.607.761
Penyisihan kerugian	(48.804.049.489)	(16.458.473.952)
Jumlah investasi pada surat berharga - bersih	4.240.138.245.990	4.094.396.133.809

Measured at acquisition cost less than 1 month
Measured at fair value through other comprehensive income less than 1 month more than 1 month and less than 1 year more than 1 year

Subtotal

Allowance for impairment losses

Total investments in marketable securities - net

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7. INVESTASI PADA SURAT BERHARGA (lanjutan)

c. Berdasarkan penerbit dan peringkat surat berharga

	Peringkat/Rating		Jumlah/Total	
	2023	2022	2023	2022
Diukur pada biaya perolehan				
SIMA	-	idA+(sy)	-	230.000.000.000
Reksadana Syariah Pernyataan Terbatas PNM Pembiayaan Mikro BUMN Seri VI dan IX	-	-	62.000.000.000	100.000.000.000
Subjumlah			62.000.000.000	330.000.000.000
Diukur pada nilai wajar melalui penghasilan komprehensif lain				
Sukuk BI	-(*)	-(*)	1.317.793.996.067	1.450.229.200.000
Surat Serhaga Syariah Negara	-(*)	-(*)	1.607.668.850.515	1.014.778.012.600
Reksadana Syariah	-	-	375.431.170.497	425.681.225.501
Sukuk Ijarah Angkasa Pura	idAA+(sy)	idAA+(sy)	129.897.300.000	130.753.139.400
Sukuk <i>Mudharabah</i> Mandala Multifinance	idA(sy)	idA(sy)	102.116.000.000	125.640.155.350
Sukuk Ijarah Sampoerna Agro	idA(sy)	idA(sy)	100.810.000.000	101.810.699.000
Sukuk Ijarah SPINDO	idA(sy)	idA-(sy)	102.418.500.000	101.319.686.000
Sukuk Ijarah Elnusa	idAA(sy)	idAA-(sy)	98.896.900.000	98.670.062.800
Sukuk Wakalah Medco	idA(sy)	idA(sy)	76.981.750.000	76.564.068.000
Sukuk PT Jasa Marga	idAA-(sy)	idAA-(sy)	50.722.500.000	51.551.194.000
Sukuk Mudharabah Oki Pulp & Paper Mills	idA+(sy)	idA+(sy)	50.837.500.000	51.361.170.500
Sukuk Mudharabah Wijaya Karya	idCCC(sy)(**)	idA(sy)	35.524.500.000	35.327.358.750
Sukuk Ijarah XL Axiata	AAAidn	AAAidn	30.357.600.000	31.174.160.100
Sukuk Ijarah PLN	idAAA(sy)	idAAA(sy)	30.117.300.000	30.136.718.100
Sukuk Ijarah Bumi Serpong Damai	idAA-	idAA-(sy)	25.467.050.000	24.793.983.100
MTN Syariah PTPN	idBBB+(sy)	idBBB(sy)	20.002.608.400	20.107.491.200
Sukuk Ijarah Aneka Gas	idA(sy)	idA(sy)	11.002.970.000	10.956.283.360
Sukuk Ijarah Samudera Indonesia	idA+	-	60.895.800.000	-
Subjumlah			4.226.942.295.479	3.780.854.607.761
Jumlah investasi pada surat berharga			4.288.942.295.479	4.110.854.607.761
Penyisihan kerugian			(48.804.049.489)	(16.458.473.952)
Jumlah investasi pada surat berharga - bersih			4.240.138.245.990	4.094.396.133.809

Informasi peringkat diperoleh dari PT Pemeringkat Efek Indonesia (PT Pefindo), lembaga pemeringkat yang diakui Bank Indonesia.

Informasi mengenai jatuh tempo atas investasi pada surat berharga, diungkapkan pada Catatan 33.

(*) Tidak terdapat peringkat dikarenakan Surat Berharga Pemerintah
 (**) Subsequently per 10 Januari 2024, PT Pefindo telah menurunkan rating menjadi idD(sy)

7. INVESTMENT IN SECURITIES (continued)

c. By issuer and securities rating

Measured at acquisition cost	
SIMA	
Limited Participation of SOE	
PNM Micro Financing Sharia	
Mutual Funds Series VI and IX	
Subtotal	
Measured at fair value through other comprehensive income	
Sukuk BI	
Government Sharia Securities	
Sharia mutual fund	
Sukuk Ijarah Angkasa Pura	
Sukuk Mudharabah Mandala Multifinance	
Sukuk Ijarah Sampoerna Agro	
Sukuk Ijarah SPINDO	
Sukuk Ijarah Elnusa	
Sukuk Wakalah Medco	
Sukuk PT Jasa Marga	
Sukuk Mudharabah Oki Pulp & Paper Mills	
Sukuk Mudharabah Wijaya Karya	
Sukuk Ijarah XL Axiata	
Sukuk Ijarah PLN	
Sukuk Ijarah Bumi Serpong Damai	
MTN Syariah PTPN	
Sukuk Ijarah Aneka Gas	
Sukuk Ijarah Samudera Indonesia	
Subtotal	
Total Investments in market securities	
Allowance for impairment losses	
Total investments in marketable securities - net	

Rating information was obtained from PT Pemeringkat Efek Indonesia (PT Pefindo), a rating agency recognized by Bank Indonesia.

Information regarding the maturity of investments in marketable securities is disclosed in Note 33.

(*) There is no rating due to Government Securities
 (**) Subsequently as of January 10, 2024 PT Pefindo has lowered the rating to idD(sy)

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7. INVESTASI PADA SURAT BERHARGA (lanjutan)

7. INVESTMENT IN SECURITIES (continued)

d. Perubahan penyisihan kerugian investasi pada surat berharga

d. Changes in the allowance for investment losses in securities

	2023	2022	
Saldo awal tahun	16.458.473.952	12.496.883.331	Beginning year balance
Pembentukan penyisihan selama tahun berjalan	32.345.575.537	3.961.590.621	Additional provision during the year
Saldo akhir tahun	48.804.049.489	16.458.473.952	End of year balance

e. Berdasarkan kolektibilitas

e. Based on collectibility

	2023	2022	
Lancar	4.253.417.795.479	4.110.854.607.761	Current
Macet	35.524.500.000	-	Loss
Penyisihan kerugian	(48.804.049.489)	(16.458.473.952)	Allowance for impairment losses
Jumlah	4.240.138.245.990	4.094.396.133.809	Total

Manajemen berpendapat bahwa jumlah penyisihan kerugian investasi pada surat berharga yang dibentuk telah memadai.

Management believes that the allowance for impairment losses for investment on securities cover is adequate.

Seluruh investasi surat berharga dilakukan dengan pihak ketiga.

All securities investments are entered into with third parties.

8. PIUTANG MURABAHAH

8. MURABAHAH RECEIVABLES

a. Berdasarkan jenis

a. By type

2023							
	Lancar/Current	DPK/ Special mention	Kurang lancar/ Substandard	Diragukan/ Doubtful	Macet/Loss	Jumlah/Total	
<u>Pihak berelasi</u>							<u>Related parties</u>
Konsumsi	6.458.652.399	-	-	-	-	6.458.652.399	Consumption
<u>Pihak ketiga</u>							<u>Third parties</u>
Modal kerja	433.110.775.146	632.110.326	-	-	-	433.742.885.472	Working capital
Investasi	688.715.913.433	1.424.862.049	-	627.753.899	967.183.010	631.735.712.391	Investment
Konsumsi	512.856.743.015	5.600.325.277	1.326.439.830	73.555.576	2.788.646.838	522.645.710.536	Consumption
Jumlah	1.641.142.083.993	7.657.297.652	1.326.439.830	701.309.475	3.755.829.848	1.654.582.960.798	Total
Penyisihan kerugian	(5.446.682.126)	(300.712.598)	(1.326.439.830)	(701.309.475)	(3.755.829.848)	(11.530.973.877)	Allowance for impairment losses
Jumlah - bersih	1.635.695.401.867	7.356.585.054	-	-	-	1.643.051.986.921	Total - net
2022							
	Lancar/Current	DPK/ Special mention	Kurang lancar/ Substandard	Diragukan/ Doubtful	Macet/Loss	Jumlah/Total	
<u>Pihak berelasi</u>							<u>Related parties</u>
Konsumsi	278.589.032	-	-	-	-	278.589.032	Working capital
<u>Pihak ketiga</u>							<u>Third parties</u>
Modal kerja	419.328.832.635	741.251.682	-	-	386.239.950	420.456.324.267	Working capital
Investasi	575.501.105.389	1.647.395.076	877.008.146	-	223.516.858	578.249.025.469	Investment
Konsumsi	335.386.130.573	11.313.769.512	152.885.926	123.098.147	828.870.116	347.804.754.274	Consumption
Jumlah	1.330.494.657.629	13.702.416.270	1.029.894.072	123.098.147	1.438.626.924	1.346.788.693.042	Total
Penyisihan kerugian	(12.755.824.398)	(2.062.294.269)	(1.012.631.955)	(88.680.871)	(1.438.626.924)	(17.358.058.417)	Allowance for impairment losses
Jumlah - bersih	1.317.738.833.231	11.640.122.001	17.262.117	34.417.276	-	1.329.430.634.625	Total - net

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8. PIUTANG MURABAHAH (lanjutan)

b. Berdasarkan sektor ekonomi

2023						
	Lancar/ <i>Current</i>	DPK/ <i>Special mention</i>	Kurang lancar/ <i>Substandard</i>	Diragukan/ <i>Doubtful</i>	Macet/ <i>Loss</i>	Jumlah/ <i>Total</i>
Pertanian, perburuan perikanan dan kehutanan	369.831.932.592	306.237.928	-	-	-	370.138.170.520
Industri pengolahan	195.066.370.539	9.058.055	-	-	-	195.075.428.594
Perdagangan besar dan eceran	99.276.975.838	681.832.764	-	-	967.183.010	100.925.991.612
Transportasi, pergudangan dan komunikasi	96.610.150.485	21.874.775	-	-	-	96.632.025.260
<i>Real estate</i> , usaha persewaan dan jasa perusahaan	248.576.841.715	12.499.855	-	627.753.899	-	249.217.095.469
Pertambangan dan penggalian	39.131.596.477	4.417.907	-	-	-	39.136.014.384
Jasa pendidikan	22.145.430.950	-	-	-	-	22.145.430.950
Perantara keuangan	21.838.338.677	-	-	-	-	21.838.338.677
Penyediaan akomodasi dan penyediaan makan minum	14.162.592.994	-	-	-	-	14.162.592.994
Konstruksi	3.520.680.378	1.070.137.256	-	-	-	4.590.817.634
Jasa kemasyarakatan sosial budaya, hiburan dan perorangan lainnya	530.981.173.348	5.551.239.112	1.326.439.830	73.555.576	2.788.646.838	540.721.054.704
Jumlah	1.641.142.083.993	7.657.297.652	1.326.439.830	701.309.475	3.755.829.848	1.654.582.960.798
Penyisihan kerugian	(5.446.682.126)	(300.712.598)	(1.326.439.830)	(701.309.475)	(3.755.829.848)	(11.530.973.877)
Jumlah - bersih	1.635.695.401.867	7.356.585.054	-	-	-	1.643.051.986.921

2022							
	Lancar/ <i>Current</i>	DPK/ <i>Special mention</i>	Kurang lancar/ <i>Substandard</i>	Diragukan/ <i>Doubtful</i>	Macet/ <i>Loss</i>	Jumlah/ <i>Total</i>	
Pertanian, perburuan dan kehutanan	377.120.938.737	227.366.265	-	-	-	377.348.305.002	Agriculture, hunting and forestry
Industri pengolahan Transportasi, pergudangan dan komunikasi	242.962.231.410	538.625.025	-	-	63.191.439	243.564.047.874	Transportation processing industry
Perdagangan besar dan eceran	199.717.931.033	96.683.391	877.008.146	-	-	200.691.622.570	Warehousing and communications
Real estate, usaha persewaan dan jasa perusahaan	69.981.458.313	536.209.144	-	-	-	70.517.667.457	Wholesale and retail trade
Jasa pendidikan	62.074.840.350	-	-	-	-	62.074.840.350	Real estate, business corporate rentals and services
Penyediaan akomodasi dan penyediaan makan minum	25.451.705.598	7.524.449	-	-	546.565.369	26.005.795.416	Education services
Konstruksi	5.437.915.627	828.974.665	-	-	-	6.266.890.292	Accommodation and meals services
Pertambangan dan penggalian	5.793.559.798	-	-	-	-	5.793.559.798	Construction
Listrik, gas dan air	28.905.922	53.047.718	-	-	-	81.953.640	Mining and excavation
Jasa kemasyarakatan sosial budaya, hiburan dan perorangan lainnya	9.517.710	23.759.590	-	-	-	33.277.300	Electricity, gas and water
Jumlah	341.915.653.131	11.390.226.023	152.885.926	123.098.147	828.870.116	354.410.733.343	Socio-cultural community services, entertainment and other individuals
Jumlah	1.330.494.657.629	13.702.416.270	1.029.894.072	123.098.147	1.438.626.924	1.346.788.693.042	Total
Penyisihan kerugian	(12.755.824.398)	(2.062.294.269)	(1.012.631.955)	(88.680.871)	(1.438.626.924)	(17.358.058.417)	Allowance for impairment losses
Jumlah - bersih	1.317.738.833.231	11.640.122.001	17.262.117	34.417.276	-	1.329.430.634.625	Total - net

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8. PIUTANG MURABAHAH (lanjutan)

8. MURABAHAH RECEIVABLES (continued)

c. Berdasarkan jangka waktu

c. By period

	2023	2022	
Berdasarkan periode perjanjian akad			Based on the contract agreement period
Kurang dari atau sama dengan 1 tahun	929.605.084	19.689.377.265	Less than or equal to 1 year
Lebih dari 1 sampai 2 tahun	31.242.717.199	39.362.552.002	More than 1 to 5 years
Lebih dari 2 sampai 5 tahun	445.699.991.479	646.654.532.309	More than 2 to 5 years
Lebih dari 5 tahun	1.176.710.647.036	641.082.231.466	More than 5 years
Jumlah	1.654.582.960.798	1.346.788.693.042	Total
Penyisihan kerugian	(11.530.973.877)	(17.358.058.417)	Allowance for impairment losses
Jumlah - bersih	1.643.051.986.921	1.329.430.634.625	Total - net

d. Berdasarkan sisa umur jatuh tempo

d. By remaining period to maturity

	2023	2022	
Kurang dari atau sama dengan 1 tahun	56.434.379.571	53.959.000.983	Less than or equal to 1 year
Lebih dari 1 sampai 2 tahun	130.466.716.776	105.449.688.106	More than 1 to 5 years
Lebih dari 2 sampai 5 tahun	829.707.343.762	708.651.655.296	More than 2 to 5 years
Lebih dari 5 tahun	637.974.520.689	478.728.348.657	More than 5 years
Jumlah	1.654.582.960.798	1.346.788.693.042	Total
Penyisihan kerugian	(11.530.973.877)	(17.358.058.417)	Allowance for impairment losses
Jumlah - bersih	1.643.051.986.921	1.329.430.634.625	Total - net

e. Perubahan penyisihan kerugian murabahah

e. Changes in the allowance for murabahah losses

	2023	2022	
Saldo awal tahun	17.358.058.417	18.174.975.822	Beginning year balance
Pembentukan penyisihan selama tahun berjalan	(5.265.837.446)	(411.979.447)	Additional provision during the year
Penghapusbukuan	(561.247.094)	(404.937.958)	Write-off
Saldo akhir tahun	11.530.973.877	17.358.058.417	End of year balance

Manajemen berpendapat bahwa jumlah penyisihan kerugian piutang *murabahah* adalah cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya piutang *murabahah*.

Management believes that the allowance for impairment losses on murabahah receivables is sufficient to cover losses that may arise due to uncollectible murabahah receivables.

Jumlah piutang yang direstrukturisasi sampai dengan tanggal 31 Desember 2023 dan 2022 masing-masing adalah sebesar Rp3.006.462.104 dan Rp7.323.365.159, termasuk piutang restrukturisasi terkait COVID-19 masing-masing sebesar Rp3.006.462.104 dan Rp7.260.173.720. Restrukturisasi piutang dilakukan dengan cara perpanjangan waktu dan penjadwalan kembali.

Total restructured receivables as at December 31, 2023 and 2022 each of them amounting to Rp3,006,462,104 and Rp7,323,365,159, respectively, including restructured receivables related to COVID-19 each amounting to Rp3,006,462,104 dan Rp7,260,173,720. Receivables were being restructured by extending the period and rescheduling.

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8. PIUTANG MURABAHAH (lanjutan)

e. Perubahan penyisihan kerugian murabahah (lanjutan)

Efektif *yield* margin piutang *murabahah* berkisar masing-masing antara 3% sampai dengan 13% dan antara 4% sampai dengan 13% per tahun untuk tahun 2023 dan 2022.

Rasio *Non-Performing Financing* ("NPF") bruto dan neto atas jumlah piutang adalah sebagai berikut:

	2023
Jumlah piutang	1.654.582.960.798
NPF - bruto	5.783.579.153
Persentase NPF - bruto	0,35%
NPF - neto	-
Persentase NPF - neto	0,00%

Piutang dijamin agunan yang diikat dengan hak tanggungan atau surat kuasa memasang hak tanggungan atau surat kuasa untuk menjual, deposito *mudharabah* (Catatan 19) atau jaminan lain yang umumnya dapat diterima oleh Bank.

8. MURABAHAH RECEIVABLES (continued)

e. Changes in the allowance for murabahah losses (continued)

The effective *yield* margin on *murabahah* receivables ranges between 3% to 13% and between 4% to 13% per annum respectively for 2023 and 2022.

The ratio of total *Non-Performing Financing* ("NPF") gross and net on receivables are as follows:

	2022	
Jumlah piutang	1.346.788.693.042	Total receivables
NPF - bruto	2.591.619.143	NPF - gross
Persentase NPF - bruto	0,19%	Percentage of NPF - gross
NPF - neto	53.046.947	NPF - net
Persentase NPF - neto	0,00%	Percentage of NPF - net

Receivables are collateralised by registered mortgages or powers of attorneys to mortgage and sell, *mudharabah* time deposits (Note 19) or by other guarantees generally accepted by the Bank.

9. PEMBIAYAAN MUDHARABAH

a. Berdasarkan jenis

	2023
<u>Pihak ketiga</u>	
Modal kerja	760.307.047.444
Jumlah	760.307.047.444
Penyisihan kerugian	(7.468.762.617)
Jumlah - bersih	752.838.284.827

9. MUDHARABAH FINANCING

a. By type

	2022	
		<u>Third parties</u>
		Working capital
		Total
		Allowance for impairment losses
		Total - net

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9. PEMBIAYAAN MUDHARABAH (lanjutan)

9. MUDHARABAH FINANCING (continued)

b. Berdasarkan sektor ekonomi

b. Based on economic sector

2023							
	Lancar/Current	DPK/ Special mention	Kurang lancar/ Substandard	Diragukan/ Doubtful	Macet/Loss	Jumlah/Total	
Perantara keuangan	746.745.513.217	-	-	-	-	746.745.513.217	Financial intermediaries
Industri pengolahan	13.430.785.750	-	-	-	-	13.430.785.750	Processing industry
dan komunikasi	130.748.477	-	-	-	-	130.748.477	and communication
Jumlah	760.307.047.444	-	-	-	-	760.307.047.444	Total
Penyisihan kerugian	(7.468.762.617)	-	-	-	-	(7.468.762.617)	Allowance for impairment losses
Jumlah - bersih	752.838.284.827	-	-	-	-	752.838.284.827	Total - net

2022							
	Lancar/Current	DPK/ Special mention	Kurang lancar/ Substandard	Diragukan/ Doubtful	Macet/Loss	Jumlah/Total	
Perantara keuangan	508.124.477.801	-	-	-	-	508.124.477.801	Financial Intermediaries
Jumlah	508.124.477.801	-	-	-	-	508.124.477.801	Total
Penyisihan kerugian	(5.081.244.778)	-	-	-	-	(5.081.244.778)	Allowance for impairment losses
Jumlah - bersih	503.043.233.023	-	-	-	-	503.043.233.023	Total - net

c. Berdasarkan jangka waktu

c. By period

	2023	2022	
Berdasarkan periode perjanjian akad			Based on the contract agreement period
Kurang dari atau sama dengan 1 tahun	36.382.618.834	53.010.722.068	Less than or equal to 1 year
Lebih dari 1 sampai 2 tahun	162.500.000.000	42.219.764.211	More than 1 to 5 years
Lebih dari 2 sampai 5 tahun	403.141.971.569	393.958.878.581	More than 2 to 5 years
Lebih dari 5 tahun	158.282.457.041	18.935.112.941	More than 5 years
Jumlah	760.307.047.444	508.124.477.801	Total
Penyisihan kerugian	(7.468.762.617)	(5.081.244.778)	Allowance for impairment losses
Jumlah - bersih	752.838.284.827	503.043.233.023	Total - net

d. Berdasarkan sisa umur jatuh tempo

d. By remaining period to maturity

	2023	2022	
Kurang dari atau sama dengan 1 tahun	214.272.298.505	106.440.123.214	Less than or equal to 1 year
Lebih dari 1 sampai 2 tahun	55.089.596.960	75.977.209.511	More than 1 to 5 years
Lebih dari 2 sampai 5 tahun	487.599.107.534	311.578.613.254	More than 2 to 5 years
Lebih dari 5 tahun	3.346.044.445	14.128.531.822	More than 5 years
Jumlah	760.307.047.444	508.124.477.801	Total
Penyisihan kerugian	(7.468.762.617)	(5.081.244.778)	Allowance for impairment losses
Jumlah - bersih	752.838.284.827	503.043.233.023	Total - net

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9. PEMBIAYAAN MUDHARABAH (lanjutan)

e. Perubahan <i>mudharabah</i>	penyisihan	kerugian
	2023	
Saldo awal tahun	5.081.244.778	
Pembentukan penyisihan selama tahun berjalan	2.387.517.839	
Saldo akhir tahun	7.468.762.617	

Manajemen berpendapat bahwa jumlah penyisihan kerugian pembiayaan *mudharabah* adalah cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya pembiayaan *mudharabah*.

Jumlah pembiayaan yang direstrukturisasi sampai dengan tanggal 31 Desember 2023 dan 2022 masing-masing adalah sebesar Rp596.811.239 dan Rp2.550.176.861, termasuk pembiayaan restrukturisasi terkait COVID-19 masing-masing sebesar nihil dan Rp1.492.903.670. Restrukturisasi pembiayaan dilakukan dengan cara perpanjangan waktu, penjadwalan kembali dan penambahan fasilitas pembiayaan bagi debitur.

Efektif *yield* margin pembiayaan *mudharabah* berkisar masing-masing antara 6% sampai dengan 13% dan antara 6,5% sampai dengan 14% per tahun untuk tahun 2023 dan 2022.

Rasio *Non-Performing Financing* ("NPF") bruto dan neto atas jumlah pembiayaan *mudharabah* adalah sebagai berikut:

	2023	
Jumlah pembiayaan <i>mudharabah</i>	760.307.047.444	
NPF - bruto	-	
Persentase NPF - bruto	0,00%	
NPF - neto	-	
Persentase NPF - neto	0,00%	

9. MUDHARABAH FINANCING (continued)

e. <i>Changes in the allowance for mudharabah losses</i>	
	2022
Beginning year balance	5.658.417.124
Additional provision during the year	(577.172.346)
End of year balance	5.081.244.778

Management believes that the allowance for impairment losses on *mudharabah* financing is sufficient to cover losses that may arise due to uncollectible *mudharabah* financing.

Total restructured financing as at December 31, 2023 and 2022 amounting to Rp596,811,239 and Rp2,550,176,861, respectively, including restructured financing related to COVID-19 each amounting to nil and Rp1,492,903,670. Financing were being restructured by extending the period, rescheduling and additional financing facility for debtors.

The effective yield margin on *mudharabah* financing ranges between 6% to 13% and between 6.5% to 14% per annum respectively for 2023 and 2022.

The ratio of total *Non-Performing Financing* ("NPF") gross and net on *mudharabah* financing are as follows:

Total Mudharabah financing
NPF - gross
Percentage of NPF - gross
NPF - net
Percentage of NPF - net

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10. PEMBIAYAAN MUSYARAKAH

10. MUSYARAKAH FINANCING

a. Berdasarkan jenis

a. By type

	2023	2022	
<u>Pihak ketiga</u>			<u>Third parties</u>
Modal kerja	3.924.163.263.973	3.627.672.029.146	Working capital
Investasi	1.794.576.451.632	1.612.099.924.955	Investment
Konsumsi	269.890.904.004	57.580.051.848	Consumption
Jumlah	5.988.630.619.609	5.297.352.005.949	Total
Penyisihan kerugian	(403.784.110.941)	(459.063.608.805)	Allowance for impairment losses
Jumlah - bersih	5.584.846.508.668	4.838.288.397.144	Total - net

b. Berdasarkan sektor ekonomi

b. Based on economic sector

2023							
	Lancar/Current	DPK/ Special mention	Kurang lancar/ Substandard	Diragukan/ Doubtful	Macet/Loss	Jumlah/Total	
Perdagangan besar dan eceran	1.648.027.086.046	97.526.608	247.693.680	-	68.281.602.658	1.716.653.908.992	Wholesale and retail trade
Industri pengolahan	1.164.694.629.607	144.368.283.478	-	-	18.649.213.635	1.327.712.126.720	Processing industry
Pertanian, perburuan dan kehutanan	987.829.475.424	1.098.389.378	-	-	-	988.927.864.802	Agriculture, hunting and forestry
Real estate, usaha persewaan dan jasa perusahaan	417.570.381.811	48.493.549.743	-	-	-	466.063.931.554	Real estate, rentals business and corporate services
Listrik, gas dan air	424.999.999.996	-	-	-	-	424.999.999.996	Electricity, gas and water
Konstruksi	377.191.638.021	2.278.539.943	-	-	-	379.470.177.964	Construction
Transportasi, pergudangan dan komunikasi	155.883.989.071	60.960.495.959	-	-	-	216.844.485.030	Transportation warehousing and communications
Pertambangan dan penggalian	64.264.209.765	-	-	-	-	64.264.209.765	Mining and excavation
Penyediaan akomodasi dan penyediaan makan minum	55.462.334.890	-	-	-	-	55.462.334.890	Accommodation and meals services
Jasa pendidikan	38.719.055.892	-	-	-	-	38.719.055.892	Education services
Perantara keuangan	31.664.759.889	-	-	-	-	31.664.759.889	Financial intermediaries
Jasa kemasyarakatan sosial budaya, hiburan dan perorangan lainnya	270.841.138.910	6.583.308.668	423.316.537	-	-	277.847.764.115	Community services socio-cultural Entertainment and other individuals
Jumlah	5.637.148.699.322	263.880.093.777	671.010.217	-	86.930.816.293	5.988.630.619.609	Total
Penyisihan kerugian	(105.108.767.896)	(211.073.516.535)	(671.010.217)	-	(86.930.816.293)	(403.784.110.941)	Allowance for impairment losses
Jumlah - bersih	5.532.039.931.426	52.806.577.242	-	-	-	5.584.846.508.668	Total - net

2022							
	Lancar/Current	DPK/ Special mention	Kurang lancar/ Substandard	Diragukan/ Doubtful	Macet/Loss	Jumlah/Total	
Industri pengolahan	1.074.824.715.657	147.046.154.123	-	-	76.565.256.046	1.298.436.125.826	Processing industry
Perdagangan besar dan eceran	1.106.107.064.557	86.581.094.715	-	-	10.738.645.612	1.203.426.804.884	Wholesale and retail trade
Pertanian, perburuan dan kehutanan	1.042.284.237.298	-	-	-	-	1.042.284.237.298	Agriculture, hunting and forestry
Transportasi, pergudangan dan komunikasi	754.802.597.021	67.795.680.459	-	-	16.072.896.416	838.671.173.896	Transportation warehousing and communications
Konstruksi	299.215.627.592	-	-	-	-	299.215.627.592	Construction
Listrik, gas dan air	289.285.714.281	-	-	-	-	289.285.714.281	Electricity, gas and water
Real estate, usaha persewaan dan jasa perusahaan	63.068.034.170	48.502.549.743	-	-	16.872.691	111.587.456.604	Real estate, rentals business and corporate services
Perantara keuangan	117.641.584.920	-	-	-	-	117.641.584.920	Financial intermediaries
Jasa pendidikan	31.515.906.998	-	-	-	-	31.515.906.998	Education services
Pertambangan dan penggalian	4.108.333.333	-	-	-	-	4.108.333.333	Mining and excavation
Penyediaan akomodasi dan penyediaan makan minum	2.959.934.447	-	-	-	-	2.959.934.447	Provision accommodation and provision eating and drinking
Jasa kemasyarakatan sosial budaya, hiburan dan perorangan lainnya	57.028.445.239	437.344.642	-	-	753.315.989	58.219.105.870	Community services socio-cultural Entertainment and other individuals
Jumlah	4.842.842.195.513	350.362.823.682	-	-	104.146.986.754	5.297.352.005.949	Total
Penyisihan kerugian	(119.897.562.304)	(235.019.059.747)	-	-	(104.146.986.754)	(459.063.608.805)	Allowance for impairment losses
Jumlah - bersih	4.722.944.633.209	115.343.763.935	-	-	-	4.838.288.397.144	Total - net

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10. PEMBIAYAAN MUSYARAKAH (lanjutan)

10. MUSYARAKAH FINANCING (continued)

c. Berdasarkan jangka waktu

c. By period

	2023	2022	
Berdasarkan periode perjanjian akad			Based on the contract agreement period
Kurang dari atau sama dengan 1 tahun	1.714.522.014.407	1.821.054.823.986	Less than or equal to 1 year
Lebih dari 1 sampai 2 tahun	1.363.100.769.176	675.041.897.261	More than 1 to 5 years
Lebih dari 2 sampai 5 tahun	750.298.497.302	1.051.573.434.626	More than 2 to 5 years
Lebih dari 5 tahun	2.160.709.338.724	1.749.681.850.076	More than 5 years
Jumlah	5.988.630.619.609	5.297.352.005.949	Total
Penyisihan kerugian	(403.784.110.941)	(459.063.608.805)	Allowance for impairment losses
Jumlah - bersih	5.584.846.508.668	4.838.288.397.144	Total - net

d. Berdasarkan sisa umur jatuh tempo

d. By remaining period to maturity

	2023	2022	
Kurang dari atau sama dengan 1 tahun	2.998.394.870.705	3.260.773.182.375	Less than or equal to 1 year
Lebih dari 1 sampai 2 tahun	348.160.733.832	44.244.111.337	More than 1 to 5 years
Lebih dari 2 sampai 5 tahun	696.166.480.275	340.182.001.456	More than 1 to 5 years
Lebih dari 5 tahun	1.945.908.534.797	1.652.152.710.781	More than 5 years
Jumlah	5.988.630.619.609	5.297.352.005.949	Total
Penyisihan kerugian	(403.784.110.941)	(459.063.608.805)	Allowance for impairment losses
Jumlah - bersih	5.584.846.508.668	4.838.288.397.144	Total - net

e. Perubahan penyisihan kerugian musyarakah

e. Changes in allowance for musyarakah losses

	2023	2022	
Saldo awal tahun	459.063.608.805	230.453.833.942	Beginning year balance
Pembentukan penyisihan selama tahun berjalan	30.000.296.441	228.935.847.496	Additional provision during the year
Penghapusbukuan	(85.279.794.305)	(326.072.633)	Write-off
Saldo akhir tahun	403.784.110.941	459.063.608.805	End of year balance

Manajemen berpendapat bahwa jumlah penyisihan kerugian pembiayaan *musyarakah* adalah cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya pembiayaan *musyarakah*.

Management believes that the allowance for impairment losses on *musyarakah* financing is sufficient to cover losses that may arise due to uncollectible *musyarakah* financing.

Jumlah pembiayaan yang direstrukturisasi sampai dengan tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp511.001.913.240 dan Rp918.534.827.456, termasuk pembiayaan restrukturisasi terkait COVID-19 masing-masing sebesar Rp440.052.841.077 dan Rp826.261.764.154. Restrukturisasi pembiayaan dilakukan dengan cara perpanjangan waktu, penjadwalan kembali dan penambahan fasilitas pembiayaan bagi debitur.

Total restructured financing as at December 31, 2023 and 2022 each of them amounting to Rp511,001,913,240 dan Rp918,534,827,456, including restructured financing related to COVID-19 each amounting to Rp440,052,841,077 dan Rp826,261,764,154. Financing were being restructured by extending the period, rescheduling and additional financing facility for debtors.

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10. PEMBIAYAAN MUSYARAKAH (lanjutan)

e. Perubahan penyisihan kerugian musyarakah (lanjutan)

Efektif *yield* margin pembiayaan *musyarakah* berkisar masing-masing antara 2% sampai dengan 13% dan 3% sampai dengan 13% per tahun untuk tahun 2023 dan 2022.

Rasio *Non-Performing Financing* ("NPF") bruto dan neto atas jumlah pembiayaan *musyarakah* adalah sebagai berikut:

	2023	2022
Jumlah pembiayaan <i>musyarakah</i>	5.988.630.619.609	5.297.352.005.949
NPF - bruto	87.601.826.510	104.146.986.754
Persentase NPF - bruto	1,46%	1,97%
NPF - neto	-	-
Persentase NPF - neto	0,00%	0,00%

10. MUSYARAKAH FINANCING (continued)

e. Changes in allowance for musyarakah losses (continued)

The effective *yield* margin on *musyarakah* financing ranges between 2% to 13% and between 3% to 13% per annum respectively for 2023 and 2022.

The ratio of total *Non-Performing Financing* ("NPF") gross and net on *musyarakah* financing are as follows:

Total <i>musyarakah</i> financing
NPF - gross
Percentage of NPF - gross
NPF - net
Percentage of NPF - net

11. ASET YANG DIPEROLEH UNTUK IJARAH

	2023	2022
Tanah dan bangunan	416.444.694.156	340.113.703.900
Kendaraan bermotor	234.820.338.289	198.115.767.039
Mesin	219.372.867.760	98.248.860.800
Alat transportasi air	106.586.658.273	55.220.658.273
Lain-lain	56.968.541.201	134.950.000
Jumlah	1.034.193.099.679	691.833.940.012
Akumulasi penyusutan	(437.669.696.451)	(289.290.898.631)
Jumlah - bersih	596.523.403.228	402.543.041.381

11. ASSETS ACQUIRED FOR IJARAH

Land and buildings
Vehicle
Machine
Water transportation
Other
Total
Accumulated depreciation
Total - net

Berdasarkan Peraturan Bank Indonesia ("PBI") No. 9/9/PBI/2007 pasal 39 ayat 3 dan 4, pembentukan penyisihan kerugian aset tidak berlaku untuk aset produktif dengan transaksi sewa berupa akad *Ijarah Muntahiyah Bittamlik* ("IMBT").

Jumlah pembiayaan yang direstrukturisasi sampai dengan tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp34.537.487.415 dan Rp40.846.138.183, termasuk pembiayaan restrukturisasi terkait COVID-19 masing-masing sebesar Rp576.181.972 dan Rp1.157.475.641.

Beban penyusutan, amortisasi, dan penurunan nilai yang dibebankan pada laporan laba rugi masing-masing sebesar Rp191.257.386.220 dan Rp126.995.024.919 untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 (Catatan 23).

Based on Bank Indonesia Regulation ("PBI") No. 9/9/PBI/2007 article 39 paragraph 3 and 4, establishment of allowance for losses does not apply to earning assets with leased transactions in the form of *Ijarah Muntahiyah Bittamlik* ("IMBT") contracts.

Total restructured financing as at December 31, 2023 and 2022 amounting to Rp34,537,487,415 and Rp40,846,138,183, respectively, including restructured financing related to COVID-19 each amounting to Rp576,181,972 and Rp1,157,475,641.

Depreciation, amortisation expenses and impairment charged to the statement of profit or loss amounting to Rp191,257,386,220 and Rp126,995,024,919 respectively, for the years ended December 31, 2023 and 2022, respectively (Note 23).

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12. ASET TETAP

12. FIXED ASSETS

2023							
	Saldo awal/ Beginning balance	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi/ Reclassification	Revaluasi/ Revaluation	Saldo akhir/ Ending balance	
Harga perolehan/Nilai revaluasi							Acquisition cost/Revaluation amount
Pemilikan langsung							Direct owner
Tanah	93.817.280.000	22.978.138.829	-	2.293.970.878	-	119.089.389.707	Land
Bangunan	56.757.237.459	14.428.572.752	-	(1.626.138.528)	-	69.559.671.683	Buildings
Inventaris kantor	65.545.116.118	15.947.495.047	522.449.736	-	-	80.970.161.429	Office equipment
Kendaraan bermotor	305.226.000	34.628.000	-	-	-	339.854.000	Vehicles
Jumlah	216.424.859.577	53.388.834.628	522.449.736	667.832.350	-	269.959.076.819	Total
Akumulasi penyusutan							Accumulated depreciation
Bangunan	16.804.111.559	3.262.505.177	-	46.541.974	-	20.113.158.710	Buildings
Inventaris kantor	42.677.182.385	9.352.905.359	457.549.247	-	-	51.572.538.497	Office equipment
Kendaraan bermotor	224.864.400	35.103.198	-	-	-	259.967.598	Vehicles
Jumlah	59.706.158.344	12.650.513.734	457.549.247	46.541.974	-	71.945.664.805	Total
Nilai buku	156.718.701.233					198.013.412.014	Book value
2022							
	Saldo awal/ Beginning balance	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi/ Reclassification	Revaluasi/ Revaluation	Saldo akhir/ Ending balance	
Harga perolehan/Nilai revaluasi							Acquisition cost/Revaluation amount
Pemilikan langsung							Direct owner
Tanah	90.458.231.695	-	-	483.555.501	3.842.603.806	93.817.280.000	Land
Bangunan	58.801.195.088	2.228.577.494	-	4.272.535.123	-	56.757.237.459	Buildings
Inventaris kantor	55.275.165.135	13.295.154.135	2.801.203.537	223.999.615	-	65.545.116.118	Office equipment
Kendaraan bermotor	287.515.000	17.711.000	-	-	-	305.226.000	Vehicles
Jumlah	204.822.106.918	15.541.442.629	2.801.203.537	4.980.090.239	3.842.603.806	216.424.859.577	Total
Akumulasi penyusutan							Accumulated depreciation
Bangunan	18.218.323.125	2.676.298.046	-	4.090.509.612	-	16.804.111.559	Buildings
Inventaris kantor	38.447.101.474	6.623.343.983	2.393.263.072	-	-	42.677.182.385	Office equipment
Kendaraan bermotor	187.723.260	37.141.140	-	-	-	224.864.400	Vehicles
Jumlah	56.853.147.859	9.336.783.169	2.393.263.072	4.090.509.612	-	59.706.158.344	Total
Nilai buku	147.968.959.059					156.718.701.233	Book value

Jumlah beban penyusutan adalah sebesar Rp12.650.513.734 dan Rp9.336.783.169 masing-masing pada tahun yang berakhir pada 31 Desember 2023 dan 2022 dibebankan pada beban umum dan administrasi (Catatan 28).

The total depreciation expense was Rp12,650,513,734 and Rp9,336,783,169 respectively in the year ended December 31, 2023 and 2022 are charged to general and administrative expenses (Note 28).

Revaluasi aset tetap

Fixed asset revaluation

Pada tahun 2022, Bank melakukan penilaian kembali atas golongan tanah, yang dilakukan oleh penilai independen eksternal, sesuai dengan Standar Penilaian Indonesia ("SPI") Edisi VI 2015, penilaian kembali dilakukan oleh Kantor Jasa Penilai Publik ("KJPP") Hari Utomo dan Rekan sesuai dengan laporannya tertanggal 20 Oktober 2022.

In 2022, the Bank carried out a reappraisal of land classes, which was performed by an external independent appraiser, in accordance with the Indonesian Valuation Standards ("SPI") VI Edition 2015, the revaluation was carried out by the Public Appraisal Service Office ("KJPP") Hari Utomo and Partners in accordance with its report dated October 20, 2022.

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12. ASET TETAP (lanjutan)

Selisih penilaian kembali tanah tahun 2022 dicatat sebagai "surplus revaluasi aset tetap", dan disajikan pada penghasilan komprehensif lain sebesar Rp7.075.800.000. Penurunan nilai tercatat yang timbul dari revaluasi tahun 2022 sebesar Rp3.233.196.194 (Catatan 30) dicatat sebagai beban operasional lainnya dan diakui dalam laba rugi.

Nilai wajar tanah ditentukan berdasarkan pendekatan pasar (*market approach*) dan pendekatan biaya (*cost approach*). Pengukuran nilai wajar untuk tanah termasuk dalam hierarki nilai wajar level 2 berdasarkan input-input dalam teknik penilaian yang digunakan.

Pada tanggal 31 Desember 2023 dan 2022, nilai tercatat tanah seandainya tanah tersebut dicatat dengan model biaya adalah masing-masing sebesar Rp76.050.388.742 dan Rp50.778.279.035.

Rincian atas penjualan dan penghapusan aset tetap adalah sebagai berikut:

	2023	2022	
Harga jual	70.017.769	481.026.119	Selling price
Nilai buku	64.900.489	407.940.465	Book value
Laba penjualan aset tetap (Catatan 30)	5.117.280	73.085.654	Fixed asset sales profit (Note 30)

Aset tetap kecuali tanah, pada tanggal 31 Desember 2023 dan 2022 telah diasuransikan terhadap risiko kebakaran, ledakan, petir, pesawat udara dan huru-hara serta bencana alam pada PT Asuransi Central Asia (pihak berelasi) dengan jumlah pertanggungan masing-masing sebesar Rp227.187.435.402 dan Rp175.491.245.460. Manajemen berpendapat bahwa jumlah pertanggungan asuransi tersebut adalah cukup untuk menutupi kemungkinan kerugian atas aset tetap yang dipertanggungkan.

Pada tanggal 31 Desember 2023 dan 2022, Manajemen berkeyakinan bahwa tidak ada kejadian atau perubahan keadaan yang mengindikasikan adanya penurunan nilai aset tetap.

12. FIXED ASSETS (continued)

The difference in land revaluation in 2022 is recorded as "fixed asset revaluation surplus", and is presented in other comprehensive income amounting to Rp7,075,800,000. The decrease in carrying value arising from the 2022 revaluation amounting to Rp3,233,196,194 (Note 30) is recorded as other operating expenses and recognized in profit or loss.

The fair value of land is determined based on market approach and cost approach. The fair value measurement for land is included in the level 2 fair value hierarchy based on the inputs in the valuation technique used.

On December 31, 2023 and 2022, the carrying value of land if the land were recorded using the cost model would be Rp76,050,388,742 and Rp50,778,279,035, respectively.

The detail of sales and disposals for fixed assets are as follows:

Fixed assets except land, as of date December 31, 2023 and 2022 are insured against the risks of fire, explosion, lightning, aircraft and riots as well as natural disasters on PT Asuransi Central Asia (related party) with coverage amounts of Rp227,187,435,402 and Rp175,491,245,460 respectively. Management believes that the amount of insurance coverage is sufficient to cover possible losses on the fixed assets insured.

As of December 31, 2023 and 2022, Management believes that there are no events or changes in circumstances that indicate a decline in the value of fixed assets.

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13. ASET LAIN-LAIN – BERSIH

	2023
Pendapatan yang masih akan diterima	86.652.914.796
Uang muka	31.854.926.764
Tagihan terkait dengan transaksi ATM	30.173.236.080
Biaya dibayar dimuka	29.816.781.644
Agunan Yang Diambil Alih ("AYDA") - bersih	27.568.093.565
Aset tak berwujud - bersih	7.505.431.007
Perlengkapan kantor	3.776.661.764
Properti terbengkalai - bersih	376.084.587
Lain-lain	1.516.434.538
Jumlah	219.240.564.745

Jumlah beban amortisasi aset tak berwujud adalah sebesar Rp4.652.493.993 dan Rp2.140.682.019 masing-masing untuk tahun yang berakhir pada 31 Desember 2023 dan 2022 (Catatan 28).

Agunan Yang Diambil Alih merupakan tanah dan aset lainnya (jaminan piutang dan pembiayaan yang telah diambil alih oleh Bank).

Pendapatan yang masih akan diterima merupakan margin pendapatan dan bagi hasil yang masih akan diterima atas piutang, pembiayaan dan surat berharga.

14. LIABILITAS SEGERA

	2023
Transaksi dalam penyelesaian	10.867.170.325
Titipan setoran	49.576.918.317
Kliring <i>retail</i>	3.012.002.670
Kewajiban kepada <i>supplier</i>	431.586.020
Asuransi kesehatan	305.796.386
Jumlah	64.193.473.718

Transaksi Dalam Penyelesaian merupakan liabilitas yang timbul atas biaya operasional Bank dan biaya-biaya terkait proses pembiayaan seperti penilaian, notaris, asuransi dan lain-lain.

Titipan Setoran merupakan liabilitas yang timbul karena nasabah Bank melakukan transaksi transfer dana namun Bank belum mentransfer ke Bank yang dituju.

13. OTHER ASSETS - NET

	2022	
62.102.510.530		<i>Income receivables</i>
7.054.350.750		<i>Advances</i>
50.314.932.637		<i>Receivables related to ATM transactions</i>
9.681.304.744		<i>Prepaid expenses</i>
111.963.283.882		<i>Foreclosed collaterals ("AYDA") - net</i>
3.676.397.001		<i>Intangible assets - net</i>
3.174.182.338		<i>Office supplies</i>
662.813.512		<i>Abandoned property - net</i>
1.246.621.347		<i>Others</i>
249.876.396.741		Total

The total amortization expense for intangible assets was Rp4,652,443,993 and Rp2,140,682,019 respectively for the year ended December 31, 2023 and 2022 (Note 28).

Foreclosed Collateral represents land and other assets (collateral for receivables and financing that have been taken over by the Bank).

Income receivables are margin and profit sharing income that will still be received from receivables, financing and securities.

14. OBLIGATIONS DUE IMMEDIATELY

	2022	
101.391.267.456		<i>Transactions in progress</i>
83.202.051.737		<i>Deposits</i>
1.895.939.124		<i>Retail clearing</i>
862.593.673		<i>Obligations to suppliers</i>
243.099.681		<i>Health insurance</i>
187.594.951.671		Total

Transactions in progress are liabilities arising from Bank operational costs and costs related to the financing process such as appraisal, notary, insurance and others.

Deposits are a liability that arises because a Bank customer makes an ATM transaction but the Bank has not transferred it to the destination Bank.

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15. SIMPANAN DARI NASABAH DAN BANK LAIN

a. Berdasarkan jenis

	2023	2022
Giro wadiah		
<u>Dari bank lain</u>		
Pihak berelasi	52.697.586.098	100.920.882
Pihak ketiga	13.709.035.199	5.786.819.887
Subjumlah	66.406.621.297	5.887.740.769
<u>Dari bukan bank</u>		
Pihak berelasi	33.610.417.040	38.438.641.388
Pihak ketiga	2.042.527.385.783	2.065.516.458.618
Subjumlah	2.076.137.802.823	2.103.955.100.006
Jumlah giro wadiah	2.142.544.424.120	2.109.842.840.775
Tabungan wadiah		
<u>Dari bukan bank</u>		
Pihak berelasi	107.051.709	32.189.651
Pihak ketiga	1.159.336.797.188	760.310.910.878
Jumlah tabungan wadiah	1.159.443.848.897	760.343.100.529

b. Tingkat bonus simpanan wadiah dan nisbah rata-rata per tahun

	2023	2022
Giro wadiah	0,35%	0,50%
Tabungan wadiah	0,34%	1,00%

15. DEPOSITS FROM CUSTOMERS AND OTHER BANKERS

a. By type

Wadiah demand deposits
<u>From other banks</u>
Related parties
Third parties
Subtotal
<u>From non-bank</u>
Related parties
Third parties
Subtotal
Total wadiah demand deposits
Wadiah savings deposits
<u>From non-bank</u>
Related parties
Third parties
Total wadiah savings deposits

b. Wadiah savings bonus level and average nisbah ratio per annum

Wadiah demand deposit
Wadiah savings deposit

16. PERPAJAKAN

a. Utang pajak

	2023	2022
Pasal 4 ayat (2)	6.023.883.231	3.656.352.776
Pasal 21	2.093.433.144	840.623.280
Pasal 23	288.639.842	249.920.295
Pasal 25	2.239.183.351	3.882.633.480
Pasal 26	-	110.480.409
Pasal 29	17.964.388.169	2.592.232.060
Pajak pertambahan nilai	58.450.465	1.063.016.426
Jumlah	28.667.978.202	12.395.258.726

16. TAXATION

a. Tax payable

Article 4 (2)
Article 21
Article 23
Article 25
Article 26
Article 29
Value added tax
Total

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16. PERPAJAKAN (lanjutan)

16. TAXATION (continued)

b. Pajak penghasilan badan

b. Corporate income tax

	2023	2022	
Pajak kini	(60.072.171.060)	(34.749.333.520)	Current tax
Pajak tangguhan	22.475.114.251	6.122.572.465	Deferred tax
Jumlah beban pajak	(37.597.056.809)	(28.626.761.055)	Total tax expenses

c. Koreksi fiskal

c. Fiscal correction

	2023	2022	
Laba sebelum taksiran pajak penghasilan	191.398.797.845	146.209.309.985	Profit before estimated income tax
<u>Beda waktu</u>			<u>Timing difference</u>
Penyisihan kerugian pada pembiayaan	71.064.526.950	33.933.947.968	Allowance for financing impairment losses
Penyisihan kerugian non-pembiayaan	31.132.879.484	-	Allowance for non-financing impairment losses
Cadangan biaya aksi legal	1.244.281.440	(283.558.242)	Provision for legal action costs
Cadangan karyawan	(749.672.580)	1.372.707.311	Provision for employee
Cadangan pungutan OJK	(89.322.065)	89.322.065	Provision for OJK fee
Cadangan publikasi	(411.043.548)	670.609.213	Provision for publication
Cadangan jasa profesional	(1.811.367.024)	3.692.973.291	Provision for professional services
Cadangan pesangon/imbalan pasca kerja	(189.906.058)	(11.470.718.406)	Provision for severance pay/post-employment benefits
Cadangan premi LPS	1.800.000.000	-	Provision for LPS premium
Penyusutan aset tetap	169.233.634	20.549.164	Depreciation of fixed assets
Jumlah beda waktu	102.159.610.233	28.025.832.364	Total timing differences
<u>Beda tetap</u>			<u>Permanent difference</u>
Promosi	1.669.658.280	199.741.174	Promotion
Jamuan	398.742.351	323.528.936	Reception
Sumbangan	294.041.920	276.847.682	Donation
Pendapatan reksadana	(22.075.246.492)	(17.083.743.653)	Mutual fund income
Lainnya	(790.280.828)	-	Other
Jumlah beda tetap	(20.503.084.769)	(16.283.625.861)	Total permanent differences
Penghasilan kena pajak	273.055.323.000	157.951.516.000	Taxable income

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16. PERPAJAKAN (lanjutan)

c. Koreksi fiskal (lanjutan)

	2023	2022
Taksiran pajak penghasilan badan		
Pajak penghasilan badan	60.072.171.060	34.749.333.520
Pajak PPh 25 yang telah dibayarkan	(42.107.782.891)	(32.157.101.460)
Pajak penghasilan kurang bayar	17.964.388.169	2.592.232.060

Estimated corporate income tax
Corporate income tax
PPh 25 tax that has been paid

Underpayment of income tax

d. Aset pajak tangguhan

d. Deferred tax assets

	2023				
	Saldo awal/ Beginning balance	Dikreditkan/ (dibebankan) ke laporan laba rugi/ Credited/ (charged) to statement of profit or loss	Dikreditkan/ (dibebankan) ke ekuitas/ Credited/ (charged) to equity	Penyesuaian/ Adjustment	Saldo akhir/ Ending balance
Aset (kewajiban) pajak tangguhan					
Penyisihan kerugian pada pembiayaan	35.054.508.173	15.634.195.930	-	-	50.688.704.103
Penyisihan kerugian non-pembiayaan	-	6.849.233.486	-	-	6.849.233.486
Cadangan pesangon/ imbalan pasca kerja	122.242.677	(41.779.333)	446.660.442	-	527.123.786
Cadangan karyawan	548.576.883	(164.927.969)	-	-	383.648.914
Penyusutan aset tetap	(899.142.021)	37.231.400	-	-	(861.910.621)
Cadangan biaya aksi legal	169.798.737	273.741.917	-	-	443.540.654
Cadangan premi LPS	-	396.000.000	-	-	396.000.000
Cadangan pungutan OJK	19.650.854	(19.650.854)	-	-	-
Cadangan publikasi	186.571.143	(90.429.581)	-	-	96.141.562
Cadangan jasa profesional	812.454.124	(398.500.745)	-	-	413.953.379
Keuntungan belum direalisasi dari surat berharga	(464.257.336)	-	130.411.980	(100.848.000)	(434.693.356)
Jumlah aset pajak tangguhan	35.550.403.234	22.475.114.251	577.072.422	(100.848.000)	58.501.741.907

Deferred tax assets (liabilities)
Allowance for financing impairment losses
Allowance for impairment non financing losses
Provision of severance pay for post-impact benefits
Provision for employee
Depreciation of fixed assets
Provision for legal action costs
Provision for LPS premium
Provision for OJK fee
Provision for publication
Provision for professional services
Unrealized profits from securities issued

Total deferred tax assets

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16. PERPAJAKAN (lanjutan)

d. Aset pajak tangguhan (lanjutan)

	2022				
	Saldo awal/ Beginning balance	Dikreditkan/ (dibebankan) ke laporan laba rugi/ Credited/ (charged) to statement of profit or loss	Dikreditkan/ (dibebankan) ke ekuitas/ Credited/ (charged) to equity	Penyesuaian/ Adjustment	Saldo akhir/ Ending balance
Aset (kewajiban) pajak tangguhan					
Penyisihan kerugian pada pembiayaan	27.589.039.620	7.465.468.553	-	-	35.054.508.173
Cadangan pesangon/ imbalan pasca kena	2.375.501.506	(2.523.558.049)	270.299.220	-	122.242.677
Cadangan karyawan	246.581.275	301.995.608	-	-	548.576.883
Penyusutan aset tetap	(860.552.182)	4.520.816	-	(43.110.655)	(899.142.021)
Cadangan biaya aksi legal	232.181.550	(62.382.813)	-	-	169.798.737
Cadangan pungutan OJK	-	19.650.854	-	-	19.650.854
Cadangan publikasi	39.037.116	147.534.027	-	-	186.571.143
Cadangan jasa profesional	-	812.454.124	-	-	812.454.124
Keuntungan belum direalisasi dari surat berharga	(10.070.137.503)	-	9.605.880.167	-	(464.257.336)
Jumlah aset pajak tangguhan	19.551.651.382	6.165.683.120	9.876.179.387	(43.110.655)	35.550.403.234

Deferred tax assets (liabilities)
Allowance for financing impairment losses
Provision of severance pay for post-impact benefits
Provision for employee
Depreciation of fixed assets
Provision for legal action costs
Provision for OJK fee
Provision for publication
Provision for professional services
Unrealized profits from securities issued
Total deferred tax assets

e. Rekonsiliasi atas beban pajak penghasilan Bank

Rekonsiliasi atas beban pajak penghasilan Bank dengan perkalian laba akuntansi Bank sebelum pajak penghasilan dan tarif pajak yang berlaku adalah sebagai berikut:

	2023	2022
Laba sebelum pajak penghasilan	191.398.797.845	146.209.309.985
Beban pajak penghasilan yang dihitung dan laba sebelum pajak penghasilan	(42.107.735.526)	(32.166.048.197)
Pengaruh pajak atas beda tetap	4.510.678.649	3.582.397.689
Penyesuaian terkait pajak tangguhan tahun lalu	-	(43.110.655)
Pembulatan	68	108
Beban pajak - bersih	(37.597.056.809)	(28.626.761.055)

e. Reconciliation of Bank income tax expenses

The reconciliation of Bank income tax expense by multiplying income the Bank accounting profit before income tax to the applicable tax rate are as follows:

Income before tax
Income tax expense calculated from income before tax
Tax impact of permanent differences
Adjustments related to last year's deferred taxes
Rounding
Tax expense - net

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16. PERPAJAKAN (lanjutan)

f. Peraturan tarif pajak

Pada 29 Oktober 2021 Pemerintah menerbitkan Undang-Undang No. 7 tahun 2021 tentang Harmonisasi Peraturan Perpajakan, salah satu poinnya yaitu mengubah Peraturan Pemerintah No. 1 Tahun 2020 atas tarif pajak yang berlaku mulai tahun pajak 2022 yang sebelumnya sebesar 20% menjadi 22%.

16. TAXATION (continued)

f. Tax law rate

On October 29, 2021, the Government has ratified Law No. 7 Year 2021 on the Harmonization of Tax Regulations, one of the points is to amend Government Regulation No. 1 of 2020 on the tax rate in effect from the 2022 tax year, which was previously 20% to 22%.

17. SURAT BERHARGA YANG DITERBITKAN

Surat berharga yang diterbitkan terdiri dari Sertifikat Mudharabah Antar Bank ("SIMA"):

Bank/ Bank	Nilai nominal/ Nominal value	Tingkat imbalan/ Equivalent rate	Tanggal penerbitan/ Date of issuance	Jatuh tempo/ Due date
PT Bank Aceh Syariah	100.000.000.000	6,3% per tahun/year	28 Desember/December 2023	4 Januari/January 2024
PT Bank BTPN Syariah Tbk	90.000.000.000	6,3% per tahun/year	27 Desember/December 2023	3 Januari/January 2024
Total	190.000.000.000			

17. SECURITIES ISSUED

The securities issued consist of Certificate of Interbank Mudharabah Investment ("SIMA"):

Pada tanggal 3 Januari 2024 dan 4 Januari 2024, surat berharga yang diterbitkan telah jatuh tempo dan dilunasi.

As of January 3, 2024 and January 4, 2024, the securities issued have matured and paid off.

18. LIABILITAS LAIN-LAIN

	2023	2022
Biaya yang masih harus dibayar	37.356.894.287	7.895.689.736
Pendapatan diterima dimuka	32.062.544.541	30.628.399.843
Imbalan pasca kerja (Catatan 32)	2.396.017.210	555.648.530
Titipan dana sosial - dana kebajikan	877.509.772	745.898.383
Estimasi kerugian komitmen dan kontinjensi (Catatan 27)	760.329.033	-
Setoran jaminan <i>safe deposit box</i>	277.500.000	260.750.000
Titipan dana sosial - zakat	44.800.792	49.176.209
Lainnya	487.505.430	49.065.311
Jumlah	74.263.101.065	40.184.628.012

18. OTHER LIABILITIES

<i>Accrued expenses</i>
<i>Deferred income</i>
<i>Post-employment benefits (Note 32)</i>
<i>Social funds remittance - qardhul hasan funds</i>
<i>Estimated losses on commitments and contingencies (Note 27)</i>
<i>Guarantee deposits safe deposit box</i>
<i>Social funds remittance - zakat</i>
<i>Other</i>
Total

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19. DANA SYIRKAH TEMPORER

a. Berdasarkan jenis

	2023	2022
Dana syirkah temporer dari bukan bank		
Tabungan <i>mudharabah</i>		
Pihak berelasi	3.596.500.630	3.074.503.794
Pihak ketiga	933.514.706.582	792.633.855.310
Subjumlah	937.111.207.212	795.708.359.104
Deposito <i>mudharabah</i>		
Pihak berelasi	81.800.626.526	217.171.101.268
Pihak ketiga	6.694.960.334.461	5.604.456.085.119
Subjumlah	6.776.760.960.987	5.821.627.186.387
Jumlah dana syirkah temporer	7.713.872.168.199	6.617.335.545.491

Tabungan *mudharabah* tidak terikat merupakan simpanan dana pihak lain yang mendapatkan imbal hasil dari pendapatan Bank atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya.

Deposito berjangka *mudharabah* merupakan simpanan dana pihak lain yang mendapatkan imbal hasil pendapatan Bank atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya dengan akad *mudharabah muthlaqah*.

b. Investasi tidak terikat - deposito *mudharabah* berdasarkan jangka waktu dan sisa umur

	2023	2022
Berdasarkan jangka waktu kontrak		
Sampai dengan 1 bulan	5.653.339.804.274	5.168.375.966.436
Jangka waktu 3 bulan	592.768.040.742	400.546.373.564
Jangka waktu 6 bulan	164.228.948.879	101.879.688.750
Jangka waktu 12 bulan	366.424.167.092	150.825.157.637
Jumlah	6.776.760.960.987	5.821.627.186.387

19. TEMPORARY SYIRKAH FUNDS

a. By type

Temporary syirkah funds from non-bank
Mudharabah savings deposits
Related Parties
Third Parties
Subtotal
Mudharabah deposits
Related parties
Third parties
Subtotal
Total temporary syirkah funds

Unrestricted mudharabah savings are deposits of funds from other parties that receive returns from the Bank's income for the use of these funds at a predetermined and agreed ratio.

Mudharabah term deposits are funds deposited by other parties who receive a return on the Bank's income for the use of these funds with a predetermined and agreed ratio in a mudharabah muthlaqah contract.

b. Unrestricted investment - mudharabah deposits by period and remaining contractual maturity

By contractual period
Until 1 month
Period of time 3 months
Period of time 6 months
Period of time 12 months
Total

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19. DANA SYIRKAH TEMPORER (lanjutan)

b. Investasi tidak terikat - deposito mudharabah berdasarkan jangka waktu dan sisa umur (lanjutan)

	2023	2022
Berdasarkan sisa umur jatuh tempo		
Kurang dari atau sama dengan		
1 bulan	5.840.974.453.123	5.319.184.472.121
Lebih dari 1 sampai dengan		
3 bulan	448.028.242.380	345.363.308.598
Lebih dari 3 sampai dengan		
6 bulan	153.369.854.053	55.169.353.488
Lebih dari 6 sampai dengan		
12 bulan	334.388.411.431	101.910.052.180
Jumlah	6.776.760.960.987	5.821.627.186.387

Deposito berjangka mudharabah dengan akad mudharabah muthlaqah yang dijadikan sebagai jaminan atas piutang dan pembiayaan adalah masing-masing berjumlah Rp382.208.483.516 dan Rp127.868.328.752 pada tanggal 31 Desember 2023 dan 2022.

c. Nisbah dan pendanaan tingkat bagi hasil per tahun

	2023	
	Nasabah/ Customers	Bank/ Banks
Tabungan mudharabah	3,60%	96,40%
Deposito mudharabah	18,00%	82,00%
	2022	
	Nasabah/ Customers	Bank/ Banks
Tabungan mudharabah	3,60%	96,40%
Deposito mudharabah	18,00%	82,00%

By remaining period to maturity
Less than or equal to
1 month
More than 1 month
up to 3 months
More than 3 month
up to 6 months
More than 6 month
up to 12 months

Total

Mudharabah term deposits with mudharabah muthlaqah contracts which are used as collateral for receivables and financing amount to Rp382,208,483,516 and Rp127,868,328,752 respectively as of December 31, 2023 and 2022.

c. Profit sharing rate ratio and funding per annum

Mudharabah savings deposits
Mudharabah time deposits

Mudharabah savings deposits
Mudharabah time deposits

20. MODAL SAHAM

Susunan pemegang saham pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

	Jumlah lembar/ Total share	Persentase/ Percentage	Jumlah/Total
PT Bank Central Asia Tbk	2.255.182.137	99,99995%	2.255.182.137.000
PT BCA Finance	1.070	0,00005%	1.070.000
Jumlah	2.255.183.207	100%	2.255.183.207.000

20. SHARE CAPITAL

The composition of shareholders as of December 31, 2023 and 2022 are as follows:

PT Bank Central Asia Tbk
PT BCA Finance

Total

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21. CADANGAN UMUM

Melalui Akta Risalah Rapat Umum Para Pemegang Saham Tahunan PT Bank UIB No. 28 yang dibuat dihadapan Notaris Pudji Rejeki Irawati, SH., notaris di Jakarta tanggal 20 April 2009, telah diputuskan untuk membentuk penyisihan cadangan umum sesuai dengan Undang-undang No. 40 Tahun 2007 mengenai Perseroan Terbatas, yang mengharuskan perusahaan-perusahaan untuk membuat penyisihan cadangan umum sebesar sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-Undang tersebut tidak mengatur jangka waktu untuk pembentukan penyisihan tersebut.

Sesuai dengan Pernyataan Keputusan Rapat berdasarkan Akta Notaris No. 130 yang dibuat di hadapan Notaris Christina Dwi Utami, SH., M.Hum., M.Kn., notaris di Jakarta tanggal 17 Maret 2022, penyisihan saldo laba bersih untuk cadangan umum tahun 2021 sebesar Rp2.000.000.000, sehingga meningkat dari berjumlah Rp12.000.000.000 menjadi berjumlah Rp14.000.000.000.

Sesuai dengan Pernyataan Keputusan Rapat Pemegang Saham berdasarkan Akta Notaris No. 101 yang dibuat di hadapan Notaris Toki Thomas, SH., M.Kn., notaris di Jakarta tanggal 22 Februari 2023, penyisihan saldo laba bersih untuk cadangan umum tahun 2022 sebesar Rp2.000.000.000, sehingga meningkat dari berjumlah Rp14.000.000.000 menjadi berjumlah Rp16.000.000.000.

22. TAMBAHAN MODAL DISETOR

Tambahan modal disetor sebesar Rp70.556.747.868 pada 31 Desember 2023 dan 2022, merupakan selisih nilai transaksi entitas sepengendali dari penggabungan usaha dengan PT Bank Interim Indonesia pada tanggal 10 Desember 2020 (Catatan 1).

21. GENERAL RESERVES

Through the Deed of Minutes of the Annual General Meeting of Shareholders of PT Bank UIB No. 28 made before Notary Pudji Rejeki Irawati, SH., notary in Jakarta on April 20 2009, it was decided to establish a general reserve in accordance with Law No. 40 of 2007 concerning Limited Liability Companies, which requires companies to set aside general reserves of at least 20% of the total issued and fully paid capital. The law does not set a time period for establishing such reserves.

In accordance with the Meeting Decision Statement based on Notarial Deed No. 130 made before Notary Christina Dwi Utami, SH., M.Hum., M.Kn., notary in Jakarta on March 17 2022, the appropriation of net profit for 2021 is Rp2,000,000,000, increasing from Rp12,000,000,000 to amount to Rp14,000,000,000.

In accordance with the Meeting Decision Statement based on Notarial Deed No. 101 made before Notary Toki Thomas, SH., M.Kn., notary in Jakarta on February 22, 2023, the appropriation of net profit for 2022 is Rp2,000,000,000, increasing from Rp14,000,000,000 to amount to Rp16,000,000,000.

22. ADDITIONAL PAID-IN CAPITAL

Additional paid-in capital amounting to Rp70,556,747,868 on December 31, 2023 and 2022, represents the difference in transaction value of entities under common control from the business merger with PT Bank Interim Indonesia on December 10, 2020 (Note 1).

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23. PENDAPATAN PENGELOLAAN DANA OLEH BANK SEBAGAI MUDHARIB

23. INCOME FROM MANAGEMENT OF FUNDS BY BANK AS MUDHARIB

	2023	2022	
Pendapatan dari jual beli			Income from sales and purchases
Pendapatan dari margin <i>murabahah</i>	129.641.706.564	125.347.539.116	Income from <i>murabahah</i> margin
Pendapatan dari ijarah			Income from ijarah
Pendapatan <i>ijarah</i>	236.210.144.691	156.138.568.856	Income from ijarah
Beban penyusutan aset <i>ijarah</i>	(191.257.386.220)	(126.995.024.919)	Depreciation expense of ijarah assets
Subjumlah	44.952.758.471	29.143.543.937	Subtotal
Pendapatan bagi hasil			Income from profit sharing
Pendapatan bagi hasil <i>musyarakah</i>	409.276.465.243	355.318.952.793	Profit sharing income from <i>musyarakah</i>
Pendapatan bagi hasil <i>mudharabah</i>	50.803.352.977	43.920.290.738	Profit sharing income from <i>mudharabah</i>
Subjumlah	460.079.818.220	399.239.243.531	Subtotal
Pendapatan usaha utama lainnya			Other main operating income
Pendapatan bagi hasil surat berharga	164.394.065.362	122.548.448.404	Profit sharing income from marketable securities
Pendapatan bonus fasilitas simpanan Bank Indonesia Syariah	111.125.746.646	56.352.195.491	Bonus income from Bank Indonesia Sharia savings facility
Pendapatan reksadana	22.075.246.492	17.083.743.653	Mutual fund income
Pendapatan bagi hasil sertifikat			Profit sharing income from certificates
Investasi <i>mudharabah</i> antar bank	1.188.770.832	30.402.778	interbank <i>mudharabah</i> investment
Pendapatan <i>ujroh</i> dari bank lain	1.398.477	2.035.967	<i>Ujroh</i> income from other banks
Subjumlah	298.785.227.809	196.016.826.293	Subtotal
Jumlah	933.459.511.064	749.747.152.877	Total

24. HAK PIHAK KETIGA ATAS BAGI HASIL

24. THIRD PARTIES' SHARE ON RETURN

	2023	2022	
Dari investasi tidak terikat			From non-restricted investments
Bukan bank			Non-bank
Tabungan <i>mudharabah</i>			<i>Mudharabah</i> savings deposits
Pihak ketiga	5.650.087.120	6.786.150.970	Third parties
Deposito <i>mudharabah</i>			<i>Mudharabah</i> time deposits
Pihak berelasi	8.063.701.728	5.066.246.773	Related parties
Pihak ketiga	261.397.964.031	149.504.286.747	Third parties
Subjumlah	269.461.665.759	154.570.533.520	Subtotal
Bank			Bank
Deposito <i>mudharabah</i>			<i>Mudharabah</i> time deposits
Pihak ketiga	95.193.203	-	Third parties
Subjumlah	95.193.203	-	Subtotal
Jumlah	275.206.946.082	161.356.684.490	Total

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25. PENDAPATAN USAHA LAINNYA

	2023	2022
Pendapatan komisi		
Pendapatan komisi pengiriman uang	3.431.278.250	4.366.497.750
Pendapatan komisi asuransi	2.206.611.064	1.307.800.993
Pendapatan komisi bank garansi	612.200.276	477.196.055
Pendapatan komisi <i>safe deposit box</i>	201.950.000	193.650.000
Pendapatan komisi kliring	113.938.690	129.859.890
Pendapatan komisi lainnya	58.725.764	53.152.896
Subjumlah	6.624.704.044	6.528.157.584
Pendapatan operasional lainnya		
Pendapatan administrasi	32.514.061.329	23.939.341.773
Pemulihan penghapusbukuan	30.408.139.552	12.137.128.702
Pendapatan <i>ta'widh</i>	341.584.618	146.530.823
Lainnya	784.359.478	11.858.862.690
Subjumlah	64.048.144.977	48.081.863.988
Jumlah	70.672.849.021	54.610.021.572

25. OTHER BUSINESS INCOME

Revenue commission
Remittance income
Insurance commission income
Bank guarantee commission income
Safe deposit box commission income
Clearing commission income
Other commission income
Subtotal
Other operating income
Administration income
Write-off recovery
Ta'widh income
Other
Subtotal
Total

26. BEBAN KEPEGAWAIAN

	2023	2022
Gaji dan uang lembur	107.925.184.667	85.605.351.777
Tunjangan karyawan	65.967.336.751	44.915.863.084
Pendidikan karyawan	9.858.618.595	8.993.595.215
Imbalan pasca kerja (Catatan 32)	4.702.254.316	-
Lain-lain	3.619.842.046	1.883.609.125
Jumlah	192.073.236.375	141.398.419.201

26. EMPLOYEE EXPENSES

Salaries and overtime pay
Employee allowances
Employee education
Post-employment benefits (Note 32)
Other
Total

27. BEBAN CADANGAN KERUGIAN PENURUNAN NILAI ASET PRODUKTIF DAN NON PRODUKTIF

	2023	2022
Pembentukan (pembalikan) penyisihan Kerugian		
Pembiayaan <i>musyarakah</i> (Catatan 10)	30.000.296.441	228.935.847.496
Investasi surat berharga (Catatan 7)	32.345.575.537	3.961.590.621
Piutang <i>ijarah</i>	(260.706.052)	173.135.790
Pinjaman <i>qardh</i>	(173.775.685)	151.740.952
Giro pada bank lain (Catatan 6)	143.661.288	3.500.551
Agunan yang diambil alih	(2.065.679.975)	(19.994.463.233)
Pembiayaan <i>mudharabah</i> (Catatan 9)	2.387.517.839	(577.172.346)
Estimasi kerugian komitmen dan kontinjensi (Catatan 18)	760.329.033	-
Piutang <i>murabahah</i> (Catatan 8)	(5.265.837.446)	(411.979.447)
Jumlah	57.871.380.980	212.242.200.384

27. PROVISION FOR IMPAIRMENT LOSSES ON EARNING AND NON-EARNING ASSETS

Addition (reversal of) provision for impairment losses
Musyarakah financing (Note 10)
Investments in marketable securities (Note 7)
Ijarah receivables
Funds of qardh
Current account with other banks (Note 6)
Foreclosed collaterals
Mudharabah financing (Note 9)
Estimated losses on commitments and contingencies (Note 18)
Murabahah receivable (Note 8)
Total

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28. BEBAN UMUM DAN ADMINISTRASI

	2023	2022
Biaya telekomunikasi	43.477.824.325	25.011.616.610
Promosi	29.250.692.770	2.051.445.676
Peralatan kantor	23.776.101.932	16.584.616.523
Jasa <i>outsourcing</i>	13.735.414.127	12.119.479.871
Beban penyusutan (Catatan 12)	12.650.513.734	9.336.783.169
Biaya sewa ijarah, gedung dan kendaraan	12.359.902.776	11.734.972.239
Pemeliharaan dan perbaikan	9.981.987.874	8.783.166.254
Beban iuran		
Otoritas Jasa Keuangan	6.526.127.677	1.098.000.000
Pajak bumi dan bangunan dan pajak lainnya	5.594.173.668	5.191.003.905
Jasa layanan (Catatan 35)	4.996.186.360	-
Beban amortisasi (Catatan 13)	4.652.493.993	2.140.682.019
Beban komisi	1.714.650.282	492.387.462
Beban premi asuransi	680.795.134	558.120.890
Beban publikasi	-	805.879.996
Lainnya	561.693.108	504.609.674
Jumlah	169.958.557.760	96.412.764.288

28. GENERAL AND ADMINISTRATIVE EXPENSES

<i>Telecommunications costs</i>
<i>Promotion</i>
<i>Office supplies expenses</i>
<i>Outsourcing services</i>
<i>Depreciation expense (Note 12)</i>
<i>Ijarah, building and vehicle rental fees</i>
<i>Maintenance and repair</i>
<i>Financial Services</i>
<i>Authority levy</i>
<i>Land and building tax and other taxes</i>
<i>Service expense (Note 35)</i>
<i>Amortization expense (Note 13)</i>
<i>Commission expense</i>
<i>Insurance premium expenses</i>
<i>Publication expenses</i>
<i>Others</i>
Total

29. BEBAN USAHA LAINNYA

	2023	2022
Beban bonus (<i>ujrah</i>)		
<i>Giro wadiah</i>	44.009.118.058	24.408.587.290
<i>Tabungan wadiah</i>	491.329.658	691.584.747
Subjumlah	44.500.447.716	25.100.172.037
Beban lainnya		
Beban penyisihan kerugian aset <i>ijarah/IMBT</i>	27.728.255.528	-
Premi asuransi penjaminan dana pihak ketiga	20.806.017.116	16.418.479.322
Subjumlah	48.534.272.644	16.418.479.322
Jumlah	93.034.720.360	41.518.651.359

29. OTHER BUSINESS EXPENSES

<i>Bonus expenses (ujrah)</i>
<i>Wadiah demand deposits</i>
<i>Wadiah savings deposits</i>
<i>Subtotal</i>
<i>Other expenses</i>
<i>Provision for impairment of ijarah assets/IMBT</i>
<i>Third parties fund guarantee insurance premiums</i>
<i>Subtotal</i>
Total

30. PENDAPATAN (BEBAN) NON USAHA

	2023	2022
Pendapatan non-usaha		
Laba penjualan aset tetap (Catatan 12)	5.117.280	73.085.654
Klaim asuransi pembiayaan	-	1.157.337.341
Lain-lain	426.897.644	12.275.458
Jumlah	432.014.924	1.242.698.453
Beban non-usaha		
Rugi penjualan AYDA	(22.392.163.532)	(2.161.268.529)
Kerohanian dan olahraga	(264.596.920)	(50.425.000)
Rugi revaluasi aset tetap (Catatan 12)	-	(3.233.196.194)
Lain-lain	(2.363.975.155)	(1.016.953.472)
Jumlah	(25.020.735.607)	(6.461.843.195)
Beban non usaha - bersih	(24.588.720.683)	(5.219.144.742)

30. NON OPERATING INCOME (EXPENSES)

Non-Operating Income
<i>Gain on sale of fixed assets (Note 12)</i>
<i>Financing insurance claims</i>
<i>Others</i>
Total
Non-operating expenses
<i>Realized loss on AYDA</i>
<i>Spirituality and sports</i>
<i>Loss on fixed asset revaluation (Note 12)</i>
<i>Others</i>
Total
Non operating expenses - net

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31. KOMITMEN DAN KONTINJENSI

	2023	2022
Komitmen		
<u>Fasilitas pembiayaan yang belum digunakan</u>		
Pembiayaan mudharabah	612.907.414.336	535.115.033.299
Pembiayaan musyarakah	1.073.079.210.825	1.194.875.677.613
Jumlah tagihan komitmen	1.685.986.625.161	1.729.990.710.912
Kontinjensi		
<u>Tagihan kontinjensi</u>		
Pembiayaan	10.745.432.473	10.652.234.295
Tunggakan bagi hasil terjadwal	36.454.195.583	56.143.677.510
Subjumlah	47.199.628.056	66.795.911.805
<u>Kewajiban kontinjensi</u>		
Bank garansi yang diberikan kepada nasabah	(75.732.903.291)	(46.848.471.839)
Jumlah tagihan (kewajiban) kontinjensi - bersih	(28.533.275.235)	19.947.439.966

<i>Commitments</i>
<i>Unused financing</i>
<i>facilities</i>
<i>Mudharabah financing</i>
<i>Musyarakah financing</i>
Total commitments receivables
<i>Contingencies</i>
<i>Contingencies receivables</i>
<i>Financing</i>
<i>Arrears for scheduled profit sharing</i>
Subtotal
<i>Contingent liabilities</i>
<i>Bank guarantee given to customers</i>
Total contingencies receivables (liabilities) - net

32. IMBALAN PASTI

Kewajiban diestimasi atas imbalan kerja pada tanggal 31 Desember 2023 dan 2022 berdasarkan perhitungan yang dilakukan oleh aktuaris independen Kantor Konsultan Aktuaria Steven & Mourits dan Kantor Konsultan Aktuaria Setya Widodo dengan laporannya masing-masing tanggal 21 November 2023 Nomor 2822/ST-FA-PSAK24-BCAS/XI/2023 dan 30 Desember 2022 Nomor 058/KKA-SW/LA/XII/2022, menggunakan metode "Projected Unit Credit".

a. Beban imbalan pasti neto

	2023	2022
Biaya jasa kini	3.132.790.748	3.223.255.312
Kerugian dari penyelesaian	1.180.657.073	-
Biaya bunga	1.844.897.583	2.019.246.789
Pendapatan bunga atas aset program	(1.598.251.462)	(1.308.931.157)
Dampak atas perubahan metode atribusi	-	(4.146.380.839)
Biaya jasa lalu yang diakui	142.160.374	-
Jumlah	4.702.254.316	(212.809.895)

b. Liabilitas imbalan pasti

	2023	2022
Nilai kini kewajiban	26.805.120.018	24.753.757.991
Nilai wajar aset program	(24.409.102.808)	(24.198.109.461)
Jumlah	2.396.017.210	555.648.530

32. DEFINED BENEFITS

The estimated liability for employee benefits on December 31, 2023 and 2022 based on the independent actuarial calculation carried out by an independent actuary - Kantor Konsultan Aktuaria Steven & Mourits and Kantor Konsultan Aktuaria Setya Widodo, whose report dated November 21, 2023 Number 2822/ST-FA-PSAK24-BCAS/XI/2023 and December 30, 2022 Number 058/KKA-SW/LA/XII/2022, respectively, applied the "Projected Unit Credit" method.

a. Net defined benefits expense

<i>Current service cost</i>
<i>Loss from settlement</i>
<i>Interest cost</i>
<i>Interest income on plan assets</i>
<i>Impact of changing attribution methods</i>
<i>Recognized past service costs</i>
Total

b. Defined benefits liabilities

<i>Present value of liabilities</i>
<i>Fair value of plan assets</i>
Total

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32. IMBALAN PASTI (lanjutan)

c. Mutasi nilai kini liabilitas adalah sebagai berikut:

	2023	2022
Nilai kini liabilitas		
awal periode	24.753.757.991	28.360.207.713
Biaya jasa kini	3.132.790.748	3.223.255.312
Pendapatan bunga atas aset program	(676.572.597)	(1.153.798.945)
Efek penyelesaian pada NKKIP	1.180.657.073	-
Biaya bunga	1.844.897.583	2.019.246.789
Pembayaran manfaat	(5.460.685.518)	(4.777.404.860)
Pengukuran kembali:		
Dampak atas perubahan metode atribusi	-	(4.146.380.839)
Dampak perubahan aset program	676.572.597	1.153.798.945
Dampak perubahan asumsi keuangan	752.057.103	(522.339.177)
Dampak penyesuaian pengalaman	601.645.038	597.173.053
Jumlah	26.805.120.018	24.753.757.991

d. Perubahan nilai wajar aset program untuk program imbalan pasti

	2023	2022
Saldo awal aset program	24.198.109.461	17.562.473.597
Harapan dari hasil investasi	1.598.251.462	1.308.931.157
Pembayaran manfaat	(5.460.685.518)	(4.569.496.348)
Iuran perusahaan	4.750.000.000	11.050.000.000
Saldo akhir aset program - perkiraan	25.085.675.405	25.351.908.406
Keuntungan aktuarial pada aset program	676.572.597	1.153.798.945
Saldo akhir aset program - aktual	24.409.102.808	24.198.109.461

Pada tanggal 31 Desember 2023 dan 2022 aset program diinvestasikan ke dalam instrumen pasar uang syariah masing-masing sebesar Rp24.409.102.808 dan Rp24.198.109.461.

Asumsi dasar yang digunakan dalam menentukan liabilitas imbalan pasti pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

	2023	2022
Tingkat diskonto		
awal periode	6,7%	7,14%
Tingkat diskonto akhir periode		
UPN 35	7,14%	7,14%
UPN 55	7,45%	7,45%
Tingkat kenaikan gaji	6,0%	6,0%
Tingkat hasil investasi	7,5%	7,5%
Tabel mortalita	Tabel TMI-IV (2019)	Tabel TMI-IV (2019)
Tingkat cacat dan sakit	5% Tabel TM-IV	5% Tabel TM-IV
Usia pensiun	55 Tahun	55 Tahun

32. DEFINED BENEFITS (continued)

c. Movements in the present value of liabilities are as follows:

Present value of liabilities at the beginning of the period
Current service cost
Interest income on plan assets
Effect of settlement on PVDBO
Interest costs
Benefit payments
Remeasurement :
Impact of changes in attribution methods
Impact of changes to plan assets
Impact of changing financial assumptions
Impact of experience adjustment

Total

d. Changes in fair value of program assets for defined benefits programs

Beginning balance of plan assets
Expectations of investment returns
Benefit payments
Company contribution
Ending balance of plan assets - estimated
Actuarial gains on plan assets

Ending balance of plan assets - actual

As at December 31, 2023 and 2022, plan assets invested to sharia money market each amounting to Rp24,409,102,808 and Rp24,198,109,461.

The basic assumptions used in determining defined benefits liabilities on December 31, 2023 and 2022 are as follows:

The discount rate at the beginning of the period
End of period discount rate
UPN 35
UPN 55
Expected salary increase
Investment return rate
Mortality table
Disability and illness
Retirement age

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32. IMBALAN PASTI (lanjutan)

d. Perubahan nilai wajar aset program untuk program imbalan pasti (lanjutan)

Tabel berikut menunjukkan sensitivitas atas kemungkinan perubahan tingkat suku bunga pasar dan tingkat kenaikan gaji, dengan variabel lain dianggap tetap, terhadap liabilitas imbalan pasti dan beban jasa kini pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

	2023		2022		
	Kenaikan 1%/ 1% Increase	Penurunan 1%/ 1% Decrease	Kenaikan 1%/ 1% Increase	Penurunan 1%/ 1% Decrease	
Tingkat diskonto	(1.066.124.886)	1.163.490.058	(1.492.296.274)	1.677.140.515	Discount rate
Tingkat kenaikan gaji	1.266.260.480	(1.180.527.596)	1.485.631.776	(1.351.754.275)	Salary increase rate

33. PENGELOLAAN RISIKO

Penerapan manajemen risiko bank secara terpadu dengan mengacu pada Kerangka Kerja Manajemen Risiko ini dilakukan guna mendukung pencapaian tujuan perusahaan, yang pada akhirnya akan meningkatkan *stakeholder value* sesuai dengan *risk appetite* dan Pedoman Standar Penerapan Manajemen Risiko bagi Bank Umum Syariah menurut Peraturan Bank Indonesia.

Risiko pembiayaan

Terkait dengan pengelolaan risiko pembiayaan, Bank telah memiliki kebijakan-kebijakan mengenai pembiayaan, antara lain yaitu:

- Kebijakan Dasar Pembiayaan Bank ("KDPB")
- Kebijakan manajemen risiko pembiayaan
- Manual pembiayaan konsumtif
- Manual pembiayaan produktif
- Kebijakan penilaian kualitas penyisihan penghapusan aset
- Kebijakan penyelamatan dan penghapusan pembiayaan
- Wewenang memutus pembiayaan

Dengan telah dimilikinya kebijakan Bank tersebut diatas, maka diharapkan Bank dapat mengoptimalkan kualitas pengelolaan risiko pembiayaan melalui proses yang memadai, kecukupan agunan yang telah ditetapkan dan penetapan *risk appetite* Bank sesuai dengan kompleksitas usaha Bank.

32. DEFINED BENEFITS (continued)

d. Changes in fair value of program assets for defined benefits programs (continued)

The following table shows the sensitivity to possible changes in market interest rates and salary increase rate, with other variables held constant, to defined benefit liabilities and current service costs as of December 31, 2023 and 2022, as follows:

	2023		2022		
	Kenaikan 1%/ 1% Increase	Penurunan 1%/ 1% Decrease	Kenaikan 1%/ 1% Increase	Penurunan 1%/ 1% Decrease	
Tingkat diskonto	(1.066.124.886)	1.163.490.058	(1.492.296.274)	1.677.140.515	Discount rate
Tingkat kenaikan gaji	1.266.260.480	(1.180.527.596)	1.485.631.776	(1.351.754.275)	Salary increase rate

33. RISK MANAGEMENT

The implementation of integrated bank risk management by referring to the Risk Management Framework is carried out to support the achievement of company objectives, which will ultimately increase stakeholder value in accordance with risk appetite and the Standard Guidelines for the Implementation of Risk Management for Sharia Commercial Banks according to Bank Indonesia Regulations.

Financing risk

Regarding financing risk management, the Bank has policies regarding financing, including:

- Basic Bank Financing Policy ("KDPB")
- Financing risk management policy
- Consumer financing manual
- Productive financing manual
- Policy on quality assessment of allowance for asset losses
- Funding rescue and elimination policy
- Authority to decide on financing

By having the above Bank policy in place, it is hoped that the Bank can optimize the quality of financing risk management through adequate processes, determining collateral adequacy and determining the Bank's risk appetite in accordance with the complexity of the Bank's business.

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33. PENGELOLAAN RISIKO (lanjutan)

Risiko pembiayaan (lanjutan)

Berikut ini adalah jumlah pembiayaan yang di restrukturisasi terkait COVID-19:

	2023	2022
Lancar	160.781.655.472	471.099.180.346
Dalam perhatian khusus	195.371.942.952	284.740.463.364
Kurang lancar	423.316.537	1.594.844.416
Diragukan	627.753.899	-
Macet	86.430.816.293	78.737.829.059
Jumlah	443.635.485.153	836.172.317.185

Tabel berikut menyajikan eksposur maksimum risiko pembiayaan Bank atas instrumen keuangan pada laporan posisi keuangan.

	2023	2022
Posisi keuangan:		
Giro dan penempatan pada Bank Indonesia	1.093.935.437.833	946.011.909.343
Giro pada bank lain	28.762.381.994	14.396.253.165
Investasi pada surat berharga	4.288.942.295.479	4.110.854.607.761
Piutang <i>murabahah</i>	1.654.582.960.798	1.346.788.693.042
Piutang <i>ijarah</i>	22.226.272	289.006.781
Pinjaman <i>qardh</i>	13.486.131.908	30.845.763.785
Pembiayaan <i>mudharabah</i>	760.307.047.444	508.124.477.801
Pembiayaan <i>musyarakah</i>	5.988.630.619.609	5.297.352.005.949
Aset lain-lain*)	86.652.914.796	62.102.510.530
Jumlah	13.915.322.016.133	12.316.765.228.157

Risiko konsentrasi pembiayaan

Berdasarkan pihak lawan

Tabel berikut menyajikan konsentrasi risiko pembiayaan Bank berdasarkan pihak lawan:

	2023				
	Pemerintah dan Bank Indonesia/ Government and Bank Indonesia	Lembaga keuangan/ Financial institutions	Korporasi/ Corporation	Perorangan/ Individual	Jumlah/Total
Giro dan penempatan pada Bank Indonesia	1.093.935.437.833	-	-	-	1.093.935.437.833
Giro pada bank lain	-	28.762.381.994	-	-	28.762.381.994
Investasi pada surat berharga	2.925.462.846.582	102.116.000.000	1.261.363.448.897	-	4.288.942.295.479
Piutang <i>murabahah</i>	-	-	820.106.357.015	834.476.603.783	1.654.582.960.798
Piutang <i>ijarah</i>	-	-	15.000.000	7.226.272	22.226.272
Pinjaman <i>qardh</i>	-	-	10.815.287.670	2.670.844.238	13.486.131.908
Pembiayaan <i>mudharabah</i>	-	711.506.698.618	48.800.348.826	-	760.307.047.444
Pembiayaan <i>musyarakah</i>	-	20.671.465.658	5.253.460.455.225	714.498.698.726	5.988.630.619.609
Aset lain-lain*)	41.020.561.920	3.514.386.777	36.155.351.954	5.962.614.145	86.652.914.796
Jumlah	4.060.418.846.335	866.570.933.047	7.430.716.249.587	1.557.615.987.164	13.915.322.016.133

*) Aset lain-lain terdiri atas pendapatan yang masih akan diterima

33. RISK MANAGEMENT (continued)

Financing risk (continued)

The following is the amount of financing that was restructured related to COVID-19:

	2023	2022
Lancar	160.781.655.472	471.099.180.346
Dalam perhatian khusus	195.371.942.952	284.740.463.364
Kurang lancar	423.316.537	1.594.844.416
Diragukan	627.753.899	-
Macet	86.430.816.293	78.737.829.059
Total	836.172.317.185	836.172.317.185

The following table presents the maximum exposure to Bank financing risk for financial instruments in the statement of financial position.

	2023	2022
Statement of financial position:		
Current accounts and placements with Bank Indonesia	1.093.935.437.833	946.011.909.343
Current account with other banks	28.762.381.994	14.396.253.165
Investments in marketable securities	4.288.942.295.479	4.110.854.607.761
Murabahah receivables	1.654.582.960.798	1.346.788.693.042
Ijarah receivables	22.226.272	289.006.781
Fund of qardh	13.486.131.908	30.845.763.785
Mudharabah financing	760.307.047.444	508.124.477.801
Musyarakah financing	5.988.630.619.609	5.297.352.005.949
Other assets*)	86.652.914.796	62.102.510.530
Total	13.915.322.016.133	12.316.765.228.157

Financing concentration risk

Based on the counter party

The following table presents the Bank's financing risk concentration based on counterparty:

	2023				
	Pemerintah dan Bank Indonesia/ Government and Bank Indonesia	Lembaga keuangan/ Financial institutions	Korporasi/ Corporation	Perorangan/ Individual	Jumlah/Total
Current accounts and placements with Bank Indonesia	1.093.935.437.833	-	-	-	1.093.935.437.833
Current account with other banks	-	28.762.381.994	-	-	28.762.381.994
Investments in marketable securities	2.925.462.846.582	102.116.000.000	1.261.363.448.897	-	4.288.942.295.479
Murabahah receivables	-	-	820.106.357.015	834.476.603.783	1.654.582.960.798
Ijarah receivables	-	-	15.000.000	7.226.272	22.226.272
Fund of qardh	-	-	10.815.287.670	2.670.844.238	13.486.131.908
Mudharabah financing	-	711.506.698.618	48.800.348.826	-	760.307.047.444
Musyarakah financing	-	20.671.465.658	5.253.460.455.225	714.498.698.726	5.988.630.619.609
Other assets*)	41.020.561.920	3.514.386.777	36.155.351.954	5.962.614.145	86.652.914.796
Total	4.060.418.846.335	866.570.933.047	7.430.716.249.587	1.557.615.987.164	13.915.322.016.133

*) Other assets consist of income receivables

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33. PENGELOLAAN RISIKO (lanjutan)

Risiko konsentrasi pembiayaan (lanjutan)

Berdasarkan pihak lawan (lanjutan)

Tabel berikut menyajikan konsentrasi risiko pembiayaan Bank berdasarkan pihak lawan: (lanjutan)

2022

	Pemerintah dan Bank Indonesia/ Government and Bank Indonesia	Lembaga Keuangan/ Financial institutions	Korporasi/ Corporation	Perorangan/ Individual	Jumlah/Total
Giro dan penempatan pada Bank Indonesia	946.011.909.343	-	-	-	946.011.909.343
Giro pada bank lain	-	14.396.253.165	-	-	14.396.253.165
Investasi pada surat berharga	2.465.007.212.600	125.640.155.350	1.520.207.239.811	-	4.110.854.607.761
Piutang murabahah	-	-	716.772.686.995	630.016.006.047	1.346.788.693.042
Piutang ijarah	-	-	-	289.006.781	289.006.781
Pinjaman qardh	-	-	29.662.503.970	1.183.259.815	30.845.763.785
Pembiayaan mudharabah	-	436.151.031.744	71.973.446.057	-	508.124.477.801
Pembiayaan musyarakah	-	89.006.070.235	4.615.684.195.647	592.661.740.067	5.297.352.005.949
Aset lain-lain*)	20.240.609.090	2.037.147.783	33.326.098.008	6.498.655.649	62.102.510.530
Jumlah	3.431.259.731.033	667.230.658.277	6.987.626.170.488	1.230.648.668.359	12.316.765.228.157

Current accounts and placements with Bank Indonesia
Current account with other banks
Investments in marketable securities
Murabahah receivables
Ijarah receivables
Fund of qardh
Mudharabah financing
Musyarakah financing
Other assets*)

Total

Analisis risiko pembiayaan

Informasi kualitas piutang yang mengalami penurunan nilai dan tidak mengalami penurunan nilai per tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

2023

	Belum jatuh tempo dan tidak mengalami penurunan nilai/ Neither past due and impaired	Jatuh tempo namun tidak mengalami penurunan nilai/ Past due but not impaired	Mengalami penurunan nilai/ Impaired	Jumlah/Total
Giro dan penempatan pada Bank Indonesia	1.093.935.437.833	-	-	1.093.935.437.833
Giro pada bank lain	28.762.381.994	-	-	28.762.381.994
Investasi pada surat berharga	4.253.417.795.479	-	35.524.500.000	4.288.942.295.479
Piutang murabahah	1.641.142.083.993	7.657.297.652	5.783.579.153	1.654.582.960.798
Piutang ijarah	-	22.226.272	-	22.226.272
Pinjaman qardh	13.468.195.263	17.936.645	-	13.486.131.908
Pembiayaan mudharabah	760.307.047.444	-	-	760.307.047.444
Pembiayaan musyarakah	5.637.148.699.322	263.880.093.777	87.601.826.510	5.988.630.619.609
Aset lain-lain*)	83.062.666.781	3.590.248.015	-	86.652.914.796
Jumlah	13.511.244.308.109	275.167.802.361	128.909.905.663	13.915.322.016.133

Current accounts and placements with Bank Indonesia
Current account with other banks
Investments in marketable securities
Murabahah receivables
Ijarah receivables
Fund of qardh
Mudharabah financing
Musyarakah financing
Other assets*)

Total

2022

	Belum jatuh tempo dan tidak mengalami penurunan nilai/ Neither past due and impaired	Jatuh tempo namun tidak mengalami penurunan nilai/ Past due but not impaired	Mengalami penurunan nilai/ Impaired	Jumlah/Total
Giro dan penempatan pada Bank Indonesia	946.011.909.343	-	-	946.011.909.343
Giro pada bank lain	14.396.253.165	-	-	14.396.253.165
Investasi pada surat berharga	4.110.854.607.761	-	-	4.110.854.607.761
Piutang murabahah	1.330.494.657.629	13.702.416.270	2.591.619.143	1.346.788.693.042
Piutang ijarah	-	30.923.778	258.083.003	289.006.781
Pinjaman qardh	30.845.763.785	-	-	30.845.763.785
Pembiayaan mudharabah	508.124.477.801	-	-	508.124.477.801
Pembiayaan musyarakah	4.842.842.195.513	350.362.823.682	104.146.986.754	5.297.352.005.949
Aset lain-lain*)	61.167.046.883	935.463.646	-	62.102.510.529
Jumlah	11.844.736.911.880	365.031.627.376	106.996.688.900	12.316.765.228.156

Current accounts and placements with Bank Indonesia
Current account with other banks
Investments in marketable securities
Murabahah receivables
Ijarah receivables
Fund of qardh
Mudharabah financing
Musyarakah financing
Other assets*)

Total

*) Aset lain-lain terdiri atas pendapatan yang masih akan diterima

*) Other assets consist of income receivables

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33. PENGELOLAAN RISIKO (lanjutan)

Risiko pasar

Risiko pasar adalah risiko pada laporan posisi keuangan dan rekening administratif akibat perubahan harga pasar antara lain risiko berupa perubahan nilai dari aset yang dapat diperdagangkan atau disewakan. Bank saat ini belum menjadi Bank Devisa, sehingga Bank belum secara langsung terkena dampak risiko kurs, namun Bank tidak terlepas dari risiko suku bunga baik dari sisi pendanaan maupun penyaluran pembiayaan.

Risiko likuiditas

Risiko likuiditas adalah risiko akibat ketidakmampuan Bank untuk memenuhi liabilitas yang jatuh tempo dari sumber pendanaan arus kas dan/atau aset likuid berkualitas tinggi yang dapat diagunkan. Likuiditas Bank dipengaruhi oleh struktur dana, likuiditas aset dan komitmen pembiayaan kepada debitur.

Untuk meminimalkan risiko likuiditas tersebut Bank telah memiliki:

- Kebijakan manajemen risiko likuiditas
- Metodologi dalam manajemen risiko likuiditas
- Kebijakan tresuri

Tujuan dari manajemen likuiditas adalah memelihara posisi aset likuid secara optimal dan Bank dapat memenuhi seluruh kewajiban kontraktual dan ketentuan kewajiban keuangan, termasuk saat kondisi Bank sedang kritis. Untuk memenuhi kewajiban Bank kepada para nasabah dan lawan transaksi serta menyediakan kebutuhan likuiditas untuk transaksi operasionalnya, maka Bank saat ini sedang melakukan pemeliharaan dalam posisi *secondary reserves* pada Fasilitas Bank Indonesia Syariah.

33. RISK MANAGEMENT (continued)

Market risk

Market risk is the risk in the statement of financial position and administrative accounts due to changes in market prices, including risks in the form of changes in the value of assets that can be traded or rented. The Bank is not currently a foreign exchange bank, so the Bank is not directly affected by foreign currency, however the Bank is not free from interest rate risk both in terms of funding and distribution of financing.

Liquidity risk

Liquidity risk is the risk due to the Bank's inability to meet its maturing obligations from cash flow funding sources and/or high quality liquid assets that can be pledged as collateral. Bank liquidity is influenced by fund structure, asset liquidity and financing commitments to debtors.

To minimize liquidity risk, the Bank has:

- Liquidity risk management policy*
- Methodology in liquidity risk management*
- Treasury policy*

The aim of liquidity management is to maintain an optimal position of liquid assets so that the Bank can fulfill all contractual obligations and provisions on financial obligations, including when the Bank's condition is critical. To fulfill the Bank's obligations to its customers and counterparties as well as provide liquidity needs for its operational transactions, the Bank is currently maintaining a secondary reserves position in the Bank Indonesia Sharia Facility.

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33. PENGELOLAAN RISIKO (lanjutan)

Risiko likuiditas (lanjutan)

Analisis jatuh tempo aset, liabilitas dan dana syirkah temporer menurut kelompok jatuh temponya berdasarkan periode yang tersisa, terhitung sejak tanggal 31 Desember 2023 dan 2022 sampai dengan tanggal jatuh tempo adalah sebagai berikut:

2023 (dalam jutaan Rupiah/ expressed in million Rupiah)						
Nilai Tercatat/ Carrying value	Tidak Memiliki Kontrak Jatuh Tempo/ No maturity date	Sampai dengan 1 bulan/ Up to 1 month	Sampai dengan 3 bulan/ Up to 3 months	Sampai dengan 6 bulan/ Up to 6 months	Sampai dengan 12 bulan/ Up to 12 months	Lebih dari 12 bulan/More than 12 months
Aset						
Kas	42.811	-	42.811	-	-	-
Giro pada Bank Indonesia	402.035	-	402.035	-	-	-
Penempatan pada Bank Indonesia	691.900	-	691.900	-	-	-
Giro pada bank lain	28.762	-	28.762	-	-	-
Investasi						
pada surat berharga	4.288.942	-	965.000	121.293	79.423	226.479
Piutang Murabahah	1.654.583	-	20	3.052	9.919	43.443
Piutang Ijarah	22	-	22	-	-	-
Pinjaman Qardh	13.486	-	8.465	2.366	90	485
Pembiayaan Mudharabah	760.307	-	-	6.440	44.136	163.696
Pembiayaan Musyarakah	5.988.631	-	50.617	246.526	1.350.833	1.350.419
Aset lain-lain*)	86.653	-	58.511	20.531	6.539	1.072
Jumlah aset	13.958.132	-	2.248.143	400.208	1.490.940	1.785.594
Liabilitas						
Liabilitas segera	64.193	-	64.193	-	-	-
Bagi hasil yang belum dibagikan	16.200	-	16.200	-	-	-
Simpanan dari nasabah						
Giro	2.076.138	-	2.076.138	-	-	-
Tabungan	1.159.444	-	1.159.444	-	-	-
Simpanan dari bank lain	66.407	-	66.407	-	-	-
Surat berharga yang diterbitkan	190.000	-	190.000	-	-	-
Liabilitas lain-lain	43.758	32.063	1.638	6.501	249	447
Jumlah liabilitas	3.616.140	32.063	3.574.020	6.501	249	447
Dana syirkah temporer						
Tabungan mudharabah	937.111	-	908.043	70	-	670
Deposito mudharabah	6.776.761	-	5.840.975	448.028	153.370	334.388
Jumlah dana syirkah temporer	7.713.872	-	6.749.018	448.098	153.370	335.058
Perbedaan jatuh tempo	2.628.120	(32.063)	(8.074.895)	(54.391)	1.337.321	1.450.089

*) Aset lain-lain terdiri atas pendapatan yang masih akan diterima

33. RISK MANAGEMENT (continued)

Liquidity risk (continued)

Analysis of the maturity of assets, liabilities and temporary syirkah funds according to maturity groups based on the remaining period, starting from December 31, 2023 and 2022 until the maturity date is as follows:

Asset	
Cash	
Current accounts with Bank Indonesia	
Placements with Bank Indonesia	
Current accounts with other banks	
Investments in	
marketable securities	
Murabahah receivables	
Ijarah receivables	
Qardh receivables	
Mudharabah financing	
Musyarakah financing	
Other assets*)	
Total asset	
Liabilities	
Obligations due immediately	
Undistributed profit sharing	
Deposits from customers	
Current accounts	
Savings deposit	
Deposits from other banks	
Securities issued	
Other liabilities	
Total liabilities	
Temporary syirkah funds	
Mudharabah savings deposits	
Mudharabah time deposits	
Total temporary syirkah funds	
Maturity differences	

*) Other assets consist of income receivables

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33. PENGELOLAAN RISIKO (lanjutan)

Risiko likuiditas (lanjutan)

Analisis jatuh tempo aset, liabilitas dan dana syirkah temporer menurut kelompok jatuh temponya berdasarkan periode yang tersisa, terhitung sejak tanggal 31 Desember 2023 dan 2022 sampai dengan tanggal jatuh tempo adalah sebagai berikut: (lanjutan)

33. RISK MANAGEMENT (continued)

Liquidity risk (continued)

Analysis of the maturity of assets, liabilities and temporary syirkah funds according to maturity groups based on the remaining period, starting from December 31, 2023 and 2022 until the maturity date is as follows: (continued)

		2022 (dalam jutaan Rupiah/ expressed in million Rupiah)							
	Nilai Tercatat/ Carrying value	Tidak Memiliki Kontrak Jatuh Tempo/ No maturity date	Sampai dengan 1 bulan/ Up to 1 month	Sampai dengan 3 bulan/ Up to 3 months	Sampai dengan 6 bulan/ Up to 6 months	Sampai dengan 12 bulan/ Up to 12 months	Lebih dari 12 bulan/More than 12 months		
Aset								Asset	
Kas	69.221	-	69.221	-	-	-	-	Cash	
Giro pada bank								Current accounts	
Indonesia	551.712	-	551.712	-	-	-	-	with Bank Indonesia	
Penempatan pada bank								Placements with Bank	
Indonesia	394.300	-	394.300	-	-	-	-	Indonesia	
Giro pada bank lain	14.396	-	14.396	-	-	-	-	Current account with other banks	
Investasi								Investments in	
pada surat berharga	4.110.855	-	1.680.229	-	-	125.330	2.305.296	marketable securities	
Piutang murabahah	1.346.789	-	473	2.952	9.136	41.398	1.292.830	Murabahah receivables	
Piutang ijarah	289	-	289	-	-	-	-	Ijarah receivables	
Piutang qardh	30.846	-	1.326	15.711	12.715	241	853	Qardh receivables	
Pembiayaan mudharabah	508.124	-	1.325	48.088	16.030	40.997	401.684	Mudharabah financing	
Pembiayaan musyarakah	5.297.352	-	335.666	413.134	1.148.640	1.363.333	2.036.579	Musyarakah financing	
Aset lain-lain*)	62.103	-	47.262	11.166	3.675	-	-	Other assets*)	
Jumlah aset	12.385.987	-	3.096.199	491.051	1.190.196	1.571.299	6.037.242	Total assets	
Liabilitas								Liabilities	
Liabilitas segera	187.595	-	187.595	-	-	-	-	Obligations due immediately	
Bagi hasil yang belum dibagikan	11.292	-	11.292	-	-	-	-	Undistributed profit sharing	
Simpanan dari nasabah								Deposits from customers	
Giro	2.103.955	-	2.103.955	-	-	-	-	Current accounts	
Tabungan	760.343	-	760.343	-	-	-	-	Savings deposit	
Simpanan dari bank lain	5.888	-	5.888	-	-	-	-	Deposits from other banks	
Liabilitas lain-lain	40.185	40.185	-	-	-	-	-	Other liabilities	
Jumlah liabilitas	3.099.701	30.628	3.069.073	-	-	-	-	Total liabilities	
Dana syirkah temporer								Temporary syirkah funds	
Tabungan mudharabah	795.708	-	774.696	3.004	3.776	4.149	10.083	Mudharabah savings deposits	
Deposito mudharabah	5.821.627	-	5.319.184	345.364	55.169	101.910	-	Mudharabah time deposits	
Jumlah dana syirkah temporer	6.617.335	-	6.093.880	348.368	58.945	106.059	10.083	Total temporary syirkah funds	
Perbedaan jatuh tempo	2.668.951	(30.628)	(6.066.754)	142.683	1.131.251	1.465.240	6.027.159	Maturity differences	

*) Aset lain-lain terdiri atas pendapatan yang masih akan diterima

*) Other assets consist of income receivables

Risiko Operasional

Risiko operasional adalah risiko kerugian yang diakibatkan oleh proses internal yang kurang memadai, kegagalan proses internal, kesalahan manusia, kegagalan sistem dan/atau adanya kejadian eksternal yang mempengaruhi operasional Bank.

Operational Risk

Operational risk is the risk of loss resulting from inadequate internal processes, internal process failures, human error, system failures and/or external events that affect the Bank's operations.

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33. PENGELOLAAN RISIKO (lanjutan)

Risiko operasional (lanjutan)

Untuk meminimalkan risiko operasionalnya Bank telah memiliki beberapa kebijakan, antara lain yaitu:

- Kebijakan manajemen risiko operasional
- Pedoman standarisasi wewenang kantor cabang dan sentra operasi
- Ketentuan limit fiat bayar, *override* dan otorisasi transaksi di aplikasi pembiayaan
- Manual produk dana
- Manual kerja CSO
- Manual kerja teller
- Manual kerja lainnya

Mekanisme pengendalian dilakukan dengan memasukkan tahapan kontrol ke dalam setiap transaksi yang semuanya tercantum dalam manual kerja Bank. Bank juga memiliki Satuan Audit Internal ("SAI") untuk melakukan pemeriksaan secara periodik terhadap kepatuhan karyawannya atas prosedur kerja yang telah ditetapkan.

Risiko kepatuhan

Risiko kepatuhan merupakan risiko akibat Bank tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku, termasuk prinsip-prinsip syariah. Dalam menjalankan kegiatan usaha pada industri perbankan, Bank diwajibkan untuk selalu tunduk kepada peraturan yang diterbitkan oleh Pemerintah, Bank Indonesia, Otoritas Jasa Keuangan dan Dewan Syariah Nasional-MUI. Ketidakmampuan Bank syariah untuk mengikuti dan mematuhi seluruh peraturan perundangan yang terkait dengan kegiatan usaha perbankan dapat berdampak terhadap kelangsungan usahanya.

Bank saat ini telah memiliki kebijakan mengenai pengelolaan risiko kepatuhan, yaitu:

- Kebijakan kepatuhan
- Pedoman penerapan program APU dan PPT
- Good Corporate Governance Manual*

Untuk lebih meningkatkan pengetahuan mengenai ketentuan yang berlaku, maka Bank telah melakukan beberapa sosialisasi kepada seluruh karyawan mengenai:

- Penerapan Program APU dan PPT.
- Pengelompokan nasabah berdasarkan *Risk Based Approach* ("RBA").
- Pengkinian data nasabah.
- Kewajiban pelaporan kepada pihak eksternal.
- Database teroris yang diterima dari PBB setiap 6 (enam) bulan sekali.

33. RISK MANAGEMENT (continued)

Operational risk (continued)

To minimize operational risks, the Bank has several policies, including:

- Operational risk management policy
- Guidelines for standardizing the authority of branch offices and operations centers
- Provisions for fiat payment limits, overrides and transaction authorization in financing applications
- Funds product manual
- CSO work manual
- Teller work manual
- Other work manuals

The control mechanism is carried out by including control stages in each transaction, all of which are listed in the Bank's work manual. The Bank also has an Internal Audit Unit ("SAI") to carry out periodic checks on employee compliance with established work procedures.

Compliance risk

The risk of occurrence is the risk resulting from the Bank not complying with and/or not implementing the applicable rules and regulations, including sharia principles. In carrying out business activities in the banking industry, Banks are required to always comply with regulations issued by the Government, Bank Indonesia, the Financial Services Authority and the National Sharia Council-MUI. The inability of Sharia banks to follow and comply with all laws and regulations related to banking business activities can have an impact on the continuity of their business.

The Bank currently has a policy regarding compliance risk management, namely:

- Compliance policy
- Guidelines for implementing APU and PPT programs
- Good Corporate Governance Manual*

To further increase knowledge regarding applicable regulations, the Bank has conducted several outreach activities to all employees regarding:

- Implementation of APU and PPT Programs.
- Customer grouping based on Risk Based Approach ("RBA").
- Updating customer data.
- Reporting obligations to external parties.
- Terrorist database received from the UN every 6 (six) months.

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33. PENGELOLAAN RISIKO (lanjutan)

Risiko Lainnya

Risiko lainnya yang dimaksud adalah risiko strategik, risiko hukum dan risiko reputasi yang harus dikelola oleh Bank dan untuk saat ini ketiga risiko tersebut belum berpengaruh secara signifikan terhadap kondisi Bank, namun demikian untuk mengantisipasi kemungkinan terjadinya ketiga risiko tersebut, Bank telah memiliki kebijakan mengenai pengelolaan risiko strategik, risiko hukum dan risiko reputasi.

33. RISK MANAGEMENT (continued)

Other Risks

Other risks are referred to strategic risk, legal risk and reputation risk which must be managed by the Bank and currently these three risks have not had a significant impact on the Bank's condition, however, to anticipate the possibility of these three risks occurring, the Bank has a policy regarding management of strategic risk, legal risk and reputation risk.

34. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM SYARIAH

Beban premi penjaminan Pemerintah selama tahun 2023 dan 2022 masing-masing sebesar Rp20.806.017.116 dan Rp16.418.479.322 dicatat pada beban usaha lainnya. Berdasarkan Undang-Undang No.24 tanggal 22 September 2004 yang berlaku efektif sejak tanggal 22 September 2005 sebagaimana diubah dengan Peraturan Pemerintah Penganti Undang-undang Republik Indonesia No. 3 tanggal 13 Oktober 2008, Lembaga Penjamin Simpanan ("LPS") dibentuk untuk menjamin kewajiban tertentu bank-bank umum berdasarkan program penjaminan yang berlaku, yang besaran nilai jaminannya dapat berubah jika memenuhi kriteria tertentu yang berlaku. Berdasarkan Peraturan Pemerintah Republik Indonesia No.66 tahun 2008 tanggal 13 Oktober 2008 mengenai besarnya Nilai Simpanan yang Dijamin Lembaga Penjaminan Simpanan, maka pada tanggal 31 Desember 2023 dan 2022, jumlah simpanan yang dijamin LPS adalah simpanan sampai dengan Rp2.000.000.000 untuk per nasabah per bank.

34. GOVERNMENT GUARANTEE FOR SHARIA COMMERCIAL BANK PAYMENT OBLIGATIONS

Government guarantee premium expenses for 2023 and 2022 amounting to Rp20,806,017,116 and Rp16,418,479,322 respectively were recorded in other operating expenses. Based on Law No. 24 dated September 22, 2004 which became effective on September 22, 2005 as amended by Government Regulation in Lieu of Law of the Republic of Indonesia No. 3 dated October 13, 2008, the Deposit Insurance Agency ("LPS") was established to guarantee commercial bank's certain obligations based on the applicable guarantee program, the amount of the guarantee amount may change if certain applicable criteria are met. Based on Republic of Indonesia Government Regulation No. 66 of 2008 dated October 13, 2008 regarding the amount of deposit balance guaranteed by the Deposit Insurance Corporation, then on December 31, 2023 and 2022, the amount of deposits guaranteed by LPS is deposits of up to Rp2,000,000,000 per customer per bank.

35. TRANSAKSI DENGAN PIHAK BERELASI

35. TRANSACTIONS WITH RELATED PARTIES

Pihak berelasi/ Related parties	Sifat dari hubungan/ The nature of the relationship	Sifat dari transaksi/ The nature of the transaction
PT Anarawata Puspa Utama	Dimiliki oleh pemegang saham akhir yang sama/Owned by same ultimate shareholders	Simpanan nasabah/Customer deposits
PT Asuransi Umum BCA	Dimiliki oleh pemegang saham akhir yang sama/Owned by same ultimate shareholders	Simpanan nasabah/Customer deposits
PT Asuransi Jiwa BCA	Dimiliki oleh Pemegang Sahara Akhir yang sama/Owned by same ultimate shareholders	Simpanan nasabah/Customer deposits

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35. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)

35. TRANSACTIONS WITH RELATED PARTIES
(continued)

Pihak berelasi/ Related parties	Sifat dari hubungan/ The nature of the relationship	Sifat dari transaksi/ The nature of the transaction
PT Bank Central Asia Tbk	Pemegang saham/Shareholders	Pemegang saham, giro pada bank lain, simpanan dari bank lain, tunjangan karyawan, beban sewa, jasa layanan, biaya telekomunikasi, lainnya /Shareholder, current account with other banks, deposit from other bank, employee allowances, rent expenses, services expenses, telecommunication costs, others
PT BCA Finance	Pemegang saham/Shareholders	Pemegang saham, giro/Shareholder, current accounts
PT BCA Sekuritas	Dimiliki oleh pemegang saham akhir yang sama/Owned by same ultimate shareholders	Simpanan nasabah/Customer deposits
PT Central Sentosa Finance	Dimiliki oleh pemegang saham akhir yang sama/Owned by same ultimate shareholders	Simpanan nasabah/Customer deposits
PT Central Capital Ventura	Dimiliki oleh pemegang saham akhir yang sama/Owned by same ultimate shareholders	Simpanan nasabah/Customer deposits
Dana Pensiun Bank Central Asia	Dana pensiun pemegang saham/Shareholder Official Pension Fund	Simpanan nasabah/Customer deposits
Pejabat Eksekutif	Pejabat pembuat keputusan/Decision maker	Piutang, simpanan nasabah, margin murabahah/Receivables, customer deposits, murabahah margin

Dalam menjalankan kegiatan normal usahanya, Bank melakukan transaksi-transaksi dengan pihak berelasi karena hubungan kepemilikan dan/atau kepengurusan. Semua transaksi dengan pihak-pihak berelasi telah dilakukan dengan kebijakan dan syarat yang telah disepakati bersama.

In carrying out its normal business activities, the Bank carries out transactions with related parties due to ownership and/or management relationships. All transactions with related parties have been carried out with mutually agreed policies and conditions.

Rincian saldo dan transaksi yang signifikan dengan pihak berelasi pada tanggal 31 Desember 2023 dan 2022, adalah sebagai berikut:

Details of significant balances and transactions with related parties as of December 31, 2023 and 2022, are as follows:

	2023		2022		
	Jumlah/Total	Persentase dari Total aset/ Percentage of total assets	Jumlah/Total	Persentase dari Total aset/ Percentage of total assets	
Aset					Assets
Giro pada bank lain	28.677.436.486	0,20%	14.304.902.683	0,11%	Current accounts with other banks
Piutang murabahah	6.458.652.399	0,04%	278.589.032	0,00%	Murabahah receivables
Aset lain-lain	18.660.142.156	0,13%	38.633.873.761	0,30%	Other assets
Jumlah	53.796.231.041		53.217.365.476		Total
	2023		2022		
	Jumlah/Total	Persentase dari Total liabilitas/ Percentage of total liabilities	Jumlah/Total	Persentase dari Total liabilitas/ Percentage of total liabilities	
Liabilitas					Liabilities
Liabilitas segera	23.390.426.178	0,64%	69.385.977.693	2,22%	Liabilities due immediately
Simpanan dari bank lain	52.697.586.098	1,43%	100.920.882	0,00%	Deposits from other banks
Simpanan dari nasabah	33.717.468.749	0,92%	38.470.831.039	1,23%	Deposits from customers
Jumlah	109.805.481.025		107.957.729.614		Total

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35. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)

	Jumlah/Total	Persentase dari total dana syirkah temporer/ Percentage of total temporary syirkah funds
Dana syirkah temporer		
Tabungan mudharabah	3.596.500.630	0,05%
Deposito mudharabah	81.800.626.526	1,06%
Jumlah	85.397.127.156	

	Jumlah/Total	Persentase dari total pendapatan/ Percentage of total revenue
Pendapatan dari jual beli		
Margin murabahah	131.859.127	0,10%
Pendapatan operasional lainnya		
Pendapatan administrasi	1.890.000	0,00%
Jumlah	133.749.127	

	Jumlah/Total	Persentase dari total beban/ Percentage of total expense
Beban bagi hasil dan ujroh		
Giro wadiah	310.781.925	0,33%
Deposito	8.063.701.728	2,93%
Beban kepegawaian		
Tunjangan karyawan	3.320.019.539	1,73%
Beban umum dan administrasi		
Jasa layanan	4.996.186.360	2,94%
Beban sewa	2.324.906.674	1,37%
Lainnya	482.426.941	0,28%
Jumlah	19.498.023.167	

35. TRANSACTIONS WITH RELATED PARTIES
(continued)

	Jumlah/Total	Persentase dari total dana syirkah temporer/ Percentage of total temporary syirkah funds
Temporary syirkah funds		
Mudharabah savings deposits	3.074.503.794	0,05%
Mudharabah time deposits	217.171.101.268	3,28%
Total	220.245.605.062	

	Jumlah/Total	Persentase dari total pendapatan/ Percentage of total revenue
Income from sales and purchases		
Murabahah margin	28.108.470	0,02%
Other operating income		
Administration income	2.095.000	0,00%
Total	30.203.470	

	Jumlah/Total	Persentase dari total beban/ Percentage of total expense
Profit Sharing Expenses and Ujroh		
Wadiah demand deposit	788.548.090	0,49%
Deposit	5.066.246.773	3,14%
Employee expenses		
Employee allowances	3.452.905.974	2,44%
General and administrative expenses		
Service expenses	-	0,00%
Rent expenses	2.677.379.205	2,78%
Others	460.976.409	0,48%
Total	12.446.056.451	

Pada tanggal 31 Agustus 2023, Bank menandatangani perjanjian pemanfaatan *host to host* dengan PT Bank Central Asia Tbk No. 027/PKS/SBK/2023 dan No. 028/PKS/SBK/2023. Pada tanggal 31 Desember 2023, transaksi ini dicatat pada beban umum dan administrasi sebesar Rp4.996.186.360 (Catatan 28).

On August 31, 2023, Bank entered into host to host utilization agreements with PT Bank Central Asia Tbk No. 027/PKS/SBK/2023 and No. 028/PKS/SBK/2023. As of December 31, 2023, this transactions are recorded on general and administrative expenses amounted to Rp4,996,186,360 (Note 28).

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36. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN

Tabel di bawah ini adalah perbandingan nilai tercatat dan nilai wajar dari instrumen keuangan Bank yang dicatat di laporan keuangan pada tanggal 31 Desember 2023 dan 2022.

	31 Desember/December 2023	
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value
Investasi pada surat berharga Piutang <i>murabahah</i>	4.288.942.295.479 1.654.582.960.798	4.289.575.935.479 1.829.880.950.439
Jumlah	5.943.525.256.277	6.119.456.885.918

Tabel diatas ini menganalisis instrumen keuangan yang dicatat pada nilai wajar berdasarkan tingkatan metode penilaian. Perbedaan pada setiap tingkatan metode penilaian dijelaskan sebagai berikut:

- Tingkat 1: Harga dikutip (tidak disesuaikan) dari pasar yang aktif untuk aset atau liabilitas yang identik;
- Tingkat 2: Input selain harga yang dikutip dari pasar yang disertakan pada Tingkat 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung (yaitu sebagai sebuah harga) atau secara tidak langsung (yaitu sebagai turunan dari harga); dan
- Tingkat 3: Input untuk aset atau liabilitas yang tidak didasarkan pada data pasar yang dapat diobservasi (informasi yang tidak dapat diobservasi).

36. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

The table below is a comparison of the carrying value and fair value of the Bank's financial instruments recorded in the financial statements on December 31, 2023 and 2022.

	31 Desember/December 2022		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
	4.110.854.607.761 1.346.788.693.042	4.111.881.012.761 1.412.054.035.243	Investment in marketable securities Murabahah receivables
Total	5.457.643.300.803	5.523.935.048.004	

The table above analyzes financial instruments recorded at fair value based on the level of valuation method. The differences at each level of assessment method are explained as follows:

- Level 1: Prices quoted (unadjusted) from active markets for identical assets or liabilities;
- Level 2: Inputs other than market quoted prices included in Level 1 that are observable for assets and liabilities, either directly (namely as a price) or indirectly (that is, as a derivative of the price); and
- Level 3: Inputs for assets or liabilities that are not based on observable market data (unobservable information).

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37. INFORMASI PENTING LAINNYA

Pada tanggal 31 Desember 2023 dan 2022, rasio Kewajiban Penyediaan Modal Minimum ("KPMM") Bank dihitung berdasarkan Peraturan Otoritas Jasa Keuangan No.21/POJK.03/2014 tanggal 19 November 2014. Rasio KPMM tersebut adalah sebagai berikut:

	2023 (Dalam jutaan)/ In millions	2022 (Dalam jutaan)/ In millions	
Modal inti	3.022.480	2.884.559	Core capital
Modal pelengkap	89.898	79.324	Supplementary capital
Jumlah modal	3.112.378	2.963.883	Total capital
Aktiva Tertimbang Menurut Risiko ("ATMR"):			Risk Weighted Assets ("RWA")
ATMR untuk risiko penyaluran dana	7.986.555	7.292.927	RWA for fund distribution risks
ATMR untuk risiko operasional	949.422	777.900	RWA for operational risk
Jumlah ATMR	8.935.977	8.070.827	Total RWA
Rasio Kewajiban Penyediaan Modal Minimum ("KPMM")	34,83%	36,72%	Capital Adequacy Ratio ("CAR")
Rasio KPMM yang diwajibkan	9-10%	9-10%	Minimum CAR

Jumlah piutang, pembiayaan dan pinjaman yang diberikan yang telah direstrukturisasi oleh Bank sampai dengan tanggal 31 Desember 2023 dan 2022 yang dilaporkan kepada Otoritas Jasa Keuangan masing-masing adalah sebesar Rp549.142.673.998 dan Rp969.254.507.659.

On December 31, 2023 and 2022, the Bank's Minimum Capital Requirement ("KPMM") ratio is calculated based on Financial Services Authority Regulation No.21/POJK.03/2014 dated November 19, 2014. The KPMM ratio is as follows.

The amount of receivables, financing and loans provided which have been restructured by the Bank as of December 31, 2023 and 2022 which were reported to the Financial Services Authority amounted to Rp549,142,673,998 and Rp969,254,507,659, respectively.

38. OPINI DEWAN PENGAWAS SYARIAH

Berdasarkan Surat Dewan Pengawas Syariah ("DPS") kepada Direktur Utama Bank No.003/MO/DPS/2024 tanggal 12 Januari 2024 Dewan Pengawas Syariah (DPS) PT Bank BCA Syariah menyatakan bahwa secara umum aspek syariah dalam operasional dan produk PT Bank BCA Syariah telah mengikuti fatwa dan ketentuan syariah yang dikeluarkan oleh Dewan Syariah Nasional Majelis Ulama Indonesia ("DSN-MUI").

38. OPINION OF THE SHARIA SUPERVISORY BOARD

Based on the Letter of the Sharia Supervisory Board (DPS) to the President Director of the Bank No.003/MO/DPS/2024 dated January 12, 2024, the Sharia Supervisory Board (DPS) of PT Bank BCA Syariah stated that in general the sharia aspects in PT Bank BCA Syariah's operations and products have been implemented and follow the fatwa and sharia provisions issued by the National Sharia Council of the Indonesian Ulama Council ("DSN-MUI").

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39. STANDAR AKUNTANSI BARU

Berikut ini adalah standar akuntansi keuangan, perubahan, dan interpretasi standar akuntansi keuangan yang berlaku efektif sejak 1 Januari 2023.

Efektif 1 Januari 2023:

Amendemen PSAK 1: "Penyajian Laporan Keuangan" tentang pengungkapan kebijakan akuntansi yang mengubah istilah "signifikan" menjadi "material" dan memberi penjelasan mengenai kebijakan akuntansi material";

Amendemen PSAK 1: "Penyajian Laporan Keuangan" tentang klasifikasi liabilitas;

Amendemen PSAK 25: "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan" tentang definisi "estimasi akuntansi" dan penjelasannya;

Amendemen PSAK 16: "Aset Tetap" tentang hasil sebelum penggunaan yang diintensikan;

Amendemen PSAK 46: "Pajak Penghasilan" tentang Pajak Tangguhan terkait Aset dan Liabilitas yang timbul dari Transaksi Tunggal yang diadopsi dari Amendemen IAS 12 Income Taxes tentang Deferred Tax related to Assets and Liabilities arising from a Single Transaction; dan

Amendemen PSAK 107: "Akuntansi Ijarah".

Implementasi dari standar tersebut tidak merubah secara substansial kebijakan akuntansi Bank dan tidak memiliki dampak yang material terhadap laporan keuangan.

40. PENYELESAIAN LAPORAN KEUANGAN

Manajemen Bank bertanggung jawab dalam penyusunan laporan keuangan yang telah diselesaikan dan disetujui untuk diterbitkan kepada Direksi pada tanggal 19 Januari 2024.

39. NEW ACCOUNTING STANDARDS

The following are financial accounting standards, changes and interpretations of financial accounting standards that are effective from January 1, 2023.

Effective January 1, 2023:

Amendment of SFAS 1: "Presentation of Financial Statements" regarding disclosure of accounting policies that change the term "significant" to "material" and provide explanations of material accounting policies";

Amendment of SFAS 1: Presentation of Financial Statements" regarding classification of liabilities;

Amendment of SFAS 25: "Accounting Policies, Changes in Accounting Estimates, and Errors" regarding the definition of "accounting estimates" and their explanations;

Amendment of SFAS No. 16: "Fixed Assets" regarding proceeds before intended use;

Deferred tax Amendment of SFAS No. 46: "Income Tax" on Deferred Tax related to Assets and Liabilities arising from a Single Transaction which adopted from Amended IAS No. 12 Income Taxes on Deferred Tax related to Assets and Liabilities arising from a Single Transaction; and

Amendment of SFAS No. 107: "Accounting for Ijarah".

The implementation of the above standards did not result in substantial changes to the Bank's accounting policies and had no material impact to the financial statements.

40. COMPLETION OF FINANCIAL STATEMENTS

Bank management is responsible for preparing financial reports which have been completed and approved for publication to the Board of Directors on January 19, 2024.

2023

Laporan Tahunan



Kantor Pusat

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