

Corporate Governance



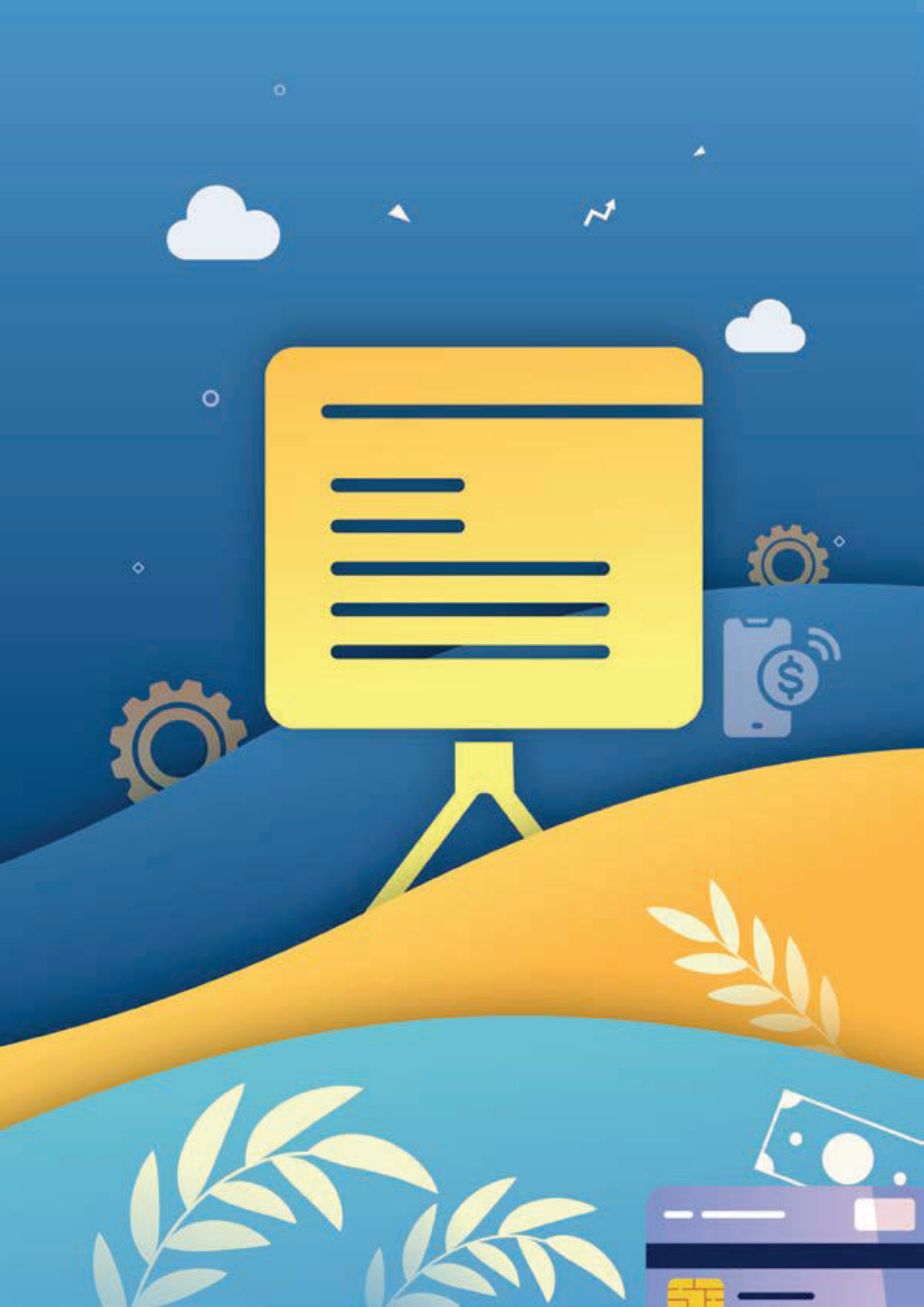


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Good Corporate Governance

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

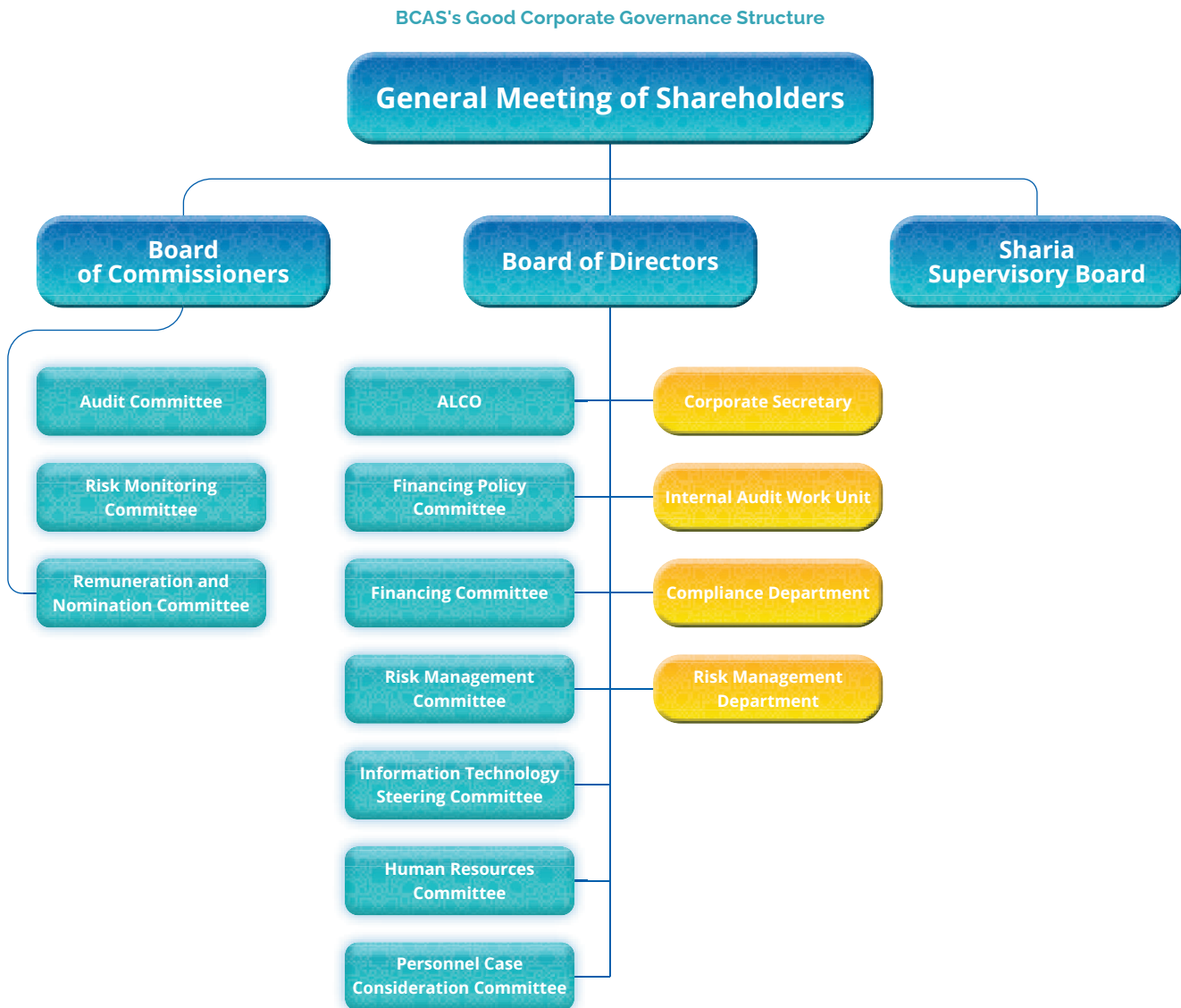
GCG implementation at BCAS is carried out through a series of activities that are guided by its commitment and based on GCG principles. These activities include governance structure, governance process, and governance outcome.

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>acquies 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>acquies 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 AGMS'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 shareholder 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 statements 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
Inge Setiawati	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
	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.bcas syariah.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 fulfilment 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</i> Sharia 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.

Penerapan Remunerasi di 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.bcasyariah.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 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 Soetarmen	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 selldown scheme;
- Inclusion of the Ratio;
- Yield calculations;

- 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:

- Oberservers: 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.

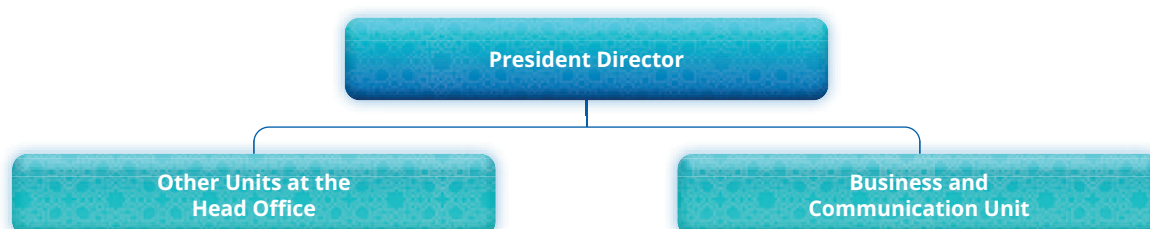
Corporate Secretary

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.

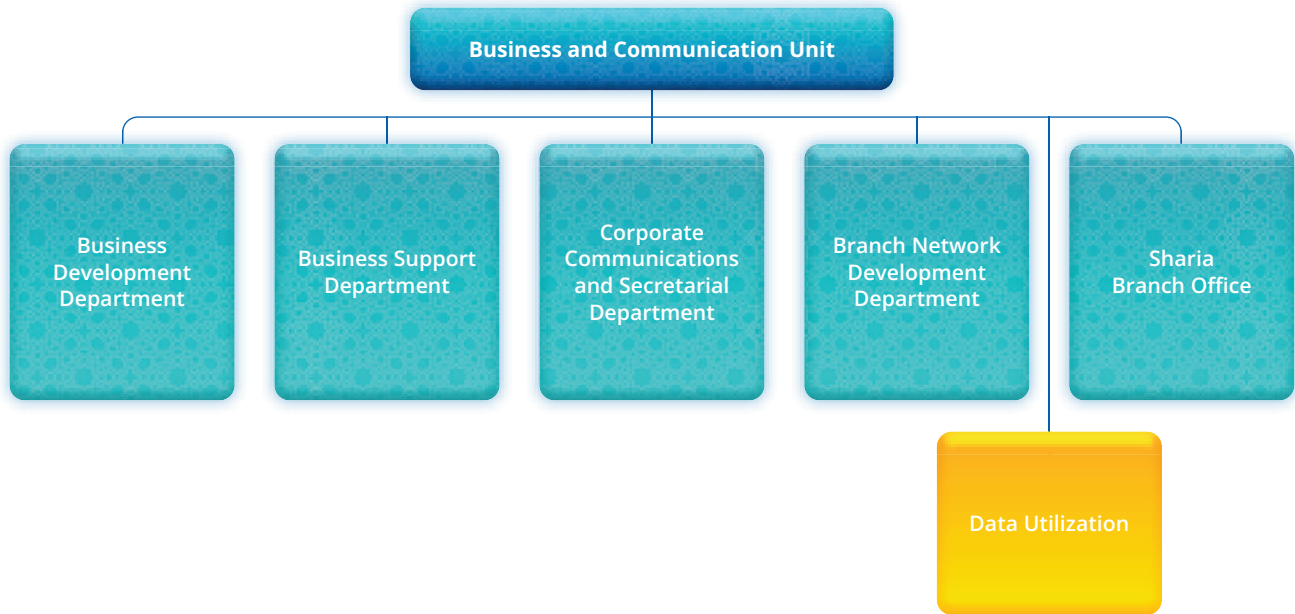
Corporate Secretary's Structure and Position

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.

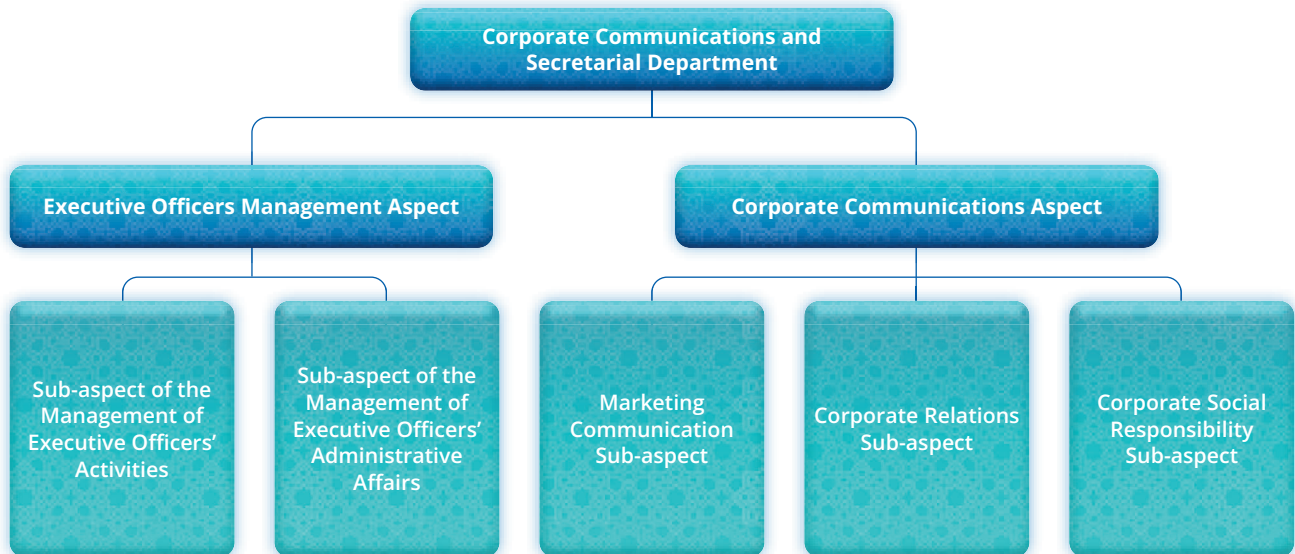
The Business and Communication Unit's position in BCAS's organizational structure is illustrated below:



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.

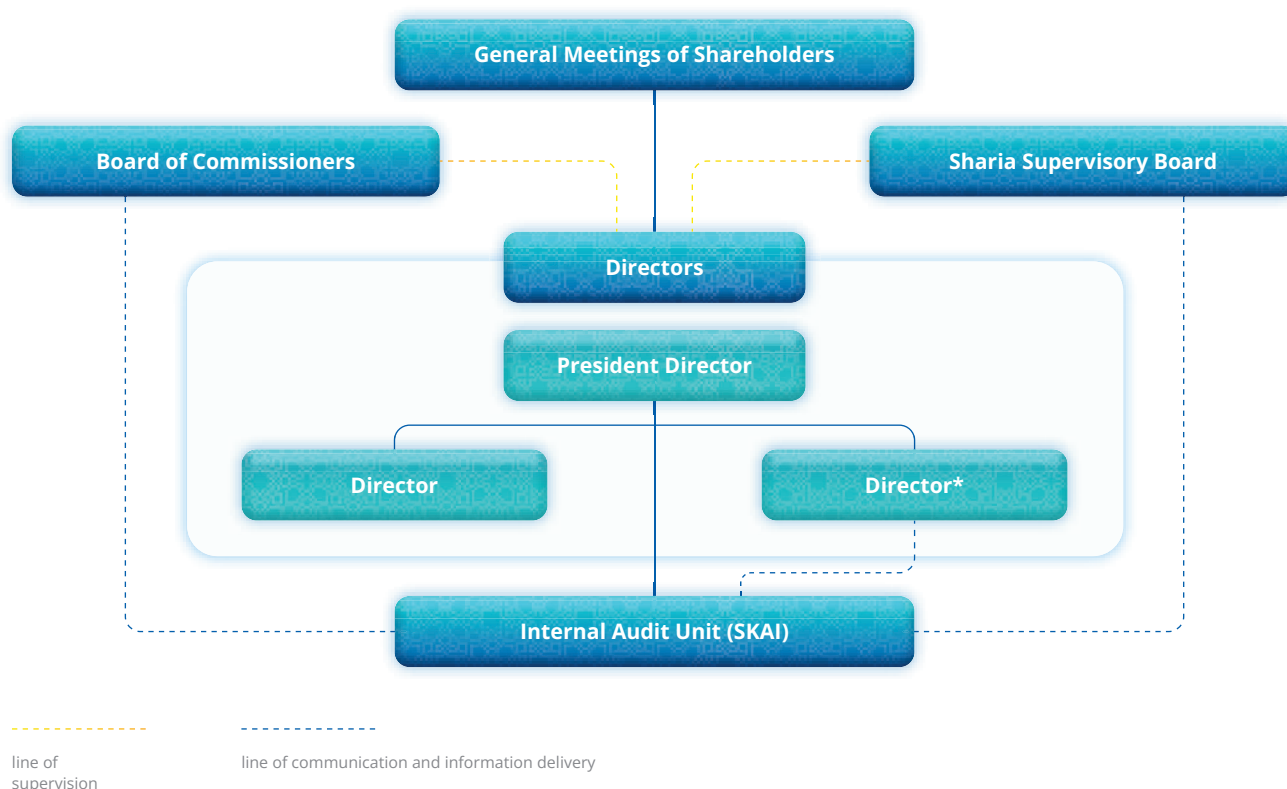
The unit head is appointed and dismissed by the President Director with the approval of the Board of Commissioners. The Audit Committee's recommendations are taken into consideration during this process. Any changes made to the unit head's position, whether it is an appointment, replacement, or dismissal, must be announced and reported to the Financial Services Authority.

Internal Audit Unit's Position at BCAS

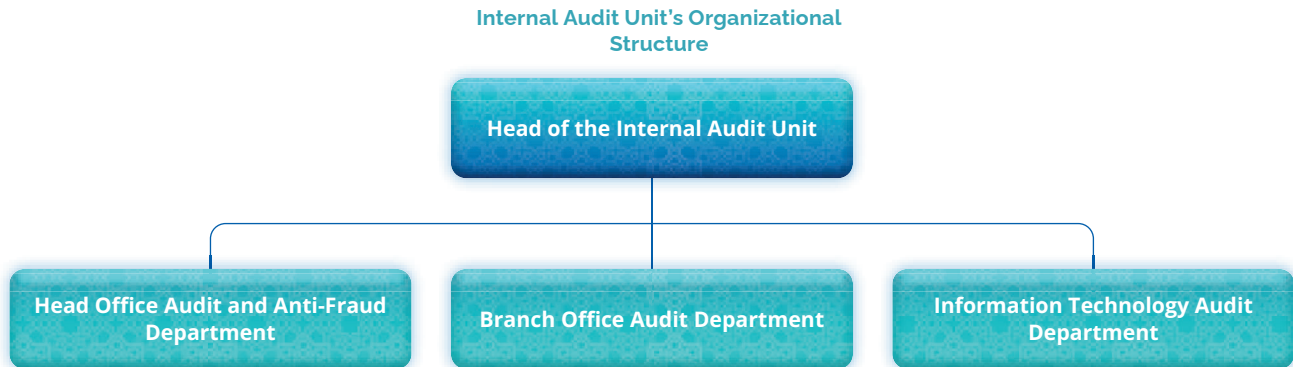
The Internal Audit Unit is an integral part of BCAS's organizational structure and is led by a unit head, who reports directly to the President Director. The unit head also has the authority to communicate directly with the Board of Commissioners, the

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 of the Public Accounting Firm	Assignment Period
Name : Yasir Registration Number : AP 0703	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	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

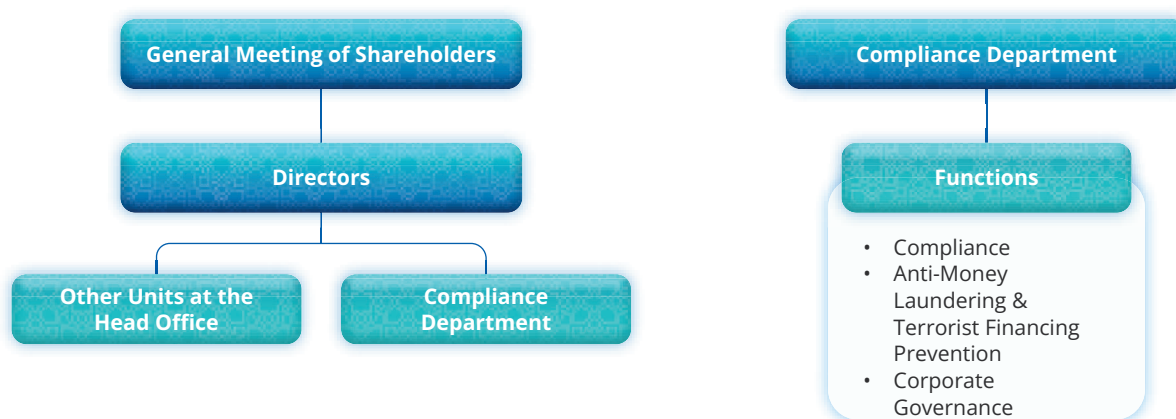
operates within the boundaries of applicable laws and regulations. BCAS has established the compliance department as an independent entity not influenced by other units to carry out compliance functions per POJK No. 46/POJK.03/2017 on Compliance Functions at Commercial Banks.

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

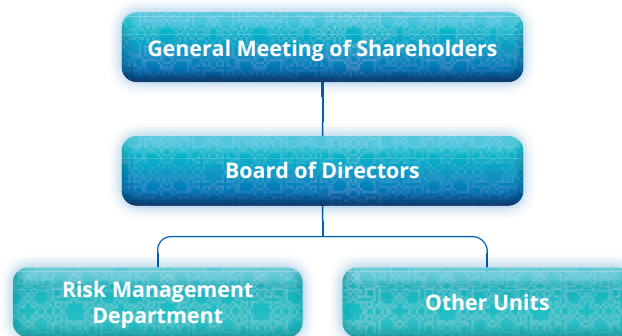
Islamic banks face various risks that can negatively impact their operations. To ensure their businesses' sustainability, banks must implement risk management strategies both individually and on a consolidated basis. The characteristics of Islamic banking products and services require risk identification, 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.

- 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.

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;

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

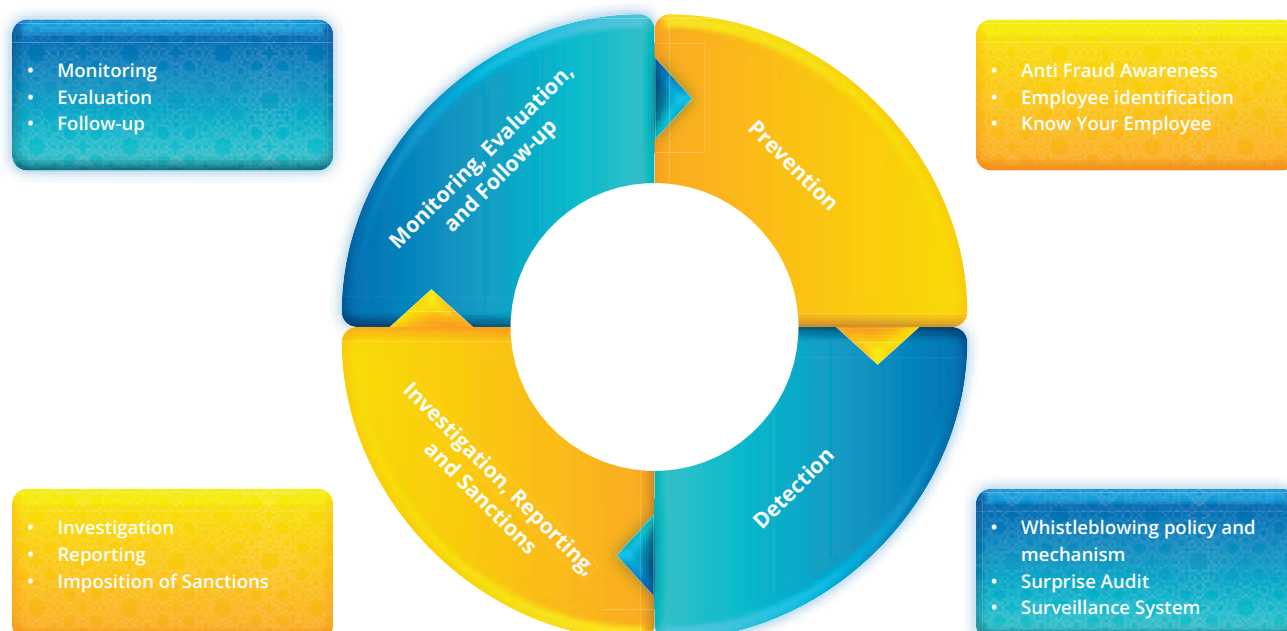
To prevent irregularities, especially fraud in the Bank's operations and regulatory violations that may cause direct or indirect losses to the Bank, customers, or other parties, it is necessary to increase the effectiveness of the Bank's internal control. To achieve this goal, BCAS has developed anti-fraud 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.bcas syariah.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:

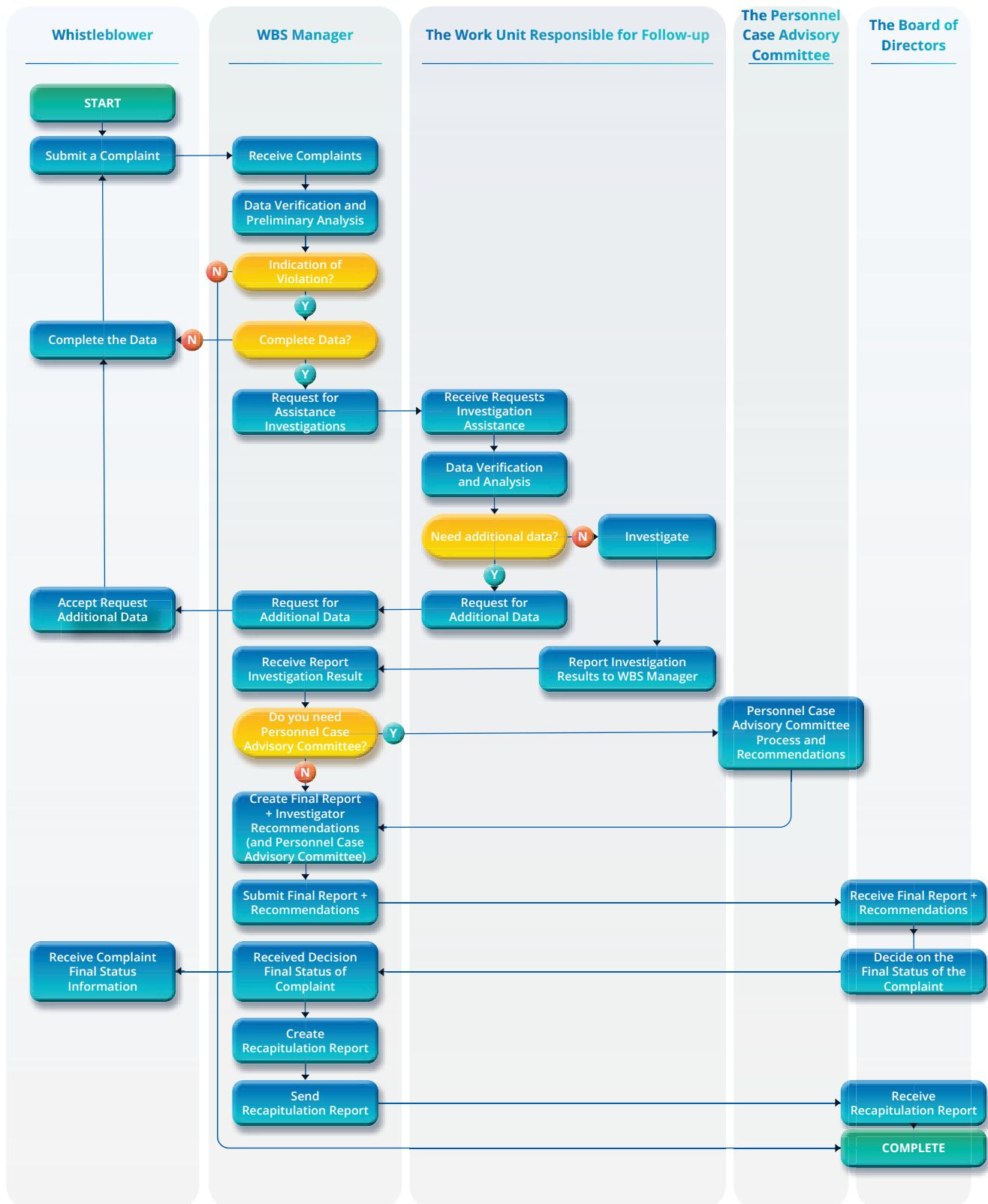
Platform	Description
E-mail	bcas.bersih@bcasyariah.co.id
Others	The unit in charge of compiling complaints (e.g., complaints received through branch offices or Halo BCA) will forward whistleblowers' violation-related complaints to the whistleblowing system manager.

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. 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;
- b. 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.
- c. 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:

- a. 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.
- b. We transparently disclose BCAS's ownership structure in our annual reports and website.
- c. 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.
- d. 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.
- e. 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.
- f. 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.
- g. 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>.



