

namely the Learning on the Go (LoG) application, which can be accessed by prospective Directors anytime and anywhere.

In 2025, the orientation program for new Directors was conducted for Rico Ustavia Frans.

PERFORMANCE ASSESSMENT FOR COMMITTEES AT THE BOARD OF DIRECTORS LEVEL

PERFORMANCE ASSESSMENT POLICY AND PROCEDURES FOR COMMITTEES AT THE BOARD OF DIRECTORS LEVEL (EXECUTIVE COMMITTEE)

The BOD conducts an annual performance evaluation of committees at the BOD's level, at least once each year. The criteria and basis for evaluating the performance of the Executive Committee refer to the respective Charters/Terms of Reference (TOR), namely: (1) the number of meetings convened; (2) attendance of members of the BOD; (3) Service Level Agreement (SLA) for meeting minutes; (4) Action Matters Arising; and (5) the distribution of meeting invitations.

Throughout 2025, the BOD assessed that the Executive Committee had performed its duties and responsibilities, as well as conducted meeting deliberations, in a sound and effective manner. The level of participation and attendance of members of the BOD at committee meetings during the 2025 financial year, including the

resolutions adopted during such meetings, also served as reference points in the assessment.

PERFORMANCE ASSESSMENT RESULT OF EXECUTIVE COMMITTEES IN 2025

No.	Executive Committee	Score
1	Risk Management Committee (RMC)	440 (Good)
2	Asset & Liability Committee (ALCO)	451 (Good)
3	Information Technology Steering Committee (ITSC)	435 (Good)
4	Credit Policy Committee (CPC)	490 (Excellent)
5	Executive Credit Committee (ECC)	494 (Excellent)

Range Table

Range	Description
>470 - 500	Excellent
400 - 470	Good
300 - 400	Fair
200 - 300	Poor
< 200	Very Poor

Information related to the performance assessment of the Internal Audit Unit and the Risk Management Unit is disclosed in the respective sections on the Internal Audit Unit and Risk Management within this Chapter of the Annual Report.

Performance Assessment of the Board of Commissioners and Board of Directors

The Bank has regulated performance assessment for its Board of Commissioners (BOC) and Board of Directors (BOD) in the Appendix to the Nomination and Remuneration Committee Charter.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS (INCLUDING THE PRESIDENT COMMISSIONER)

Periodically, the BOC, including the President Commissioner, is evaluated in carrying their functions, duties, and responsibilities. This evaluation or assessment is reported to the Shareholders.

PERFORMANCE ASSESSMENT POLICIES AND PROCEDURES OF THE BOARD OF COMMISSIONERS

BOC performance assessment is conducted annually (at least once a year), where every 3 (three) years it will be carried out by third party. In 2025, the Bank conducted a third-party performance assessment of the BOC using interview and online survey administered to the BOC. The assessment process and results are confidential

and anonymous (independent). The results of this performance assessment serve as input for improving the BOC future performance.

The assessment policies and procedures include:

1. Collegial performance assessment of the BOC;
2. Individual performance assessment of each member of the BOC; and
3. Performance assessment of the President Commissioner.

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT CRITERIA

The performance assessment of the BOC (including the President Commissioner) is conducted using the following criteria:

1. **Criteria for the Collegial Performance Assessment of the BOC:**
 - a. Effectiveness of the Role of the BOC.
 - b. Effectiveness of the Implementation of Duties and Responsibilities.
 - c. Composition of the BOC.

- d. Effectiveness of Meetings, Work Ethics, and Dynamics of the BOC.
- e. Implementation of GCG and Sustainability Principles.
- f. Effectiveness of the Implementation of Risk Management and Internal Control.

2. Criteria for the Individual Performance Assessment of the BOC:

- a. Competency and Capability.
- b. Effectiveness of the Implementation of Duties and Responsibilities.

3. Criteria for the Performance Assessment of the President Commissioner:

- a. Effectiveness of the Implementation of Duties and Responsibilities.
- b. Leadership.

PARTIES PERFORMING THE PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

The parties conducting the performance assessment of the BOC are as follows:

1. Collegial Performance Assessment of the BOC

Each Commissioner assesses the overall performance of the BOC on a collegial basis.

2. Individual Performance Assessment of Each Member of the BOC

Each Commissioner provides an assessment of the performance of every other Commissioner.

3. Performance Assessment of the President Commissioner

Each Commissioner conducts an assessment of the performance of the President Commissioner.

As part of the enhancement of the BOC performance assessment process, the BOD is involved as respondents in the survey conducted. The results of the performance assessment are submitted to the Nomination and Remuneration Committee (NRC). Subsequently, the NRC presents and discusses the entire performance assessment results at the BOC meeting. The outcomes of the discussion are followed up through improvements and/or action plans, where necessary.

BOARD OF COMMISSIONERS' PERFORMANCE ASSESSMENT RESULT IN 2025

In 2025, the collegial and individual performance assessment of the BOC generated the following results:

Collegial Performance Assessment	Individual Performance Assessment (Average)	President Commissioner
4.5 (Outstanding)	4.7 (Exceptional)	4.6 (Outstanding)

The Bank's commitment to implementing GCG principles is one of key elements assessed in the collegial performance assessment of the Board of Commissioners. This Assessment ensures that the supervisory function is carried out effectively and in alignment with established governance standards. In 2025, the performance

assessment result for the **BOC's implementation of GCG was 4.3 (Outstanding).**

Range Table

Range	Description
≥ 4.7	Exceptional
4.0 – 4.6	Outstanding
3.7 – 3.9	Exceed Expectation
3.0 – 3.6	Meet Expectation
< 3.0	Need Improvement

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS' GCG IMPLEMENTATION

Referring to the provisions of OJK Regulation (POJK) No. 17 of 2023 and OJK Circular Letter (SEOJK) No. 14/SEOJK.03/2025, which require Commercial Banks to conduct self-assessments on the implementation of Bank Governance, CIMB Niaga conducted an assessment of the BOC's aspects in the implementation of GCG for the 2025 financial year. This assessment is part of the Bank's ongoing efforts to ensure the effectiveness of its supervisory role and alignment with applicable governance principles.

PERFORMANCE ASSESSMENT PROCEDURE OF THE BOARD OF COMMISSIONERS

The performance assessment of the BOC is included in the implementation of the GCG self-assessment, which is carried out periodically every semester, namely in June and December of the current year.

PERFORMANCE ASSESSMENT CRITERIA OF THE BOARD OF COMMISSIONERS

The criteria used in assessing the performance of the BOC are structured into the Governance system, which is grouped into 3 (three) assessment aspects, namely Governance Structure, Governance Process, and Governance Outcome.

PARTIES PERFORMING THE ASSESSMENT

The implementation of GCG self-assessment involves the BOC, Independent Parties, BOD, Executive Officers, and independent functions coordinated by the Compliance Unit.

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT RESULT IN 2025

Self-Assessment Result of the Bank Governance Implementation:

Description	Rating
Implementation of Duties and Responsibilities of the BOC	2 (Good)

RECOMMENDATIONS AND FOLLOW-UP

In 2025, there were no recommendations that had not been followed up by the BOC.



PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS (INCLUDING PRESIDENT DIRECTOR)

Evaluation of the BOD, including the President Director, in carrying out their functions, duties and responsibilities is carried out periodically and reported to the Shareholders.

PERFORMANCE ASSESSMENT POLICIES AND PROCEDURES OF THE BOARD OF DIRECTORS

The policy for assessing the performance of the BOD includes:

- 1. Collegial performance assessment of the BOD** carried out at least 1 (once) a year.
- 2. Individual performance assessment of the BOD** (including President Director), carried out at least 2 (twice) a year.

The collegial performance assessment of the BOD is carried out through self-assessment via an online survey. The process and results of the performance assessment are carried out confidentially and anonymously (independently) and become input for continuous improvement of the BOD performance. Every 3 (three) years, the collegial performance assessment of the BOD is carried out by third party.

In 2025, the Bank conducted a collegial performance assessment of the BOD, facilitated by an independent third party through an online survey mechanism. The entire process, including both the execution and the results of the assessment, was carried out in a confidential and anonymous (independent). The result this performance assessment serve as input for improving the BOD future performance.

The Bank uses Balanced Scorecard approach as the performance indicator for each member of the BOD to evaluate their individual performance. The Bank's aspirations and strategic objectives stated in the Balance Scorecard are interpreted into a Key Performance Indicator (KPI) in accordance with the tasks and responsibilities of each member of the BOD by considering collegial and individual responsibilities, both financially and non-financially. CIMB Niaga implements **2 (two) KPIs**, namely:

- 1. Collective Scorecard** as the basis for assessing the performance of the directorates and the Bank's institution

and will determine performance-based compensation amounts for employees in relevant directorates.

- 2. Individual Scorecard** as the basis for determining the performance of the BOD, including the President Director individually.

Both KPIs were mutually agreed upon by the BOD and submitted to the Nomination and Remuneration Committee for recommendations as well as the BOC for approval. Subsequently, the Collective Scorecard (including KPI related to Sustainability and Climate opportunities and risk) will be disseminated to all employees to ensure alignment with the objectives and strategies of the Bank.

At the end of the financial year, CIMB Niaga will evaluate the performance assessment of the BOD, both institutionally (Collective Scorecard) and individually (Individual Scorecard). The results will be submitted to the Nomination and Remuneration Committee for input and recommendations before final approval by the BOC.

THE PERFORMANCE ASSESSMENT CRITERIA OF THE BOARD OF DIRECTORS

The criteria applied in the performance assessment of the BOD (including the President Director) are as follows:

- 1. Collegial Performance Assessment**

Collegial assessment criteria include:

- Effectiveness of the BOD Role.
- Effectiveness of the Bank's Strategy and Management Implementation.
- Composition of the BOD.
- Effectiveness of Meeting, Work Ethics, and Dynamics of the BOD.
- Implementation of GCG and Sustainability Principles.
- Effectiveness of Risk Management and Internal Control Implementation.

- 2. Individual Performance Assessment of the BOD (bank-wide and individually):**

- Components applied in the performance assessment of the Directorate and Bank on an institutional/bank-wide basis (Collective Scorecard) include:

Performance Parameter	Directorate									
	Business Unit						Business Enabler			
	CIMB Niaga	Business Banking*	Consumer Banking (Retail)	Sharia Banking	Treasury & Capital Market	Risk Management	Operations, Technology, Analytics & AI	Compliance, Corporate Affairs, & Legal	Strategy & Finance	Human Resource
Purpose Driven (including Customer Experience & Sustainability**)	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Financial	35%	30%	35%	30%	40%	25%	25%	25%	35%	35%
Risk, Compliance, Audit	25%	25%	25%	20%	20%	10%	15%	10%	15%	15%
Service Delivery***	-	-	-	-	-	25%	10%	20%	5%	15%
Key Focus Areas/ Projects	20%	25%	20%	30%	20%	20%	30%	25%	25%	15%

* Business Banking encompasses Corporate Banking, Commercial Banking, and Transaction Banking

** Includes sustainability and climate opportunities and risks

*** Service Delivery for the Risk Management Directorate and the Compliance, Corporate Affairs & Legal Directorate includes indicators related to the implementation of risk/compliance across the Bank as a whole

b. The individual performance evaluation components for each Director, including the President Director (Individual Scorecard), include:

Performance Parameter	Directorate									
	Business Unit					Business Enabler				
	CIMB Niaga	Business Banking*	Consumer Banking (Retail)	Sharia Banking	Treasury & Capital Market	Risk Management	Operations, Technology, Analytics & AI	Compliance, Corporate Affairs, & Legal	Strategy & Finance	Human Resource
Purpose Driven (including Customer Experience & Sustainability**)	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Financial	30%	30%	35%	30%	30%	15%	20%	15%	20%	20%
Risk, Compliance, Audit	25%	25%	20%	20%	20%	15%	15%	25%	15%	15%
Service Delivery***	-	-	-	-	-	10%	10%	-	5%	10%
Key Focus Areas/Projects	20%	20%	20%	25%	25%	35%	30%	35%	35%	30%
People & Leadership Development	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%

* Business Banking encompasses Corporate Banking, Commercial Banking, and Transaction Banking.

** Includes sustainability and climate opportunities and risks.

*** Service Delivery for the Risk Management Directorate and the Compliance, Corporate Affairs & Legal Directorate includes indicators related to the implementation of risk/compliance across the Bank as a whole.

PARTIES PERFORMING THE PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The parties performing the performance assessment of the BOD are as follows:

1. Collegial Performance Assessment of the BOD

Each member of the BOD provides an assessment of the BOD collegial performance. All responses are collected directly online. The results are compiled and reported to the management of CIMB Niaga. The results of the collegial performance assessment of the BOD are discussed in the BOD meeting and subsequently submitted to the NRC and the BOC for input and approval of the improvement plan (if any).

2. Individual Performance Assessment of the BOD (Bankwide and Individually)

Assessment is conducted by the President Director on the performance of each Directorate and each member of the BOD. The assessment results of all Directorates (including the Bank) and all members of the BOD individually (including the President Director) will be discussed by the Nomination and Remuneration Committee for input and recommendations before gaining approval from the BOC.

As a form of development of the BOD performance assessment process, a third party involved the BOC as respondents in the survey conducted.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT RESULT IN 2025

The results of the collegial performance assessment of the BOD show that the BOD has carried out its functions well in managing the Bank. The assessment also reflects that the BOD has continuously ensured that the Bank's performance meets the expectations of the shareholders and all stakeholders.

In 2025, the BOD collegial performance assessment score reached **4.5 (Outstanding)**. Furthermore, the BOD assessment of GCG implementation was **4.4 (Outstanding)**.

Range Table

Range	Description
≥ 4.7	Exceptional
4.0 – 4.6	Outstanding
3.7 – 3.9	Exceed Expectation
3.0 – 3.6	Meet Expectation
< 3.0	Need Improvement

ASSESSMENT OF GCG IMPLEMENTATION ASPECT OF THE BOARD OF DIRECTORS

In accordance with POJK No. 17 of 2023 and SEOJK No. 14/SEOJK.03/2025, CIMB Niaga conducted an assessment of the BOD's aspects in GCG implementation in the current fiscal year. These regulations also require Commercial Banks to conduct a self-assessment of the effectiveness of GCG implementation, so that the quality



of management and supervision can continue to be maintained according to established standards.

BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT IMPLEMENTATION PROCEDURE

Periodically, every semester, CIMB Niaga conducts a performance assessment of the BOD, including a GCG self-assessment, for the months of June and December of the current year.

BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT CRITERIA

The criteria used in the BOD performance assessment are structured within the Governance system, which consists of three assessment aspects: Governance Structure, Governance Process, and Governance Results.

PARTIES CONDUCTING THE ASSESSMENT

The GCG self-assessment involves the BOC, Independent Parties, the BOD, Executive Officers, and independent functions, coordinated by the Compliance Unit.

BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT RESULTS IN 2025

CIMB Niaga's Self-Assessment of Governance Implementation

Description	Rating
Implementation of Duties and Responsibilities of the BOD	2 (Good)

RECOMMENDATIONS AND FOLLOW-UP

In 2025, there were no recommendations that had not been followed up by the BOD.

Policy on the Diversity of the Board of Commissioners and the Board of Directors

CIMB Niaga has established a Diversity Policy for the Composition of its Board of Commissioners (BOC) and Board of Directors (BOD), which is reviewed on a regular basis in accordance with the Bank's Manual Framework Policy. This policy also takes into consideration the applicable regulations in the Capital Market and Banking sectors that govern the implementation of Good Corporate Governance (GCG).

Members of the BOC and BOD of CIMB Niaga were appointed at the General Meeting of Shareholders (GMS), and their composition is fairly diverse, both in terms of age, educational background, expertise, and experience required to carry out their duties and responsibilities. CIMB Niaga also maintains a diverse range of expertise and experience among its BOC and BOD members, which includes banking, economics, business, finance, governance, human resources, and risk management.

The combination of these characteristics improves the accuracy and effectiveness of the nomination and appointment process for members of the BOC and the BOD, both individually and collectively. The identification of competencies is carried out by considering the educational background, professional experience, and training history of each member. As a follow-up to further strengthen competencies, CIMB Niaga continues

to conduct various development programs, including training, workshops, and other relevant activities that support the effectiveness of the roles of the BOC and the BOD in overseeing and managing the Bank.

This diversity policy is also used to guide the succession planning of members of the BOD and the BOC. Its implementation promotes the development of an adequate talent pool that is consistent with the objectives and provisions outlined in CIMB Niaga's Diversity Policy for the Composition of the BOC and the BOD.

DIVERSITY IN THE COMPOSITION OF MEMBERS THE BOARD OF COMMISSIONERS

Aspects of diversity in the composition of the BOC includes:

1. Expertise/Experience/Education, with at least:
 - a. 1 (one) member who has expertise/work experience/education in the field of economics/business/finance; and/or
 - b. 1 (one) member who has expertise/work experience/ education in the banking industry; and
 - c. 1 (one) member who has expertise/work experience/education in the field of risk management.

