

Corporate Governance Report

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**Corporate Governance**

Corporate Governance refers to the relations between the management of a company and its Board of Directors, shareholders and other stakeholders. Corporate Governance also provides a framework for setting out a company's objectives and the means for achieving these and for tracking its performance.

Source: OECD

Report on the Activities of the Audit Committee



REPORT ON THE ACTIVITIES OF THE AUDIT COMMITTEE

The Audit Committee ("the Committee") is a prime sub-committee of the Board of Directors ("the Board") of Bank Asia PLC. Its primary role is to support the Board in fulfilling its oversight duties including (i) the integrity of the Bank's financial statements and internal control systems (including the implementation and effectiveness of internal control over financial reporting), (ii) the performance of the internal audit function, (iii) the annual independent audit of the Bank's financial statements, engagement of independent auditors and evaluation of the independent auditors' qualifications, independence and performance, (iv) the compliance by the Bank with regards to legal and regulatory requirements, (v) the implementation and effectiveness of the Bank's disclosure controls and procedures, (vi) the evaluation of enterprise risk issues and (vii) the fulfillment of the other responsibilities set out by the regulators and the Board.

COMPOSITION OF THE AUDIT COMMITTEE

The Audit Committee was constituted in the Board's 44th meeting held on January 18, 2003, in accordance with directives from Bangladesh Bank.

Currently, the Committee consists of four Board members, including two Independent Directors, one of whom serves as Chairman. This structure complies with the Corporate Governance Code issued by the Bangladesh Securities and Exchange Commission (BSEC) on June 3, 2018 (Notification No. BSEC/CMRRCD/2006-158/207/Admin/80) and Bangladesh Bank BRPD Circular No. 11 dated 27 October 2013 and BRPD Circular No. 02 dated 11 February 2024.

The Committee was reconstituted at the Board's 580th meeting on 23 February 2026. Its members are:

Names	Status with the Board	Status with the Audit Committee
Mr. Md. Ataur Rahman, ndc	Independent Director	Chairman
Mr. Nafees Khundker	Director	Member
Mr. Sabeth Nayeem Choudhury	Director	Member
Ms. Farzana Khan	Independent Director	Member

The Company Secretary serves as Secretary to the Committee. The Head of Internal Control & Compliance Division (ICCD) reports his activities and findings to the Managing Director. The Head of Audit, although being a part of ICCD administratively, reports directly to the Chairman of the Audit Committee of the Board.

ACCESS TO THE COMMITTEE

The Head of Internal Audit has unrestricted access to the Committee on matters within its mandate.

ROLES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE OF THE BOARD

The Committee operates in line with governance guidelines issued by Bangladesh Bank and BSEC, along with best practices. Its key responsibilities include:

A) INTERNAL CONTROL

- Promoting a strong compliance culture and risk awareness within

management and staff

- Reviewing IT systems, including MIS and digitization initiatives
- Assessing implementation of audit recommendations
- Reviewing reports on fraud, irregularities, and control weaknesses
- Ensuring appropriate risk management policies are in place
- Reviewing Management Letters from the statutory auditors

B) FINANCIAL REPORTING

- Ensuring accuracy and completeness of financial statements in compliance with regulations and standards
- Reviewing financial statements with management and auditors before approval
- Evaluating quarterly and half-yearly reports
- Reviewing related party transactions
- Assessing management's discussion and analysis before disclosing in the annual report.

C) INTERNAL AUDIT

- Monitor/evaluate whether internal audit functions are truly independent.
- Review the activities and the organizational structure of the internal audit and ensure that no unjustified restriction or limitation hinders the internal audit process.
- Review and assess the annual internal audit plan.
- Review the efficiency and effectiveness of internal audit function.
- Examine whether the findings and recommendations made by the internal auditors are duly considered by the management or not.

D) EXTERNAL AUDIT

- Recommending appointment, reappointment, or removal of external auditors to be put to shareholders for approval in the AGM
- Reviewing auditor independence & objectivity, performance, and fees
- Satisfying itself that there are no relationships (such as family, employment, investment, financial or business) between the auditor and the bank (other than in the ordinary course of business).
- Holding meetings with auditors, including sessions without management
- Review the findings and recommendations made by the external auditors for removal of irregularities, if any, detected are duly acted upon by the management.

E) COMPLIANCE WITH EXISTING LAWS AND REGULATIONS

Review whether the laws and regulations framed by the regulatory authorities (Central Bank, BSEC and other regulatory bodies) and internal regulations approved by the Board have been duly complied with.

F) OTHER RESPONSIBILITIES

Submit a comprehensive compliance report to the Board on a quarterly basis on regularization of the omission, fraud and forgeries and other irregularities detected by the internal and external auditors and inspectors of regulatory authorities;

Examining the report of external and internal auditors to ensure proper control system is in place;

Perform other oversight functions as desired by the Board of Directors and evaluate the committee's own performance on a regular basis.

Performing the responsibility of Nomination and Remuneration Committee as per BRPD Circular Letter No. 21 dated 12.05.2024.

Report on the Activities of the Audit Committee

REPORTING TO THE BOARD

The Audit Committee regularly reports its activities to the Board of Directors following each meeting. The Audit Committee report immediately to the Board of Directors in case of any of the following findings are observed:

- i. Report on disclosure on related party transaction;
- ii. Fraud forgeries or material risk issues identified;
- iii. Control lapses/control over ride incident that may raise financial or reputational loss;
- iv. Any other matter which shall be disclosed to Board immediately.

REPORTING TO THE REGULATORY AUTHORITIES

A) Bangladesh Bank:

- i. Annual Integrated Health Report of the Bank.
- ii. Half-yearly Report of Fraud-Forgeries.
- iii. Special reports like fraud forgeries, significant risk, or control failures as asked.

B) Bangladesh Securities & Exchange Commission (BSEC):

- i. Audited Financial Statements of the Bank.

MEETINGS OF THE AUDIT COMMITTEE

A total of 10 (Ten) Audit Committee Meetings were held during the year 2025 against minimum 04 (Four) meetings as per regulatory requirement. Meeting dates are as follows:

Sl. No.	Meeting	Date of Meeting
1	252 nd Audit Committee Meeting	4 th February, 2025
2	253 rd Audit Committee Meeting	18 th March, 2025
3	254 th Audit Committee Meeting	30 th April, 2025
4	255 th Audit Committee Meeting	14 th May, 2025
5	256 th Audit Committee Meeting	25 th May, 2025
6	257 th Audit Committee Meeting	27 th July, 2025
7	258 th Audit Committee Meeting	7 th August, 2025
8	259 th Audit Committee Meeting	21 st October, 2025
9	260 th Audit Committee Meeting	26 th October, 2025
10	261 st Audit Committee Meeting	9 th November, 2025

MAJOR ISSUES REVIEWED BY THE AUDIT COMMITTEE DURING 2025

In addition to regular concerns such as review of existing risks & mitigation measures, compliance culture of management, monitoring internal audit function and financial statements, Audit Committee emphasized special focus on timely return, findings and recommendations of External & Bangladesh Bank auditors etc. In the year 2025, the Audit Committee reviewed and discussed the following issues, amongst others:

- i. Annual financial statements of the Bank for the year ended 31 December 2024 as certified by the External Auditors before submission to the Board for consideration.
- ii. Summary of Audit and Inspection reports on the Branches, Divisions and Departments of the Bank.
- iii. AML/CFT Issues of Audit and Inspection reports on the Branches.
- iv. Annual Risk Based Audit Plan.
- v. Management Letter of the Bank submitted by the external auditor for the year ended 31 December 2024.
- vi. Un-audited quarterly and half-yearly financial statements of the Bank.
- vii. Bangladesh Bank comprehensive and Core risk inspection report and the recommendations made therein.
- viii. Actions taken by the management with regard to shortcomings raised in the Bangladesh Bank Inspection report and by the Internal Audit Team of the Bank.
- ix. The corrective measures taken by the management with regard to the lapses pointed out on the internal control and other issues raised by internal and external auditors and inspectors of the regulatory authority.
- x. The compliance status of the audit objections and the recommendations made by the Bangladesh Bank Inspectors, External Auditors and the Internal Auditors in their reports.
- xi. Draft Annual Integrated Report of the Bank.
- xii. Annual Integrated Health Report of the Bank.
- xiii. Implementation of Core Risk Management Guidelines including Internal Control and Compliance Risk and compliance thereof.
- xiv. On-site & Off-site Monitoring Reports.
- xv. Irregularities/Lapses in the Quarterly Loan Documentation Checklist (LDCL) including compliance status.

- xvi. Shortcoming/Deviation in the Quarterly Operations Report (QOR) including compliance status.
- xvii. Half-yearly Self-Assessment of Anti-Fraud Internal Controls including implementation status.
- xviii. Status of recovery of classified loans and necessary guidelines provided to the management to reduce Non-Performing Loan (NPL).
- xix. Submission of Audit Committee's decision and implementation status on Audit Observations to the Board of Directors (BOD) of the Bank.
- xx. Appointment of External Auditors.
- xxi. The overall effectiveness of Internal Control Policy, Practice & Procedure including Governance and Risk Management of the Bank.

The minutes of the Audit Committee Meetings with observations and recommendations were circulated among the members of the committee and to the Board of Directors of the Bank for information.

THE AUDIT COMMITTEE FURTHER AFFIRMED THAT:

- i. The rules and regulations of Bangladesh Bank and all other regulatory authorities and Bank's own policy guidelines approved by the Board are duly complied with.
- ii. Adequate internal control and security measures have been taken by the Bank facilitating Information Technology (IT) based banking including generation of proper Management Information System (MIS).
- iii. The system of internal control and business processes have been strengthened including development of human resources towards creation of a compliance culture in the Bank.
- iv. Efforts have been made to keep assets of the Bank safe along with liabilities and commitments being transparent.
- v. The Financial Statements of the Bank have been prepared in accordance with International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) which contained full disclosure.
- vi. Good corporate governance practices are firmly established within the Bank.

ACKNOWLEDGEMENT

The Committee expresses its appreciation to the Board, Management, and external auditors for their support. It also acknowledges the guidance of Bangladesh Bank and BSEC, which has helped the Committee effectively carry out its responsibilities.

ON BEHALF OF THE AUDIT COMMITTEE,



Md. Ataur Rahman, ndc

Chairman

Audit Committee of the Board

Statements of Directors' responsibility to establish appropriate System of Internal Control

To achieve short-term business objectives and secure long-term sustainability in Bangladesh, it is vital to strengthen and streamline internal controls. In 2025, the banking sector of Bangladesh run with challenges such as further depreciation of the taka, persistent inflation, and increased complexity in regulatory requirements. These factors heightened the difficulty of conducting internal audits and maintaining robust oversight. As such, the Board of Directors prioritized adapting internal control systems to address these evolving risks, ensuring resilience and effective governance amidst ongoing uncertainty.

The Board of Directors is committed to maintaining robust internal controls to ensure satisfactory credit and investment standards. The Board reviews quarterly reports submitted by its Audit Committee, which detail compliance with recommendations from internal and external audit reports and Bangladesh Bank inspection reports.

The Board acknowledges its overall responsibility for the bank's internal control systems, ensuring efficiency, effectiveness, reliability, timeliness, completeness, and compliance with applicable laws and regulations. Annually, the Board evaluates the qualifications, expertise, and resources of the external auditors, assesses the effectiveness of the audit process, and recommends their reappointment.

The Board confirms that, through its committees, it has reviewed the effectiveness of the bank's internal control systems for the year ended December 31, 2025. This review confirmed that a system of internal controls, aligned with appropriate financial reporting practices, was in place throughout the financial year and up to the date of signing the financial statements. The process also involved assessing the ongoing identification, evaluation, and management of individual risks, evaluating the roles of various committees and the bank's risk management functions, and determining the extent to which significant challenges are understood and addressed.

On Behalf of the Board of Directors,



Romo Rouf Chowdhury
Chairman

Statement of Directors' on Adequacy of the System of Internal Control

The Board of Directors follows some definite rules and regulations as stated in the 'Banking Companies Act 1991 (amended up to 2023)'. Therefore, the directors tried hard to maintain sound corporate governance and performed their responsibilities. A broad business strategy, significant policies for internal control system and risk management have been taken properly and a risk-based internal audit has been accomplished as per 'section 15 Kha & 15 Ga of the Banking Companies Act 1991 (amended up to 2023)' for ensuring that the bank is appropriately and effectively managed and controlled.

In addition to overseeing policies and various parts of the business, the Board has also developed an effective internal control system. This is essential for sustainable growth and efficient operations. They have also reviewed the adequacy and completeness of accounting records, fair presentation of financial information, and efficient management of risk, strengthening bank assets, and the overall internal control process.

The Board of Directors monitors the effectiveness and functionality of internal control systems through an audit committee. All the conditions depicted in the Banking Companies Act 1991 (amended up to 2023), guidelines issued by Bangladesh Bank, and corporate governance guidelines issued by Bangladesh Securities and Exchange Commission have been properly maintained at the time of establishment of the Audit Committee. The principal activity of the audit committee was to review the internal control system as well as manage the core risk of the bank. The Bank's process for monitoring compliance with laws and regulations and codes of business ethics has been properly reviewed by the committee.

The Audit Committee has observed managerial arrangements for increasing the internal control features of the prevalent management information system (MIS). They have also reviewed the corrective initiatives undertaken by management in response to fraud-forgery and deficiencies in internal control published last year. All compliance reports have been properly presented before the Board of Directors and regulators in a timely manner. In addition, all other regulatory functions of the internal control system of the bank have been executed explicitly.

On Behalf of the Board of Directors,



Romo Rouf Chowdhury
Chairman

RESPONSIBILITY STATEMENT OF MD AND CFO

Name of the company: **Bank Asia PLC.**

Declaration by Managing Director and CFO

April 29, 2026

The Board of Directors

Bank Asia Tower

32 & 34, Kazi Nazrul Islam Avenue

Kawran Bazar, Dhaka-1215

Subject: Declaration on Financial Statements for the year ended on December 31, 2025

Dear Sirs,

Pursuant to the condition No. 1(5)(xxvi) imposed vide the Commission's Notification No. BSEC/CMRRCD/2006-158/207/Admin/80 dated June 3, 2018 under section 2CC of the Securities and Exchange Ordinance, 1969, we do hereby declare that:

1. The Financial Statements of Bank Asia PLC for the year ended on December 31, 2025 have been prepared in compliance with International Accounting Standards (IAS) or International Financial Reporting Standards (IFRS), as applicable in the Bangladesh and any departure there from has been adequately disclosed;
2. The estimates and judgments related to the financial statements were made on a prudent and reasonable basis, in order for the financial statements to reveal a true and fair view;
3. The form and substance of transactions and the Company's state of affairs have been reasonably and fairly presented in its financial statements;
4. To ensure above, the Company has taken proper and adequate care in installing a system of internal control and maintenance of accounting records;
5. Our internal auditors have conducted periodic audits to provide reasonable assurance that the established policies and procedures of the Company were consistently followed; and
6. The management's use of the going concerns basis of accounting in preparing the financial statements is appropriate and there exists no material uncertainty related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern.

In this regard, we also certify that:

- (i) We have reviewed the financial statements for the year ended on December 31, 2025 and that to the best of our knowledge and belief:
 - (a) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 - (b) these statements collectively present true and fair view of the Company's affairs and are in compliance with existing accounting standards and applicable laws.
- (ii) There are, to the best of knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or in violation of the code of conduct for the company's Board of Directors or its members.

Sincerely yours,

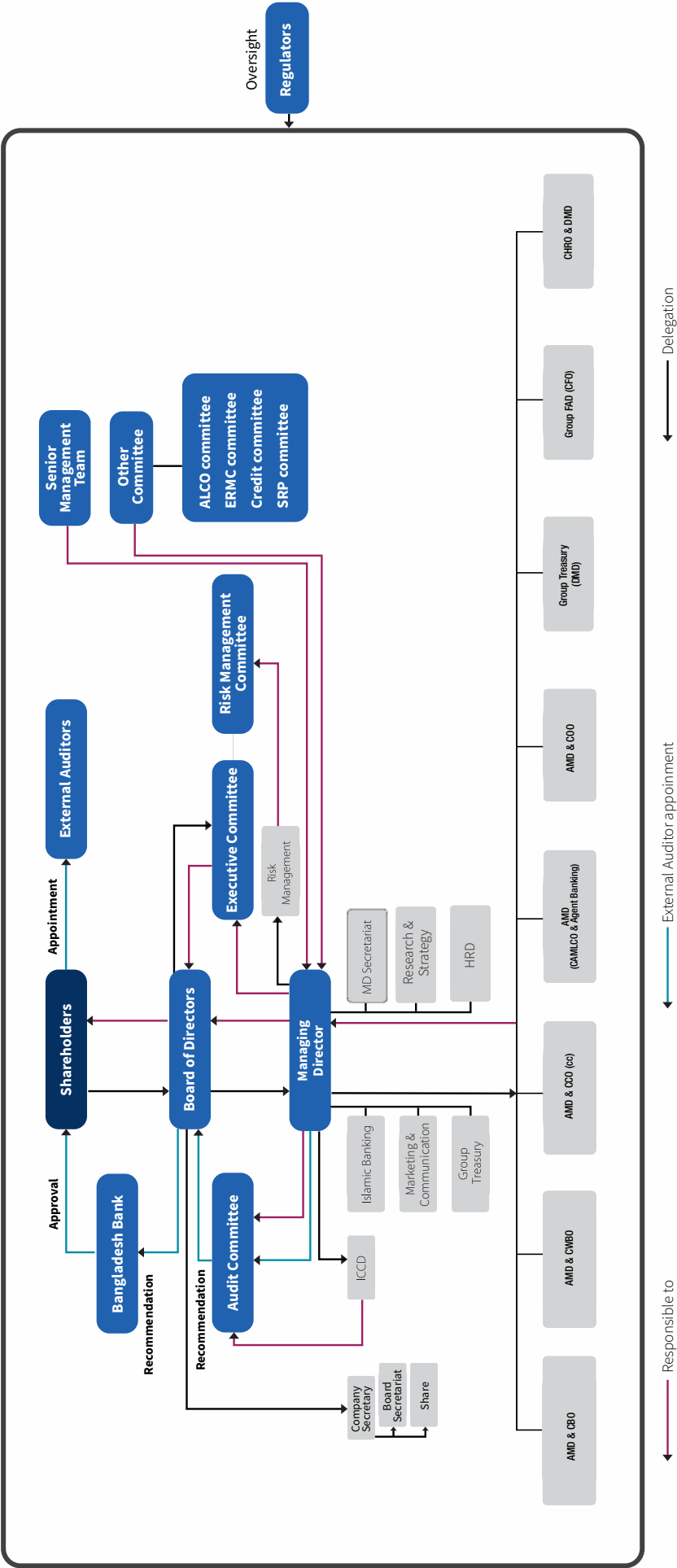


Sohail R K Hussain
Managing Director



Mohammad Ibrahim Khalil, FCA
Chief Financial Officer

Governance Structure of Bank Asia



Bank Asia PLC places a strong emphasis on effective governance to drive its success and maintain high ethical standards. At the core of this governance structure is the Board of Directors, which plays a pivotal role in setting the bank's strategic direction and ensuring accountability. The Board is supported by Board Committees and Management Committees, which provide focused expertise and oversight in key areas such as Risk Management, Audit, Compliance, and Strategic Planning. This framework serves as a foundation for fostering transparency, integrity, and responsible decision-making across all levels of the organization.

CORPORATE GOVERNANCE FRAMEWORK IN BANK ASIA

Bank Asia PLC is committed to maintaining exceptional corporate governance standards across its operations, systems, procedures, and practices. To support the Board of Directors in achieving sustainable, long-term value, the bank has established a carefully designed Corporate Governance framework. This framework aligns with the bank's objectives and promotes a culture of ethical conduct, integrity, and respect, ensuring the protection of shareholders' and stakeholders' interests.

Bank Asia recognizes that robust governance practices are critical to its long-term success. The framework guides the bank in navigating regulatory requirements, fostering transparency, and making responsible decisions that uphold trust and accountability. By embedding these principles into its operations, Bank Asia strengthens its resilience, supports sustainable growth, and delivers lasting value to its stakeholders.



To enhance the Board of Directors' effectiveness in fulfilling its governance responsibilities, Bank Asia relies on Board Committees to provide targeted support and expertise. The bank views strong corporate governance as a critical driver of operational efficiency, strategic effectiveness, and value creation. To embed governance deeply within its organizational culture, Bank Asia integrates it into the bank's structure, policies, and management processes, ensuring it is a cornerstone of decision-making at all levels.

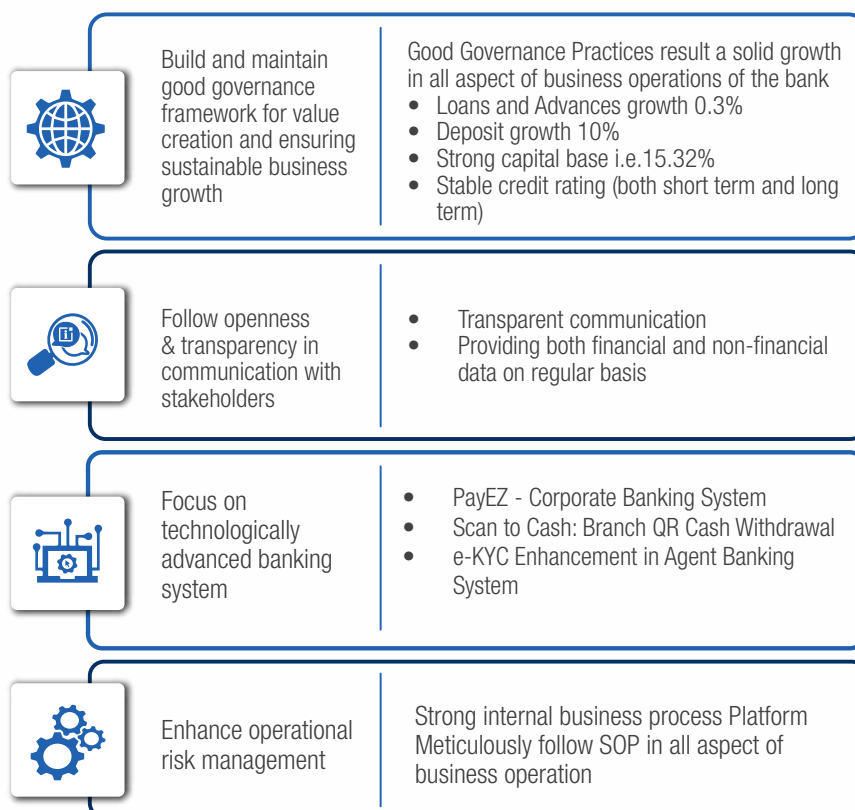
As a compliant institution, Bank Asia is fully committed to adhering to the highest standards of corporate governance. This includes strict compliance with the revised Corporate Governance Code (CGC) issued by the Bangladesh Securities and Exchange Commission (BSEC), specifically BSEC/CMRRCD/2006-158/207/ Admin/80 dated June 3, 2018, and BSEC/CMRRCD/2009-193/66/PRD/148 dated October 16, 2023. Additionally, the bank aligns with the listing regulations and directives of the Dhaka Stock Exchange (DSE) and Chittagong Stock Exchange (CSE), as well as all relevant guidelines from Bangladesh Bank. By upholding these standards, Bank Asia ensures transparency, accountability, and sustainable value creation for its shareholders and stakeholders.

VALUE CREATION BY PRACTICING CORPORATE GOVERNANCE

Strong corporate governance at Bank Asia PLC not only instills confidence in investors but also fosters trust and predictability within the organization. By consistently applying robust governance principles, the bank enhances its ability to build shareholder confidence and unlock shareholder value. Throughout its history, Bank Asia has prioritized sound corporate governance practices as a cornerstone of its operations, aiming to maximize stakeholder value by optimizing the company's overall performance and long-term sustainability. This commitment ensures transparency, accountability, and alignment with the interests of shareholders and other stakeholders, reinforcing the bank's reputation as a trusted and value-driven institution.



By following good governance practices Bank Asia has been able to create values for all stakeholders of the Bank.



CORPORATE GOVERNANCE

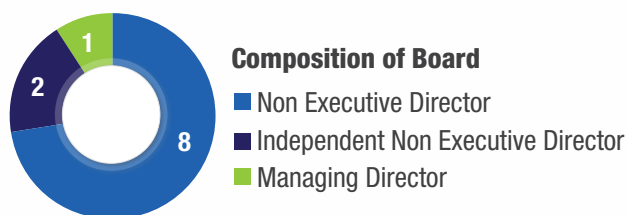
1. BOARD OF DIRECTORS, CHAIRMAN AND CEO:

The Board of Directors at Bank Asia PLC bears the primary responsibility for ensuring the bank's long-term success and delivering sustainable shareholder value. Tasked with overseeing the management, strategic direction, governance, and overall performance of the bank, the Board leads and supervises all business operations. It plays a critical role in setting the tone for the bank's culture and values, ensuring these principles are embedded from the top down.

The Board is also accountable for securing the necessary resources to execute the bank's strategy and achieve sustainable performance. Through its Committees, the Board provides direction and oversight within a defined framework of controls, enabling effective risk assessment and management within pre-established parameters. This structure ensures that the bank operates responsibly and aligns with its strategic objectives.

Collectively, the Board is accountable to the bank's shareholders, prioritizing their interests while driving the bank's success. Currently, the Board of Bank Asia consists of 11 Directors, including the Managing Director, who together bring diverse expertise to guide the bank toward its goals.

The Composition of the Board of Directors is as follows:



- Eight Non - Executive Director;
- Two Independent Non-Executive Director;
- One Executive Director i.e. Managing Director

The present size and composition remains well-balanced and it's made up with professionals with a wide range of knowledge and experience in business, operations and finance to set direction of a large and expanding bank.

The profiles of all Board members, comprising of their qualification, experience are disclosed in [Page no. 22-27](#) of this Annual Integrated Report 2025.

1.1 Bank Asia's policy on appointment of Directors

Bank Asia PLC adheres strictly to relevant regulatory guidelines, including circulars from Bangladesh Bank, the Companies Act 1994 (amended up to 2020), the Bank Companies Act 1991 (amended up to 2023), notifications from the Bangladesh Securities and Exchange Commission (BSEC), and the bank's Memorandum & Articles of Association. This commitment ensures compliance with all applicable laws and regulations, reinforcing the bank's governance framework.

The appointment of new Directors at Bank Asia is based on a careful evaluation of candidates' knowledge, skills, experience, and perspectives. All Board appointments, elected by shareholders at the Annual General Meeting, require approval from Bangladesh Bank. The bank prioritizes diversity and inclusiveness in its Board composition, recognizing that a diverse Board encompassing gender, age, cultural background, and educational expertise enhances decision-making and positively impacts the bank's performance and value creation.

Bank Asia adheres to all relevant regulations governing the nomination, removal, filling of casual vacancies, and appointment of alternate Directors. The non-executive Directors, independent of management, do not participate in the bank's day-to-day operations, ensuring impartial oversight. Collectively, the Board is accountable to shareholders for the bank's performance and governance, driving sustainable success while upholding transparency and accountability.

1.1.1 Roles and responsibilities of Board of Directors

The Board of Directors at Bank Asia PLC is accountable to shareholders for the bank's performance and governance, ensuring actions are honest, conscientious, fair, and compliant with applicable laws. The Board operates in the best interests of the company, its shareholders, and other stakeholders, providing strategic guidance, fostering a strong organizational culture, driving performance, and overseeing management and operations. Below is a detailed summary of the Board's key responsibilities, categorized into three main areas:

a. Strategic Decisions and Financial Performance Evaluation

The Board plays a central role in shaping and overseeing the bank's strategic and financial direction:

- **Leadership in Strategy Development:** Provides direction for formulating and approving the bank's corporate strategy, investment plans, and performance objectives.
- **Monitoring Strategic and Financial Plans:** Regularly analyzes, approves, and tracks the bank's strategic, investment, and financial plans to ensure alignment with objectives.
- **Budget and Business Plan Oversight:** Evaluates, approves, and monitors annual budgets and business plans to support sustainable growth.
- **Dividend Policy:** Finalizes the bank's dividend policy and related guidelines for dividend disbursement.
- **Capital Management:** Assesses, approves, and oversees major capital expenditures, capital management strategies, and all aspects of capital projects.
- **Financial Reporting and Policies:** Approves accounting policies, financial reports, and material reporting to ensure transparency and accuracy.
- **Board Leadership Appointments:** Appoints the Chair of the Board and, where applicable, a deputy chair or independent director.
- **Strategic Goal Setting:** Engages in strategic planning, sets management goals, and monitors their achievement to drive long-term success.

b. Performance of Management

The Board ensures effective leadership and accountability within the bank's management team:

- **Appointment and Evaluation of Leadership:** Appoints, monitors, and evaluates the Managing Director and oversees the appointment and performance management of key management personnel.
- **Succession Planning:** Establishes succession plans for critical management positions to ensure continuity and leadership stability.
- **Oversight of Strategy Implementation:** Monitors senior management's execution of the bank's strategic objectives.
- **Performance and Culture Review:** Reviews management's implementation of agreed strategies, business performance, and alignment with the bank's culture and values.

c. Audit and Risk Management

The Board ensures robust oversight of audit processes, risk management, and regulatory compliance:

- **External Auditor Appointment:** Appoints the external auditor, determines their remuneration, and sets terms of engagement, based on recommendations from the Audit and Risk Management Committee.
- **Regulatory Compliance:** Monitors the bank's operations to ensure compliance with relevant regulatory and legal requirements.
- **Integrity of Reporting Systems:** Approves and oversees the integrity of accounting, financial, and corporate reporting systems, ensuring their effective operation.

By fulfilling these responsibilities, the Board of Bank Asia ensures the bank operates with transparency, accountability, and a focus on sustainable value creation for shareholders and stakeholders. This comprehensive governance approach supports the bank's long-term success in a highly regulated industry and other corporate reporting systems and monitor the operation of these systems.

Size and membership of Board Committees

		Board Executive Committee	Board Audit Committee	Board Risk Management Committee
Committee Composition*			Minimum three members and maximum 5 members	
		Maximum Seven members	All members are Non-executive Directors	Maximum Five members
		All members are Non - executive Directors except MD	Two of members are Independent Directors	All members are Non - executive Directors
		Chair determined by the Board	Chair is Independent Director, who is not the Board Chairman	Chair determined by the Board
Mr. Romo Rouf Chowdhury	Chairman of the BOD, Non-Executive Director			
Ms. Zakia Rouf Chowdhury	Second Vice Chairman, Non -Executive Director			
Mr. Rumea A Hossain	Non-executive Director	Chair ✓		✓
Ms. Romana Rouf Chowdhury	Non-executive Director	✓		✓
Ms. Farhana Haq	Non-executive Director			
Mr. Enam Chowdhury	Non-executive Director	✓		✓
Mr. Nafees Khundker	Non-executive Director		✓	✓
Mr. Sabeth Nayeem Choudhury	Non-executive Director		✓	Chair ✓
Ms. Farzana Khan	Non-executive Independent Director		✓	
Mr. Md. Ataur Rahman, ndc	Non-executive Independent Director		Chair ✓	
Mr. Sohail R K Hussain	Managing Director, Ex - Officio			

* Composition requirements for each Committee are set out in the relevant Committee Charter.

CORPORATE GOVERNANCE

Corporate Governance and disclosure

- Evaluate the overall effectiveness of the Board, its committees and its corporate governance practices
- Oversee the affairs of the Bank, including its control and accountability systems
- Approve the appointment of directors to committees established by the Board and oversee the conduct of each committee;

1.1.2 Code of Conduct for the Board of Directors

The Board of Directors adheres to a Code of Conduct designed to ensure directors carry out their responsibilities with integrity, accountability, and professionalism, while operating within the boundaries of their authority as outlined in the laws of the country and the Bank's Memorandum and Articles of Association.

1.1.3 Retirement and Re-election of Directors

According to clause 128, and 129 of the Articles of Association of the Bank, 4 (four) directors retired before the 26th Annual General Meeting (AGM) held on 17th June, 2025 and 4 (four) of them retiring directors was eligible for re-election as director. In addition, one independent director re-appointment was also approved by shareholders in the 26th Annual General Meeting (AGM).

Sl.	Name of Directors	Mode of Change
1	Mr. Romo Rouf Chowdhury	Retired and Re-elected
2	Mr. Nafees Khundker	Retired and Re-elected
3	Ms. Farhana Haq	Retired and Re-elected
4	Mr. Sabeth Nayeem Choudhury, nominated by Phulbari	Retired and Re-elected

In addition, some other changes in directorship recently were as follows:

Sl.	Name of Directors	Date of Change	Remarks
1	Mr. Md. Ataur Rahman, ndc (Independent Director)	23.07.2025	He was appointed by the Board on 30.04.2025 as Independent Director.
2.	Mr. M. A. Baqui Khalily (Independent Director)	11.02.2026	He has completed his six years tenure as Independent Director
3.	Mr. Md. Abul Quasem (Independent Director)	11.02.2026	He has completed his six years tenure as Independent Director

1.1.4 Directors' Remuneration

The Board of Directors of Bank Asia adheres to a Code of Conduct designed to ensure that directors perform their duties with integrity, accountability, and professionalism, while acting within the scope of their authority as defined by the laws of Bangladesh and the Bank's Memorandum and Articles of Association.

Remuneration Policy:

- Directors are not entitled to any remuneration except for attendance at meetings of the Board and its committees.
- As per Bangladesh Bank guidelines updated in February 2024, each director of Bank Asia is entitled to receive Tk. 10,000 for attending each meeting of the Board or its committees. Independent directors may also be eligible for a monthly honorarium of Tk. 50,000, subject to applicable regulations.

1.2 Adequate representation of non – executive directors

In line with Bangladesh Bank guidelines, Bank Asia ensures appropriate representation of non-executive directors on its Board. The Managing Director is the only Executive Director, with all other directors being non-executive, fostering independent and robust governance.

1.3 Independence of independent directors and their adequate representation

The inclusion of independent perspectives on the Board is a cornerstone of effective governance. Independent Directors of Bank Asia provide impartial insights into the Board's policies and decisions, ensuring they serve the best interests of the entire bank. Bank Asia adheres to all relevant laws, regulations, and the Corporate Governance Code of the Bangladesh Securities and Exchange Commission (BSEC) regarding board independence. All directors elected by shareholders, except the Independent Directors, are considered under the Code.

Currently, the Board of Bank Asia includes two Independent Directors: Ms. Farzana Khan, a prominent Advocate and regular practitioner in the Supreme Court of Bangladesh and Mr. Md Ataur Rahman, ndc, a retired bureaucrat and government secretary. These Independent Directors also serve on Board sub-committees, with two participating in the Audit Committee.

1.4 Different position of the Chairman and the Chief Executive Officer

The roles of the Chairman of the Board and the Managing Director are distinctly separate and independent to ensure effective governance. The Chairman is elected by the Bank's directors, while the Managing Director is appointed by the Board of Directors, subject to approval from Bangladesh Bank.

1.5 Roles and responsibilities of the Chairman

The Board elects a Non-Executive Director as Chairman. Mr. Romo Rouf Chowdhury, a Non-Executive Director, has served as Chairman since 25 August 2022.

The Chairman of the Board plays a critical role in guiding the decision-making process and superintending the performance of the Executive Management. Additionally, the Chairman maintains ongoing engagement with the Bank's shareholders, ensuring their views and interests are consistently represented.

Roles of the Chairman

- Guiding and presiding over Board meetings to foster sound and strategic decisions.
- Cultivating a cohesive and effective Board team.
- Directing the Board's attention to critical priorities and objectives.
- Promoting continuous evaluation and enhancement of the Board's performance.
- Managing the process for seamless Board succession planning.
- Providing strategic counsel and support to the Managing Director.

Responsibilities of the Chairman

- Oversee the establishment and efficient functioning of all Board committees, ensuring optimal structure and membership.
- Facilitate clear and open communication channels with stakeholders, ensuring their perspectives are effectively relayed to the Board.
- Uphold exemplary corporate governance standards in the operations of the Board and its committees.
- Serve as the primary representative of the Board, acting as its voice in public and stakeholder engagements.

1.5.2 Independence of Independent Directors

Bank Asia adheres strictly to the directives outlined in Bangladesh Bank circulars, the Bank Companies Act, 1991 (amended through 2023), and the guidelines issued by the Bangladesh Securities and Exchange Commission concerning the composition of its Board of Directors. When appointing new directors, Bank Asia prioritizes a diverse blend of expertise, competencies, experience, and perspectives to ensure robust governance. Directors are appointed through elections by shareholders during the Annual General Meeting (AGM). For processes involving nomination, removal, casual vacancies, or the appointment of alternate directors, Bank Asia meticulously complies with all applicable regulations. The Bank's non-executive directors maintain independence from management and are not involved in the daily operations of the Bank, ensuring impartial oversight.

1.6 Annual Appraisal of Board performance

The Board recognizes the pivotal importance of its own performance, as well as that of its Committees, in driving the Bank's success and protecting shareholder interests. To maintain high standards of effectiveness and accountability, the Board and its Committees undertake a thorough annual evaluation. This process assesses the performance, goals, duties, operational frameworks, and procedures of the Board, each Committee, and individual directors.

Facilitated by the Chair, with support from the Company Secretary and Committee Chairs, this evaluation seeks to rigorously appraise the governance framework's effectiveness and pinpoint opportunities for enhancement. Through this diligent review, the Board is committed to sustaining exemplary governance practices and strengthening its role in advancing the Bank's prosperity and shareholder value.

1.7 Annual Evaluation of the CEO by the Board

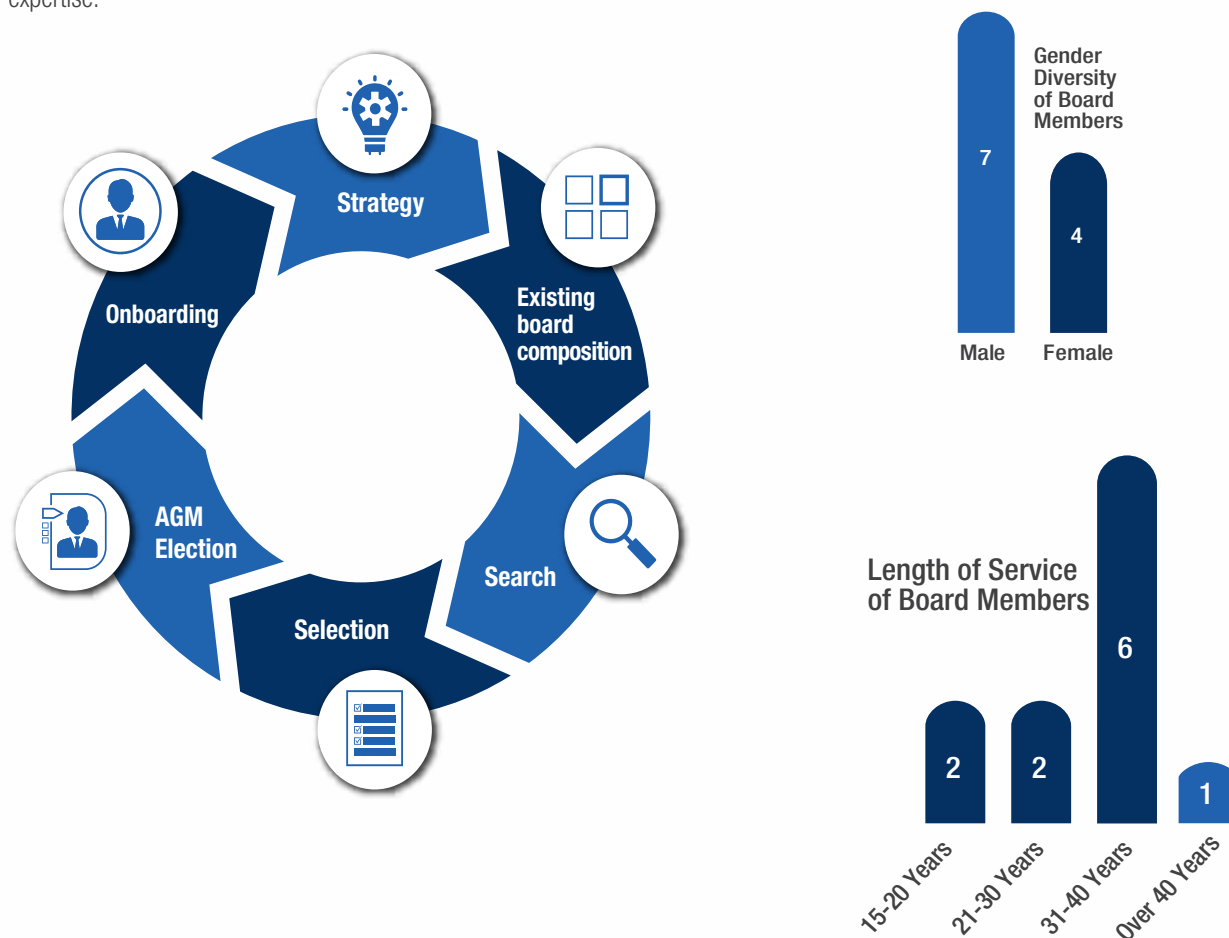
When reappointing the Managing Director, the Chairman of the Board submits an evaluation report, endorsed by the Board of Directors, to Bangladesh Bank for approval. Additionally, the Board of Bank Asia conducts an annual assessment of the Managing Director's Key Performance Indicators (KPIs), including profitability, budget attainment, dividend payout ratio, return on equity, return on assets, earnings per share, CAMELS ratings, credit rating, classified loan ratio, and risk management performance. The CEO's effectiveness is further evaluated based on the Bank's operational outcomes, with a particular focus on achieving operational budget targets.

1.8 Succession Plan

Bank Asia is committed to periodically reviewing the membership and structure of its Board to ensure effective succession planning, a key element of its corporate governance framework. This practice supports the Bank's long-term strategic objectives by maintaining a Board with the expertise, experience, and skills necessary to address the dynamic challenges of the evolving financial sector.

1.9 Directors' Training

Bank Asia provides tailored training to its Directors on specific business aspects upon request and as a regular component of their duties. During Board and Committee meetings, Directors receive updates on critical issues, including briefings on cyber risks, as well as pertinent commercial, legal, and regulatory developments impacting the Bank. Directors are granted prompt and comprehensive access to relevant information prior to each Board meeting and can consult management for additional details as needed. In line with industry standards, the Chairman evaluates and addresses the collective development needs of the Board, ensuring that individual directors continually enhance their skills, knowledge, and expertise.



CORPORATE GOVERNANCE

1.10 Knowledge and expertise in Finance and Accounting

Bank Asia's Board of Directors comprises members who have wide knowledge and experience in the fields of finance, accounting, economics, management, marketing, and business administration. As a result, they are able to interpret the bank's management's decisions prudently.

1.11 Board meeting

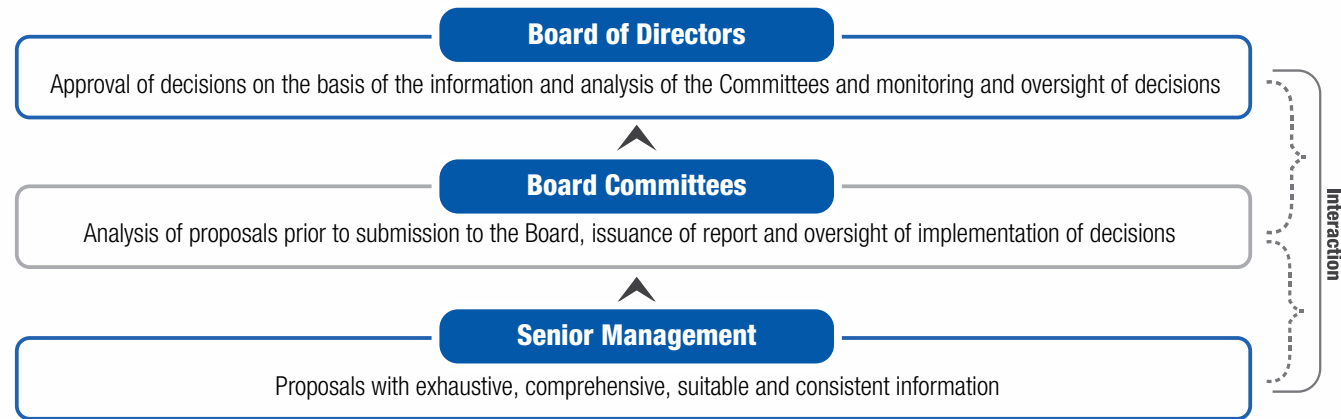
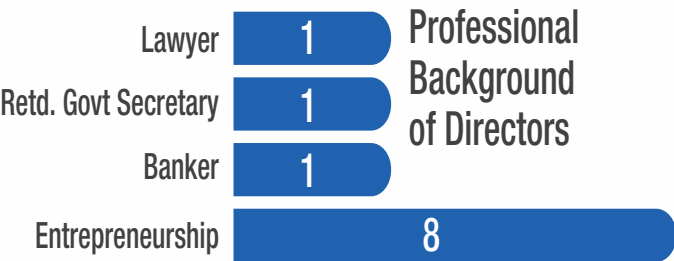
The Chairman spearheads the scheduling and facilitation of Board meetings, expecting all directors to rigorously prepare, actively attend, and meaningfully contribute to discussions. Meetings may be conducted in-person or via conference calls or equivalent virtual platforms, ensuring operational flexibility. Resolutions may be efficiently passed through

circular resolutions or written approvals, as stipulated in Bank Asia's Constitution. The Board convenes monthly, with meeting dates strategically set before the financial year begins to optimize directors' planning. Ad hoc meetings are promptly organized to address urgent matters as required. In strict adherence to Bangladesh Securities and Exchange Commission (BSEC) regulations, Bank Asia conducts Board meetings, diligently records minutes, and maintains comprehensive records in alignment with the Bangladesh Secretarial Standards (BSS) endorsed by the Institute of Chartered Secretaries of Bangladesh (ICSB).

At each Board meeting, directors undertake a thorough review of the Bank's strategic initiatives. The Board conducts a semi-annual evaluation of the Bank's strategic framework and annually endorses its long-term strategic direction to ensure sustained alignment with corporate objectives. Additionally, the Board engages in targeted workshops throughout the year, focusing on critical business-related topics to enhance governance capabilities. Board meetings foster robust, insight-driven deliberations, with directors applying their extensive experience and independent judgment to shape key decisions. Non-executive directors hold exclusive sessions without management to address pertinent governance matters. Senior executives are selectively invited to provide expertise during meetings and remain accessible to directors for consultations between sessions, promoting a collaborative and well-informed governance ecosystem.

1.11.1 Number of Board meeting

The Board had 30 (Thirty) scheduled meetings for the financial year ended 31 December 2025. The number of meetings of the Board and its committees held during the accounting year and the attendance of the Directors at those meeting are disclosed in [page no. 250](#) of this Annual Integrated Report 2025.



1.11.2 Key Activities performed by Board in 2025

The Board convenes monthly, with meetings meticulously scheduled prior to the start of each financial year to facilitate effective planning for its members. Additionally, the Board holds ad hoc meetings as needed to address urgent issues requiring prompt deliberation.

In FY 2025, the Board convened thirty (30) times to provide guidance and approval on a range of critical matters. The Board also engaged in dedicated sessions with management to strategize on the Bank's direction. Key topics and strategies reviewed, discussed, and approved by the Board during FY 2025 included the following:



1.12 Directors Report on Financial Statement and Corporate Governance

Board of Directors of the Bank requires to prepare financial statements for accounting year. Moreover, the Board of the Bank need to include an additional statements or disclosures in the Directors' report prepared under section 184 of the Companies Act, 1994 (Act no. XVIII of 1994). A separate statement of Director Responsibility for financial reporting and corporate governance is given in [page no. 231](#) of this Annual Integrated Report 2025.

1.13 Board Committee

The Board has established three standing committees (the Committees) to streamline and support the execution of its responsibilities. These committees are designed to enhance the Board's oversight and decision-making processes. From time to time, the Board may create additional committees with specific mandates as delegated to address particular needs or projects. The composition of the three standing committees, as constituted on and throughout the financial year ended 31 December 2025, was as follows:

1.13.1 Audit Committee

In accordance with the recent Bangladesh Bank circular, the Audit Committee of the Board is restricted to a maximum of 5 members, of which at least 2 must be Independent Directors. The Chairman of the Audit Committee is required to be an Independent Director, elected by the committee, and serves a term of 3 years. No Independent Director may serve as Chairman for two consecutive terms. Members of the Audit Committee are eligible for nomination every 3 years.

Currently Bank Asia's Audit Committee adheres to these regulations and is composed of 4 non-executive directors, including 2 Independent Directors, ensuring a strong independent perspective. The Company Secretary of Bank Asia acts as the secretary of the Audit Committee, facilitating its operations and record-keeping. The committee is chaired by Mr. Md. Ataur Rahman, ndc, an Independent Director, who meets the regulatory requirement for the role. All members of the committee are well-versed in the financial industry, bringing substantial expertise and long-standing experience in banking to their oversight responsibilities.

For comprehensive details about the individual members of the Audit Committee, including their qualifications, backgrounds, and specific roles, refer to the Directors' section on [pages 22-27](#) of Bank Asia's Annual Integrated Report (AIR) 2025.

Committee	Members	Independent	Non-Executive
Executive Committee	Mr. Rume A Hossain		✓
	Ms. Romana Rouf Chowdhury		✓
	Mr. Enam Chowdhury		✓
	Mr. Nafees Khundker		✓
Audit Committee	Ms. Farzana Khan	✓	
	Mr. Md. Ataur Rahman, ndc	✓	
	Mr. Sabeth Nayeem Choudhury		✓
Risk Management Committee	Mr. Sabeth Nayeem Choudhury		✓
	Mr. Rume A Hossain		✓
	Ms. Romana Rouf Chowdhury		✓
	Mr. Enam Chowdhury		✓
	Mr. Nafees Khundker		✓

1.13.2 Executive Committee

The Executive Committee (EC) of Bank Asia's Board, established in January 2010, is tasked with ensuring an efficient, competent, compliant, and secure framework for approving credit proposals and making business decisions. Currently, The EC comprises 3 members, all nominated by the Board from among its directors. The committee periodically reviews policies and guidelines issued by Bangladesh Bank concerning credit and operational matters, which are then tailored by management and implemented following Board approval. The EC is responsible for approving credit proposals in alignment with the Board's established policies.

CORPORATE GOVERNANCE

1.13.3 Risk Management Committee

To minimize risk while implementing the policies and business plan of the Bank, the Board has formed a Risk Management Committee as per the guidelines of Bangladesh Bank. The Committee supervises whether the risks arise from credit, foreign exchange, internal control and compliance, money laundering, information technology, operation, interest rate, liquidity and other sources are identified, measured and adequate systems are in place to minimize such risks. Currently, 5 (five) members are in the Risk Management Committee. They set risk appetite; formulate risk identification & control policy, recommend changes to the risk management framework. They also monitor the internal capital adequacy assessment process along with the effectiveness of the risk management framework, policies and standards. The Risk Management Committee assists the Board in relation to the oversight of risk including the risk appetite and risk management strategy.

- Identifying different risk and implement appropriate strategy to control those; review existing risk management committee principles and procedures and take corrective measures.
- Ensuring proper organizational structure for risk management.
- Constructing independent committees at management level for compliance of instructions under risk related guidelines and supervising their activities.
- Supervising risk management policies, reviewing loan approval limit and submitting to the Board for necessary revision each year.
- Approving and monitoring the preservation of data and reporting.

1.13.4 Management Committee

Under the leadership of the President and Managing Director, the Bank Asia has executive management responsibility for the steering of the Bank and its business. It assumes overall responsibility for developing the Bank and business division strategies and the implementation of approved strategies.

- Senior Management Team (SMT)
- Supervisory Review Process (SRP) Committee
- Asset Liability Committee (ALCO)
- Credit Committee

1.14 CEO & Roles and Responsibilities of CEO

Mr. Sohail R. K. Hussain serves as the Managing Director of the Bank. Detailed information about his profile is presented separately under the "Directors' Information" section on [page 27](#) of the Annual Integrated Report (AIR) 2025.

As the Managing Director, he is responsible for the implementation of the Board's policies and the overall management of the Bank. He operates under the financial, business, and administrative authorities delegated to him by the Board and is accountable for ensuring the achievement of the Bank's strategic and operational objectives.

- Exercises financial, business, and administrative authority as delegated by the Board, and remains accountable for meeting financial and business targets through effective execution of business plans and sound management practices.
- Ensures the Bank's full compliance with the Bank Company Act, 1991 (as amended up to 2023), as well as with all other applicable laws and regulatory requirements. He is also responsible for reporting any instances of non-compliance to Bangladesh Bank.
- During Board or Board Committee meetings, the CEO is obligated to highlight any deviations from the Bank Company Act, 1991 (as amended) or other relevant legal and regulatory frameworks while presenting management memoranda.
- Holds the authority for recruitment and promotion of all Bank personnel, except those within the two senior-most tiers below his position, in accordance with the approved service rules of the Bank.

- Oversees matters related to the transfer and disciplinary actions of staff (excluding those in the top two tiers beneath his level) in line with the Bank's service rules. Additionally, under the framework of the Board-approved Human Resources Policy, he nominates employees for training and professional development programs.

1.15 Role of Company Secretary

The Company Secretary plays a pivotal role within the Bank's governance structure, serving as a key link between the Board, management, regulators, and stakeholders. As an integral member of the governance team, the Company Secretary ensures that the Bank operates within the legal and regulatory framework and that the Board functions effectively and efficiently in accordance with best governance practices.

Key Responsibilities of the Company Secretary:

1. Regulatory Compliance and Statutory Duties:

- Ensures the Bank's compliance with all applicable laws, rules, and regulations, including the Companies Act and other relevant statutory requirements.
- Maintains and updates statutory registers as mandated by regulatory authorities.
- Ensures timely and accurate filing of statutory returns and documents with the Registrar of Joint Stock Companies and Firms (RJSC).
- Keeps abreast of legal and regulatory developments and advises the Board on their implications.

2. Governance and Board Support:

- Acts as the primary point of contact for all governance-related matters.
- Develops, implements, and monitors processes that promote and support sound corporate governance practices.
- Provides comprehensive and impartial advice to the Chair and all members of the Board to support informed decision-making and ensure adherence to legal and regulatory obligations.
- Ensures the smooth conduct of Board and Board Committee meetings, including preparation and distribution of meeting agendas, minutes, and other relevant documents.

3. Board Communication and Facilitation:

- Reports directly to the Board through the Chair on all matters relating to the proper functioning of the Board.
- Maintains open lines of communication between the Board and management, and between individual directors and the Company Secretary.
- Facilitates the induction of new directors and provides ongoing support and guidance regarding their duties and responsibilities.

4. Ethical and Diligent Conduct:

- Acts with integrity, independence, and professionalism to safeguard the interests of the Bank and its stakeholders.
- Ensures transparency and accountability in governance processes and practices.
- Upholds confidentiality and acts as a trusted advisor in sensitive or strategic matters.

5. Support for Board Committees:

- Provides dedicated support to the Board's committees, ensuring that they are properly constituted and operate within their terms of reference.
- Assists in the preparation and follow-up of committee meetings, ensuring compliance with corporate governance policies and standards.

1.16 Role of Chief Financial Officer (CFO)

The Chief Financial Officer (CFO) holds a critical leadership position within the Bank, overseeing all financial functions to ensure robust

financial management, compliance, and strategic alignment with the Bank's goals. The CFO is responsible for maintaining the financial integrity of the organization, managing risks, and supporting sustainable growth.

Responsibilities of the CFO:

1. Financial Oversight and Management:

- Leads and manages all aspects of the Bank's financial operations, including accounting, financial reporting, taxation, treasury, budgeting, and business control.
- Ensures accurate and timely financial reporting in compliance with applicable accounting standards and regulatory requirements.

2. Strategic Financial Planning:

- Develops and implements financial strategies aligned with the Bank's overall vision and business objectives.
- Oversees the formulation and execution of financial goals, long-term forecasts, and annual budgets.

3. Financial Decision-Making:

- Plays a key role in strategic decision-making by providing financial insights and analyses to support the Board and senior management.
- Advises the Board of Directors on financial policies, investment strategies, cost controls, and risk mitigation measures to ensure the Bank's financial sustainability.

4. Governance and Financial Control:

- Maintains high standards of financial governance, internal controls, and risk management practices across the organization.
- Ensures transparency and accountability in all financial operations, thereby enhancing stakeholder trust and regulatory compliance.

5. Reporting and Stakeholder Communication:

- Ensures that financial disclosures are complete, accurate, and transparent for internal and external stakeholders.

- Communicates the Bank's financial performance and outlook to shareholders, regulators, auditors, and other relevant parties.

6. Leadership and Team Management:

- Leads and develops the finance team to build capabilities in financial planning, analysis, and control.
- Fosters a performance-driven and ethical culture within the finance function.

Overall financial health of the Bank is separately disclosed in CFO's statement in [page no. 282-287](#) of Annual Integrated Report 2025.

1.17 Role of Head of Internal Audit and Compliance

The Head of Internal Audit and Compliance (HIAC) is responsible for Bank's strategic risk-based internal audit plan and managing the internal audit function in accordance with Bank's internal audit charter. Responsibilities include providing reasonable assurance of the effectiveness of the organization's risk management and the strength of its controls. The position assesses organization-wide compliance with the Bank's own policies and procedures, laws and regulations, and contractual terms and conditions. The Head of Internal Audit reports directly to the Audit Committee of the Bank's Board of Directors.

1.18 Attendance of CEO, CFO, CS & HIAC in Board Meeting

The CEO, CS, CFO and HIAC of the Bank attend the meetings of Board of Directors. It is also provided that they are not attending the meeting which involve consideration of an agenda item relating to their personal matters. In addition, they are not entitled for any remuneration for attending such meetings of the Board of Directors.

1.19 Governance of Board of Directors of Subsidiary Company

In group concept, Bank Asia PLC. is parent company with having following three subsidiary companies

- Bank Asia Securities Limited, incorporated in Bangladesh : 99.99% owned
- BA Exchange Company (UK) Limited, incorporated in United Kingdom : 100% owned
- BA Express USA Inc., incorporated in United States of America (USA) : 100% owned

The board of the parent company is aware of the material risks and issues that might affect both the bank as a whole and its subsidiaries. It exercises adequate oversight over subsidiaries while respecting the independent legal and governance responsibilities that might apply to its subsidiary boards.

2. VISION/MISSION & STRATEGY

2.1 Vision/Mission Statement of Bank Asia PLC.

The Board of Directors are approved bank's vision/mission statements and disclosed in Annual Report. The Board of Directors defined the Bank's vision, mission, and strategic objectives and strictly adhere to it. Strongly believing in the vision and mission, Bank Asia tries to uphold and embrace it in every possible business context.



Vision

To build a society where highest human dignity and human rights received the highest consideration along with reduction of poverty.



Mission

Bank Asia is committed to establish high quality service, high standard of integrity with technology driven innovative service.



Core Values

Bank Asia plays an intermediary role between economic development and conservation of the environment.

Bank's vision, mission, strategic objective depicted on [page no. 10](#) of this Annual Integrated Report 2025.

2.2 Business Objectives and areas of Business Focus

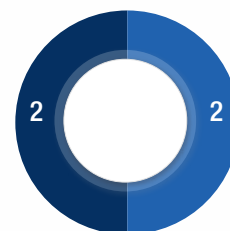
The Board of Directors of Bank Asia always set business objectives and areas for focus in consistent with market demand. Detail business objectives and areas of business focus depicted on [page no. 124-125](#) of this Annual Integrated Report.

2.3 Description of strategies to achieve the company's business objectives

Bank Asia always formulate strategies and different action plan in the beginning of the year which are clearly aligned with banks mission, vision and business objectives. Detail strategies to achieve the bank's business objectives depicted on [page no. 122-121](#) of this Annual Integrated Report.

3. AUDIT COMMITTEES

Bank Asia PLC. has established an Audit Committee as a sub-committee of the Board of Directors in accordance with Bangladesh Bank BRPD Circular no. 11 dated Oct. 27, 2013, as well as related notifications and corporate governance codes from the Bangladesh Securities and Exchange Commission.



Composition of Audit Committee

- Total No. of Non Executive Independent Directors
- Total No. of Non Executive Directors

CORPORATE GOVERNANCE

3.1 Appointment and Composition of Audit Committee

The audit committee of the Board of Bank Asia was established in January 2003 with the objectives of generating a platform for a compliant and secured banking. As per the BSEC notification no BSEC/ CMRRCD/2006-158/207/Admin/80 dated 3 June 2018, Audit Committee must consists of at least 3 (three) members with 1(one) Independent Director. All the members of Audit Committee should be selected from Directors and the Chairman must be an Independent Director.

Currently, Bank Asia's Audit Committee consists of 4 (four) members. All of them are non-executive directors from whom 2 of them are Independent Directors and the Company Secretary of the bank is the secretary of the Audit Committee. Mr. Md. Ataur Rahman,ndc, the Chairman of the audit committee is an Independent Director and all the members are knowledgeable in financial industry and have long experience in banking industry. More information about members of Audit Committee is available in the Director's Profile Page.

3.1.1 Chairman of the Audit Committee – an Independent Director

Mr. Md. Ataur Rahman,ndc, the Chairman of the Audit Committee is an Independent Non – Executive Director. He is a renowned bureaucrat and retired government secretary. More information about him is available in the Director's Profile [Page no. 26](#) in Annual Integrated Report 2025.

3.1.2 Terms of Reference – Audit Committee

The Audit Committee has authority to investigate any matter within its terms of reference and has the full cooperation of and access to Management. It also has direct access to the internal and external auditors, who separately meet with the Audit Committee in the absence of Management at least once in every year. Besides formal meetings, the Audit Committee members meet among themselves and with the Finance team and the internal and external auditors as often as

appropriate to be apprised of matters which are under review. Audit reports, findings and recommendations of the internal and external auditors are sent directly to the Audit Committee, independent of Management.

The Audit Committee reviews the quarterly and annual financial statements before recommending them to the Board for approval. In reviewing the financial statements, the Audit Committee assesses the accounting policies and practices applied and any judgment made that may have a significant impact on the financial statements.

3.1.3 Audit Committee comprises of Non-Executive Directors

All the members of the Audit Committee are Non – Executive Directors. No executive of Bank Asia is eligible to become a member of Audit Committee.

3.1.4 All members are suitably qualified and expertise in Finance and Accounting

All members of the audit committee are suitably qualified and all of them have expert knowledge of finance and accounting. All members of Audit Committee are very competent and come from a variety of educational backgrounds which brings a diversity and uniqueness in the committee.

3.1.5 Accessibility of Head of Internal Audit to the meeting of the Audit Committee

The Head of Internal Control and Compliance of Bank Asia PLC. has direct access to the Audit Committee and he can raise any concern whenever required to Audit Committee.

3.1.6 Audit Committee meeting

The Audit Committee conducted 10 (Ten) meetings during the Year 2025. The attendance status of the meeting is given in [page no. 250](#) of the Annual Integrated Report 2025. The number of Directors required to constitute a quorum is two or two third of the members of the audit committee whichever higher. Of them one shall be Independent Director and Company Secretary shall act as the secretary of the committee.

3.2 Objectives and Activities of Audit Committee

Audit Committee of the Board has following objectives:

- Integrity of the financial statements and financial reporting systems and matters relating risks;
- External audit engagement, including the external auditor's qualifications, performance, independence and fees;
- Performance of the internal audit function;
- Financial reporting and compliance with prudential regulatory reporting. and
- Procedures for the receipt, retention and treatment of financial complaints.

Financial Reporting

- Monitor the financial reporting process and ensure the integrity of the Bank's consolidated financial statements.
- Review the Bank's consolidated financial statements and any announcements relating to the Bank's financial performance prior to submission to the Board.
- Review the significant financial reporting issues and judgment to ensure the integrity of the statements

Internal Control

- Review the adequacy and effectiveness of internal controls, such as financial, operational, compliance and information technology controls, accounting policies and systems
- Approve changes to the Group Disclosure Policy

Internal Audit

- Review the adequacy and effectiveness of the Bank's internal audit function and processes, as well as ensure that Bank Audit is adequately resourced and set up to carry out its functions, including approving its budget.
- Oversee the Internal Audit.
- Review Bank Audit's plans, its effectiveness and the scope and results of audits.
- Approve the hiring, removal, resignation, evaluation and compensation of Head of Internal Audit.

External Audit

- Determine the criteria for selecting, monitoring and assessing the external auditor. Make recommendations to the Board on the proposals to shareholders on the appointment, re-appointment and removal of the external auditor and approve the remuneration and terms of engagement of the external auditor.
- Review the scope and results of the external audits and the independence and objectivity of the external auditor
- Review the assistance given by management to the external auditor

Related Party Transactions

Review all material related party transactions (including interested person transactions) and keep the Board informed of such transactions, and the findings and conclusions from its review

3.2.1 Internal controls are well conceived, properly administered and satisfactorily monitored

The effectiveness of internal controls is continuously reviewed by the Audit Committee to ensure that they are working adequately and effectively. Audit Committee regularly evaluates the adequacy and effectiveness of the Bank's internal control systems by reviewing the actions taken on lapses/deficiencies identified in reports prepared by Internal Control and Compliance Division. The Audit Committee also reviews ICCD's recommendations and management responses to these recommendations to ensure any lapses/deficiencies identified are being dealt with adequately and promptly.

3.2.2 Role to ensure compliance with laws, regulation

Bank Asia puts its best effort to remain compliant according to all banking laws and regulations including the regulatory reporting in due course. Being compliant, Bank Asia focuses to ensure sustainable business in the banking industry.

3.2.3 Audit Committee's involvement in the review of external audit function

Based on the proposal of the Audit Committee, the board of directors recommended MABS & J Partners, Chartered Accountants, a Chartered Accountant firm in Bangladesh to the shareholders in 26th AGM to appoint them as statutory external auditors of the company for 2025. As per BRPD circular, the external auditors have provided their written assurance to the Bank in respect of their independence for FY 2025. In respect of fees, the details of the statutory audit and audit fees incurred for FY 2025 are set out under Note 42 on [page 364](#) of the Annual Report 2025. To ensure full disclosure of matters, the external auditors are regularly invited to attend the Audit Committee meetings as well as general meetings of the Bank.

3.2.4 Selection of appropriate accounting policies

The Board is also assisted by the Audit Committee in overseeing the financial reporting process and the quality of the Bank's financial statements to ensure that the Board dispenses with its fiduciary responsibility to present to the shareholders and the public at large, a clear, balanced and meaningful evaluation of the Bank's financial position, financial performance, and prospects. The Audit Committee is also tasked to review the appropriateness of the accounting policies applied by the Bank as well as the changes in these policies. Based on the Audit Committee's recommendations, the Board also ensures that the Bank's financial statements prepared for each financial year sets out a true and fair view in accordance with Bangladesh Financial Reporting Standards, International Financial Reporting Standards, and the requirements of the Companies Act, 1994 (amended up to 2020) and Bank Company Act 1991 (amended up to 2023).

3.2.5 Audit Committee involvement in interim financial statements

To comply BSEC Corporate Governance Code dated June 3, 2018, Audit Committee review along the management, the quarterly and half yearly financial statements before submission to the Board for approval.

3.2.6 Review of reliability of the management information used for such computation

The Audit Committee expressed its opinion to the Board on the reliability of management information used to prepare Financial Statements. The Audit Committee reviews the reliability of information used to prepare such computations based on the Internal Audit Function and the Observations of the Statutory Auditor.

4. INTERNAL CONTROL AND RISK MANAGEMENT

The Board of Directors of Bank Asia believes that internal controls are in place throughout the Bank to ensure compliance with all relevant laws, regulations, and policies, as well as to provide confidence to the public. The Board of Bank Asia is responsible for overseeing that the internal control system and the risk management practices of the Bank are regularly reviewed. This is to ensure that they can meet the changing and challenging environment in which the Bank operates.

4.1 Statement of director's responsibility to establish appropriate system of Internal Controls

Strong internal control systems can ensure long-term profitability and bank goals and objectives. Additionally, it contributes to compliance with rules, regulations, and policies as well as minimizing financial and reputational losses.

In order to ensure efficiency, effectiveness, reliability, timeliness, completeness, and compliance with applicable laws and regulations, the Board of Directors recognizes their responsibility for the Bank's internal control systems. Bank Asia follows the Bank Company Act, 1991 (amended to 2023) Section 15 (kha) & (ga) that provides for the Board of Directors to establish policies for the bank company, as well as for the management of risk, internal controls, and compliance to ensure that these policies are implemented.

4.2 Key features of Internal Control system and the monitoring techniques

The key elements of the internal control system established by the Board that provides effective governance and oversight of internal controls include:

Organization Structure

In order to maintain a strong control environment, the Board has established an organizational structure with clearly defined responsibilities, authority limits, and accountability aligned to business and operations requirements

Risk Management Committee

The Board has delegated risk oversight to the Risk Management Committee (RMC). To identify, measure, monitor, manage, and control material risk components impacting the business, the committee formulates policies and frameworks. The Risk Management Committee monitors and evaluates the risk management system on an ongoing basis.

Written Control Policies

A written Annual Performance Agreement (APA) and Internal Control Policy (ICP) from Management are in place. The APA outlines the specific responsibilities of the various divisions/departments, Management, the Internal Audit Committee, and the Audit Committee of the Board pertaining to internal control. The ICP is to create awareness among all employees of internal control components and basic control policies.

Annual Business Plan and Budget

A business plan and budget are submitted to the Board for approval each year. The performance achievements are evaluated against the targeted results on a monthly basis in order to allow for timely responses and corrective actions to be taken in order to mitigate risks. On a regular basis, the Board reviews reports from the Management regarding key operating statistics and legal and regulatory issues. Additionally, the Board approves any changes or amendments to the Bank's policies

CORPORATE GOVERNANCE

4.3 Directors have reviewed the adequacy of the system of internal controls

Based on the internal controls established and maintained by the Bank, work performed by internal and external auditors, reviews performed by management and various Board Committees as well as with CEO and CFO assurance, the Board, with the concurrence of the Audit Committee, is of the opinion that the Bank’s internal controls adequate and effective as at 31 December 2025 to address financial, operational, compliance risks and information technology risks which the Bank considers relevant and material to its operations. Details are in [page no 231](#).

4.4 Identification of key risk Bank is exposed to both internally and externally

The Bank’s Risk Inventory sets out the Bank’s major risk categories and related subcategories to which the Bank’s businesses and operations could be exposed. The Risk Inventory facilitates consistent risk identification and is the starting point in developing risk management strategies and processes. The Bank’s major risk categories are: Strategic Risk; Credit Risk; Market Risk; Operational Risk; Model Risk; Insurance Risk; Liquidity Risk; Capital Adequacy Risk; Legal, Regulatory Compliance and Conduct Risk; and Reputational Risk.

4.4.1 Risk Culture

Risk culture at the Bank is based on the firm commitments of its Board of Directors, Chief Executive Officer (CEO), and Senior Management Team (SMT), as well as its vision, purpose, and shared commitments, which establish a “tone at the top”. During the implementation of these governing objectives, the Bank seeks to foster the behaviors of its employees, so that a culture is developed where the only risks taken by employees are those that can be understood and managed by them. It is the Bank’s risk culture that promotes accountability, and learning from past experiences. In addition, it promotes open communication and transparency about the Bank’s risk-taking practices on all levels.

4.4.2 Risk Governance

There is a Risk Management Committee which is the highest decision-making body in terms of risk management in the organization. In order to manage the risks inherent in the operations level, this department is responsible for establishing, approving, and managing risk policies as well as master risk management plans.



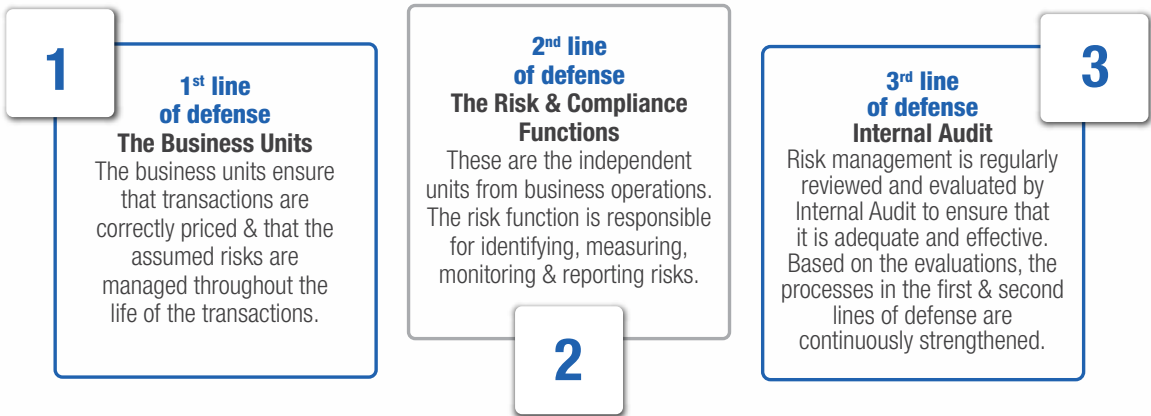
In order to manage all possible risks comprehensively and systemically, the company has put in place and operates an advanced control system. It is the responsibility of the Board of Directors (BoD) of Bank Asia PLC. to develop and implement the appropriate environment and systems for managing risks as part of the company’s business strategy, as well as delegate some of its risk management authority and responsibilities to the Risk Management Committee.

4.4.3 Risk Management

The Risk Management function, headed by the Chief Risk Officer (CRO), provides independent oversight of enterprise-wide risk management, risk governance, and control including the setting of risk strategy and policy to manage risk in alignment with the Bank’s risk appetite and business strategy. Risk Management’s primary objective is to support a comprehensive and proactive approach to risk management that promotes a strong risk culture. Risk Management works with the business segments and other corporate oversight functions to establish policies, standards, and limits that align with the Bank’s risk appetite and monitors and reports on existing and emerging risks and compliance with the Bank’s risk appetite.

4.4.4 Cyber and Information Risk

Cyber and information risks are increasing in pace with rapid technological development and the increased use of data in the banking industry. These risks involve not only technology but people, processes, systems, culture and physical surroundings and their complex nature means they are more challenging to assess and mitigate than traditional operational risks. The bank invests continuously in its security, and regular technical security updates and upgrades of systems and platforms are prioritized in order to strengthen resilience. During the year focus was on further strengthening governance and the framework for cyber and information security risk management.



4.4.5 IT Governance

Information Technology Governance forms an integral part of the Bank Asia Corporate Governance. It deals primarily with optimizing the linkage between Strategic Direction and Information Systems Management of the Bank. In this regard, implementation of the organizational structure with well-defined roles for the responsibility of information, business processes, applications, infrastructure, etc. generates value for our shareholders while mitigating the risks associated with incorrect deployment and use of Information Technology.

4.5 Strategies adopted by Bank Asia to manage and mitigate the risks

Bank Asia always pursues the industry's highest asset soundness level. To achieve this, Bank Asia always focuses on strengthening its crisis management ability in preparation for any spike of uncertainty in global financial markets and economic downside risks. Bank Asia plans to bolster weaknesses in certain sectors, while preemptively responding to the toughening of different regulations and other changes in the business environments at home and abroad. Bank Asia is able to manage the growth of loan assets up to a level where stable capital adequacy can be maintained. We also pursue an adequate degree of profitability based on risk tolerance level and manage exposures by size, industry, and product, in order to reduce credit concentration risks and balance our loan portfolio. Asset soundness is managed through the continued improvement of credit evaluation systems and loan screening processes. In particular, high-risk loans are managed through the identification of borrowers at potential risk based on a systematic credit risk assessment employing early-warning systems and regular or irregular auditing of borrowers' credit standing. However, details of the risk management strategies are described in [page no. 144-155](#) of this Annual Integrated Report 2025.

5. ETHICS AND COMPLIANCE

In order to build trust between Bank Asia and different stakeholders, corporate integrity, ethical conduct, and accountability are fundamental requirements. The corporate culture of Bank Asia is embedded in its commitment to maintaining and upholding the highest standards of corporate governance, integrity, and ethical conduct, which is an integral part of the Bank's corporate governance processes.

5.1 Disclosure of statement of Ethics and values

Our Code provides a set of guiding principles to assist us in making the right decisions, ensuring as a Financial Institution we uphold the reputation of our institution as a compliant institution. Bank Asia's employees are committed to creating greater accountability, transparency, and trust with customers and the broader community. All employees of the Bank are committed to complying with the Code, which is fully supported by the Board and Senior Management. The complete Code of Conduct is available on [page no. 13 & 15](#) of the Annual Integrated Report 2025. It is designed to ensure that the Bank maintains high standards of corporate governance, integrity, and ethical conduct, which are integral to its corporate governance practices.

5.2 Dissemination of the statement of ethics and Business Practice

Bank Asia, as a custodian of public funds, has a responsibility to safeguard its integrity and credibility. Therefore, Bank Asia sets out clearly the code of ethics and conduct for its employees. The code stipulates the sound principles that will guide all employees in discharging their duties. It sets out the standards of good banking practice. For any new conduct related issues, Human Resources Division time to time circulate it to the employees of Bank Asia.

5.2.1 Board's commitment to establishing high level of ethics and compliance

Bank Asia's Board of Directors has always been committed to establishing a high level of ethics and compliance among all employees of the Bank. The Board of Directors always encourages management so that every employee maintains a high ethical standard. The Board of Bank Asia also acknowledges its responsibility for ensuring that the bank's business activities are conducted in accordance with the highest standard of ethics and compliance.

5.2.2 Business Ethics and Practices for Employees

Bank Asia's employees have always been committed to uphold the highest standard of ethics and compliance according to the Bank's policy.

5.3 Board's commitment to establishing high level of ethics and compliance

Bank Asia's Board of Directors has always been committed to establishing a high level of ethics and compliance among all employees of the Bank. Board of Directors always encouraged management so that every employee maintains a high ethical standard. The Board of Bank Asia also acknowledge its responsibility for ensuring that the bank's business activities are conducted in accordance with the highest standard of ethics and compliance.

5.4 Establishment of Anti-Fraud program and whistle Banking Policy

5.4.1 Whistle- blowing policy

The Bank has in place a whistle-blowing policy which encourages all staff and members to raise genuine concerns or suspicions about possible improprieties in accounting, auditing, financial reporting or any other fraudulent activities. Procedures for handling of feedback/complaints received from customers and independent investigations to be conducted have been established.

5.4.2 Establishment of effective anti-fraud program and controls

The anti-fraud program helps Bank Asia to support its commitment to protecting revenue, reputation and other assets. Bank Asia established anti-fraud and anti-corruption program for the employee by conducting different trainings.

5.4.3 Accountability

The Board provides shareholders with quarterly and annual financial results. In presenting these statements, the Board aims to provide shareholders with a balanced and understandable assessment of the Bank's performance and position with a commentary at the date of announcement of the competitive conditions within the industry in which it operates. The Management provides all directors periodically with accounts and detailed reports on the Bank's financial performance and related matters prior to each Board meeting. The directors may at any time seek further information from and discuss with the Management on the Bank's operations and performance. Compliance Department with direct reporting line to the Risk Management Committee is set up to ensure compliance with legislative and regulatory requirements. The Board believes in conducting itself in ways that will deliver maximum sustainable value to all shareholders.

5.4.4 Avoiding conflict of interest

In Financial Institution like Bank, there exists high possibility of arising conflicts of interest between Board of Directors and the management of the company. To avoid such unwanted situation Bank Asia has separated the responsibility/authority of these two interest groups of the bank. To avoid conflict of interest and also to make accountable the bank has already taken the following measures:

- Loan to the directors is restricted subject to full filing certain terms and conditions of regulatory guidelines.
- If there is any related party transaction, the management discloses the matter in the Annual Report and it is also approved by the general shareholders in AGM.
- Executive committee of the Board can approve loan to anyone up to a limited portion.
- Audit committee regularly reviews the financial and other related statements and gives recommendation to the management regarding any changes in policy and also presents to the Board for further evaluation.
- Board of directors' approval is needed for loan re-scheduling.

5.4.5 Related Party Transaction

The Bank has in place policies and procedures governing related party transactions. The Board approves all related party transactions and ensures that these transactions with the Company are undertaken on an arm's length basis. The Audit Committee reviewed all material related party transactions and kept the Board informed of such transactions. During the year, the Company had collected deposits from its Directors and their related parties. No preferential treatment had been extended to the Directors and their related parties for these deposits. Details are given in [page no. 364](#) of this AIR 2025

5.4.6 Confidential Information

Bank Asia is committed to making information about its operation available to the public. Though there are some price sensitive information are related with the operation of the Bank. Until an announcement in relation to such information is made, directors and all employees of the Bank must ensure that such information is kept strictly confidential.

5.4.7 Insider Trading

Insider trading is the trading of a public company's stock or other securities (such as bonds or stock options) by individuals with access to nonpublic information about the company. The reason insider trading is illegal is because it gives the insider an unfair advantage in the market, puts the interests of the insider above those to whom he or she owes a fiduciary duty, and allows an insider to artificially influence the value of a company's stocks. The Board member shall also not pass such information to someone who buy or sell securities. Accordingly, Bank Asia's Board designed the Code of Conduct for all the members of the Board and abide by the code of integrity and good governance in line with the National Integrity Strategy of Bangladesh.

5.5 Code of Conduct for Employees

Bank Asia believes in working and growing together to deliver utmost satisfaction to customers in terms of service by inducing fellow feeling in the workplace and upholding ethics and compliance. The detailed code of conduct of employees is illustrated in [page no. 11](#) of Integrated Annual Report 2025.

6. REMUNERATION COMMITTEE

6.1 Charter of Remuneration Committee

As per Bangladesh Bank BRPD Circular no. 2 dated February 11, 2024, every bank has to form three committees in addition to the Board of Directors i.e. 1 (one) executive committee, 1(one) audit committee and 1(one) risk management committee. The mentioned circular is also restricted to form any other permanent, temporary or sub- committee except the above mentioned three committees. As such, the Bank did not form any remuneration committee or other board committee on a permanent basis. Board has approved a policy for yearly remuneration increase for its staff and acknowledgement of performing employees. Accordingly, management has placed policy before the board on a regular basis.

6.2 Composition of Remuneration Committee

BRPD Circular of the Bangladesh Bank dated 12 May 2024 the related functions of NRC are entrusted to the Audit Committee of the Board of the Bank. At the management level, the Managing Director, Head of the Human Resources Division, and Chief Financial Officer are charged with governance of compensation and remuneration. In most cases, they make a proposal to the Board that is reviewed and validated by a special policy committee of the Board. After incorporating their recommendations, compensation/remuneration decisions are approved by the Board. The main work includes presenting recommendations to the Board regarding remuneration, Management compensation packages, incentive schemes, and retirement benefits. They also assist the Board of Directors to ensure that all employees are remunerated fairly and get performance-based compensation by ensuring effective remuneration policies; procedures and practices aligned with the Banks' strategy and applied consistently for all employee levels. On a need basis, the Managing Director, Senior Management, Head of the Human Resources Division, and Chief Financial Officer meet to oversee the remuneration policy.

6.3 Key policies with regard to remuneration of directors, senior management and employees

6.3.1 Key policies with regard to remuneration of directors

With reference from Bangladesh Bank Circular directors are only entitled to the remuneration for attending the meeting of the board and its sub-committee. For attending the Board Meeting, Audit Committee Meeting, Executive Committee Meeting and Risk Management Committee Meeting, the Directors receive an honorarium. Details of remuneration of directors are included in [page No. 359](#) of AIR 2025.

6.3.2 Key policies with regard to remuneration of senior management and employees

The remuneration of senior management is market oriented in order to attract and motivate skilled employees. The total remuneration package to senior management includes basic pay, allowance, retirement benefits(Gratuity and Provident Fund) and other benefits as per bank's policy. Executives are also paid a yearly performance bonus determined based on the performance of the company and executive's personal area of responsibility and yearly established target.

6.4 Number of meeting of Remuneration Committee

For finalization of the salary and increment several meetings of the HR committee were held in 2025.

6.5 Remuneration of directors, chairman, chief executives and senior executives

6.5.1 Chairman and directors

During 2025, the expenditures incurred related to directors were Tk. 5,621,667 for Directors' honorarium. Details are in [page no. 359](#).

6.5.2 Managing Director

Total remuneration to Managing Director for the year 2025 is Tk. 24,288,048 and in the year 2024 it was Tk. 19,935,301. Details are in [page no. 359](#).

6.5.3 Remuneration of Senior Executives

Bank Asia set remuneration policy and always update it accordingly. Remuneration for senior executives in market-based and competitive in order to attract, motivate and retain skilled and competent employees.

7. HUMAN CAPITAL

Training, development, health, and support are always regarded by Bank Asia as investments, not expenses. As a value-driven organization, Bank Asia views its employees as the most valuable capital that contributes to realizing the bank's mission, vision, goals, and objectives.

7.1 Human Resource Policy

The Human Resource policy of Bank Asia serves as a baseline with clarity on the philosophy and principles for Human Resource Management Policy and Development in Bank Asia. It incorporates key principles and philosophies that support Bank Asia's Mission and Vision. The Human Resource Policy consists of a set of policies and guidelines that governs all aspects of human resource management, from talent acquisition and development, performance and consequence management, code of conduct to cessation of employment. A Disciplinary Policy is also established to provide for a structure where disciplinary matters are dealt with fairly, consistently and in line with the prevailing labor laws and employment regulations.

Detail of Human Resource related activities are included in [page no. 210-213](#) of this AIR 2025.

7.1.1 Talent Management

Bank Asia is a responsible employer that believes in the welfare of its employees and focuses on their career trajectory so it encourages its employees to undertake continuing education and training to develop and maintain the skills and knowledge needed to perform their roles effectively, including by participating in workshops held throughout the year, attending relevant site visits and undertaking relevant external education.

7.1.2 Succession Planning

For the recruitment and selection process of potential candidates, it is important to review Bank Asia's Talent Pool and secure the curricula vitae of prospective candidates discreetly from various internal and external sources to ensure that the Bank Asia always has a steady pool of talent for selection whenever there is a need to appoint employees. Relevant training and exposure is provided to its employees to prepare them for a higher role so that in-house employees are prioritized and included throughout the growth of the organization.

7.1.3 Performance Review

Bank Asia believes that the performance of its employees should be reassessed from time to time to meet the company's long-term goals and objectives and to ensure that the knowledge, experience, and skillset of its employees would be well suited to meet the demands of the ever-changing financial industry. Some key metrics are in place to evaluate the performance of the employees which include: meeting financial target, increasing customer base, punctuality and presence etc.

7.2 Human Resource Accounting

Human Resource accounting is the process of recognizing the value of a company's investment to its employees and reporting the investments in the balance sheet which is currently accounted as a simple operational expense in the traditional accounting practices that dealt with only physical asset creation. Unlike this traditional concept, in HR accounting the investments made in human resources are viewed as a capital expenditure because of the benefits that can be enjoyed for a long period of time and measured in monetary terms. HR accounting provides valuable information to the investors who are interested to make long term investment in the company.

7.3 Organizational Chart

Bank Asia's organizational chart outlines the internal structure of the Company. It emphasizes on the roles, responsibilities and relationships between individuals within the Company. It is used to illustrate the structure of Bank Asia as a whole as well as the Company segregated by divisions and departments

The organizational chart is shown on [page no. 17](#) of this annual integrated report.

8. COMMUNICATION TO SHAREHOLDERS AND STAKEHOLDERS

Bank Asia always acknowledges the importance of an effective, transparent and regular communication with its stakeholders, institutional investors to provide a clear picture of the Bank's performance and position. Bank Asia is always committed in maintaining high standards in the dissemination of relevant and material information to its all stakeholders.

8.1 Strategy to facilitate effective communication with shareholder and other stakeholders

8.1.1 Communication through quarterly/annual report

Bank Asia's investor engagement efforts focus on building confidence and maintaining strong, transparent relationships with stakeholders. Quarterly unaudited financial results and the annual audited financial statements of the Bank are published in the newspaper and other electronic means to make communication with the stakeholders

8.1.2 Communication through AGM

Bank Asia treats all shareholders fairly and equitably and discloses all material information relating to the Bank in a timely manner. The Bank encourages and supports shareholder attendance at general meetings and participation in decisions concerning key corporate changes, such as any amendment to the Bank's Constitution and the authority to issue ordinary shares. A notice of a general meeting, related information and a proxy form are sent to shareholders within the statutory timeline of at least 21 days before the meeting. The notice of meeting is also advertised in two widely-read newspapers. In addition, the notice and the proxy form are published on the Bank Asia's website.

8.1.3 Communication through Digital Platform

Bank's corporate website <https://www.bankasia-bd.com/>, facebook page provides a brief description of its history, current operations and strategy, as well as an archive of news and historical financial information of the Bank. Bank also ensure on time disclosures as required by Bangladesh Bank, Bangladesh Securities and Exchange Commission (BSEC).

8.1.4 Communication through newspaper & TV media

Bank Asia PLC. publishes its Price Sensitive Information (PSI), awareness campaigns, award giving ceremonies through newspaper and TV media.

8.2 Policy on ensuring participation of Shareholders in AGM

Bank Asia's AGM is another significant avenue of communication and dialogue with shareholders in general meeting. During AGM the Board as well as management present a comprehensive review of the bank's performance as well as current developments or update on the Bank.

The Bank strongly encourages and supports shareholder participation at its AGM. The Bank sends out the Notice at least 21 days before the AGM which provide ample time for shareholders to receive and review the Notice and reply with their attendance. The Bank holds the AGM at a central location with convenient access to public transportation. A registered shareholder who is unable to attend may choose to appoint one proxy to attend and vote on his behalf. As the authentication of shareholder identity information and the integrity of the information transmitted still remain a concern, the Bank has decided, for the time being, not to implement voting in absentia by mail, email or fax. Shareholders are allowed to speak in the AGM freely to give their valuable suggestions.

8.2.1 Uphold Shareholder Right

Bank Asia advocates fair and equitable treatment to all shareholders. All price-sensitive information is timely disclosed publicly. Shareholders are given the opportunity to participate effectively in and vote at general meetings of shareholders and they are informed of the rules, including voting rights and procedure that governs such general meetings of shareholders. Shareholders are entitled to attend and vote at the AGM by person or proxy.

8.2.2 Redressed of Shareholders Complaints

Any complaint, received at AGM or throughout the year, related to transfer and transmission of shares, non-receipt of Annual Reports, and dividend timely and other share related matter is resolved lawfully in time. Details are included in [page no. 222-223](#) of this AIR 2025.

9. ENVIRONMENT AND SOCIAL OBLIGATION

9.1 Policies and practices relating to social and environmental responsibility of Bank Asia PLC.

As part of Bank Asia's responsibility to give back to society, it is always committed to advocating the practice of good environmental practices. As part of its CSR program, Bank Asia carefully planned activities to support the varying social needs of the community and to stimulate the involvement of employees in the program. General description of Bank's policies and practices relating to social and environmental responsibility of Bank Asia PLC. are described in [page no. 200-203, 216-219](#).

9.1.1 Policies and Practices relating to Social Responsibility of Bank Asia PLC.

The importance of doing things for the betterment of society has always been one of the foundations of what we do as responsible corporate citizens. BANK ASIA places a high priority on social values that will benefit the citizens of the country in the long run. As part of the program, it supports healthcare, education, arts, and culture for disadvantaged segments of the population.

9.1.2 Policies and Practices relating to Environmental Responsibility of Bank Asia PLC.

For a safe, resilient, and sustainable environment for the people of the country in times of adversity and disaster, as well as to support the people of the country in rebuilding their lives and livelihoods, Bank Asia provides support to the society under disaster management and infrastructure development programs.

9.2 Bank Asia's Disclosure of specific activities undertaken by the entity in pursuance of these policies and practices

Bank Asia as a socially committed organization has taken several initiatives related with social and environmental responsibilities. It plays an active role in making a sustainable and green economy. Bank Asia as a socially committed organization has taken several initiatives related with social and environmental responsibilities which are described in [page no. 200-203, 216-219](#) of this AIR 2025.

9.2.1 Activities Undertaken on Social Responsibility

As a responsible corporate citizen, Bank Asia recognizes the importance of investing in the communities we serve to address challenges and create positive impact. In line with this commitment, Bank Asia allocated a total of Tk. 4.25 million, with:

9.2.2 Activities Undertaken on Environmental Responsibility

Bank Asia's Sustainable Finance Unit has restructured and expanded in order to promote green initiatives within the institution and to make Bank Asia a greener bank. Over the last few years, the company has been working to improve energy efficiency throughout its network of banking centers, reducing costs as well as reducing emissions, consumption, and waste in the process, which are described in [page no. 200-203](#) of this AIR 2025.

Bank Asia has not faced any penalties for non-compliance with applicable laws and regulations concerning the impacts of its operations on communities.

9.3 Sustainability Reporting

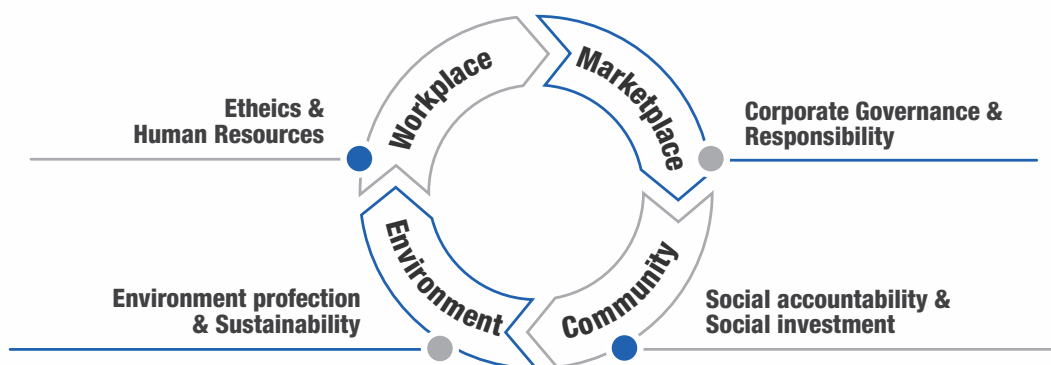
Bank Asia holds the distinction of being the first bank in Bangladesh to publish a GRI-certified Sustainability Report. Since 2012, the bank has consistently released annual Sustainability Reports aligned with the GRI Standards content index. These reports detail the bank's impact on social, environmental, and economic aspects of its surroundings, while emphasizing strong corporate governance.

Bank Asia PLC. was named the "Best Climate Focus Bank in Bangladesh" by Bangladesh Bank in 2020 and 2021, reflecting its exceptional sustainability rating and dedication to ethical practices and green financial initiatives.

In 2025, Bank Asia published its Sustainability Report for 2024, focusing on the critical issue of "Rising Sea Level". Further details of this report are available on the bank's official website.

CERTIFICATE AND COMPLIANCE CHECKLIST

Certificate on compliance of Corporate Governance Certificate from professional accountant on compliance of corporate governance is exhibited in [page no. 101](#) of the Annual Integrated Report 2025.



BSEC compliance for Chief Executive Officer and Chief Financial Officer's Statements of Responsibilities

Chief Executive Officers and Chief Financial Officer Statement in line with BSEC notification is given in [page no. 231](#).

Status of compliance in line with Bangladesh Securities and Exchange Commission (BSEC) regulation

Status of compliance with the conditions imposed by the Commission's Notification No.BSEC/CMRRCD/2006-158/207/Admin/80, dated 03 June, 2018 and notification no. BSEC/CMRRCD/2009-193/66/PRD/148 dated 16 October 2023 issued under section 2CC of the Securities and Exchange Ordinance, 1969: (Report under Condition No. 7.00) is exhibited in a separate segment [page no. 257-266](#).

Status of compliance in line with Bangladesh Bank regulation

Status of compliance in line with Bangladesh Bank regulation is given in [page no. 269-279](#).

CORPORATE GOVERNANCE

Committee Meeting

Board meeting held in 2025

Statement of Board meetings held and the attendance of Directors from 01.01.2025 to 31.12.2025 (546th Board to 575th Board) : 30

SI No.	Name	Total Board meeting held	No. of meeting attended	No. of meeting absent	Remarks
1	Mr. Romo Rouf Chowdhury	30	23	7	
2	Ms. Zakia Rouf Chowdhury	30	28	2	
3	Mr. Rume A Hossain	30	22	8	
4	Ms. Romana Rouf Chowdhury	30	20	10	
5	Ms. Farhana Haq	30	0	30	
6	Mr. Md. Abul Quasem	30	26	4	
7	Mr. M. A. Baqui Khalily	30	25	5	
8	Mr. Enam Chowdhury	30	23	7	
9	Mr. Nafees Khundker	30	5	25	
10	Mr. Sabeth Nayeem Choudhury	30	20	10	
11	Ms. Farzana Khan	30	18	12	
12	Mr. Md. Ataur Rahman, ndc	16	12	4	From 27.07.2025

The Board has granted leave of absence against the absentee directors of the meeting.

Executive Committee (EC) meeting held in 2025

Statement of Executive Committee (EC) meetings held and the attendance of Directors from 01.01.2025 to 31.12.2025 (547th EC to 581st EC): 35

SI No.	Name	Total EC meeting held	No. of meeting Attended	No. of meeting absent	Remarks
1	Mr. Rume A Hossain	35	35	0	
2	Ms. Romana Rouf Chowdhury	35	24	11	
3	Mr. Enam Chowdhury	35	27	8	
4	Mr. Md. Abul Quasem	35	33	2	

Audit Committee (AC) meeting held in 2025

Statement of Audit Committee meetings held and the attendance of Directors from 01.01.2025 to 31.12.2025 (252nd Audit to 261st Audit) : 10

SI No.	Name	Total Audit meeting held	No. of meeting attended	No. of meeting absent	Remarks
1	Mr. M. A. Baqui Khalily	10	10	0	
2	Mr. Nafees Khundker	10	1	9	
3	Ms. Farzana Khan	10	10	0	
4	Mr. Sabeth Nayeem Choudhury	5	5	0	From 17.06.2025

The Board has granted leave of absence against the absentee directors of the meeting.

Risk Management Committee meeting held in 2025

Statement of Risk Management Committee meetings held and the attendance of Directors from 01.01.2025 to 31.12.2025 (68th RMC- 71st RMC) : 4

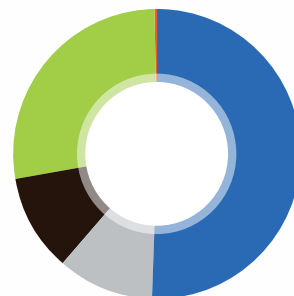
SI No.	Name	Total Board meeting held	No. of meeting attended	No. of meeting absent	Remarks
1	Mr. M. A. Baqui Khalily	4	4	0	
2	Mr. Rume A Hossain	4	4	0	
3	Ms. Romana Rouf Chowdhury	4	4	0	
4	Mr. Enam Chowdhury	4	4	0	
5	Mr. Nafees Khundker	4	1	3	

The Board has granted leave of absence against the absentee directors of the meeting.

Shareholding Structure

At the end of the year 2025, the shareholding structure of Bank Asia PLC. was as follows:

Category	No. of shareholders as on 31-12-2025	Total No. of shares as on 31-12-2025	% of total holdings as on 31-12-2025
Sponsors & Directors	27	650,180,639	50.70%
General Public	7,450	138,788,604	10.82%
Foreign Investments	-	-	-
Investment Companies	61	140,434,444	10.95%
Institutions	216	352,292,889	27.47%
Non Resident Bangladeshi	40	800,970	0.06%
Total	7,794	1,282,497,546	100.00



Share Holding Structure

Sponsor & Director **50.70%**

General Public **10.82%**

Investment Companies **10.95%**

Institutions **27.47%**

Non Resident Bangladeshi **0.06%**

Classification of shareholders by holding as on 31.12.2025

Holding	No. of shareholders as on 31-12-2025	% of total holdings as on 31-12-2025	Shares
less than 5000	5,716	0.49	6,289,834
5000 to 50000	1,642	1.84	23,601,252
50001 to 100000	166	0.95	12,234,270
100001 to 200000	78	0.89	11,457,285
200001 to 300000	29	0.57	7,327,447
300001 to 400000	19	0.52	6,731,982
400001 to 500000	8	0.27	3,520,864
500001 to 1000000	29	1.60	20,553,059
1000001 to 10000000	78	21.00	269,273,415
over 10000000	29	71.85	921,508,138
TOTAL	7,794	100.00	1,282,497,546

Pattern of Shareholding



Bank Asia PLC organized an AML & CFT Awareness Program for its Board of Directors and Senior Management

CORPORATE GOVERNANCE

Breakup of shareholding pattern as per clause 1.5 (xxi) of Bangladesh Securities and Exchange Commission notification no. SEC/CMRRCD/2006-158/134/Admin/44 dated 07 August 2012 issued under Section 2CC of the Securities and Exchange Ordinance, 1969, is as follows:

a) Parent/Subsidiary/Associated companies and other related parties (name wise details):

SI No.	Name of the Company	Shareholding Structure
1	Bank Asia Securities Limited	99.997% owned by Bank Asia
2	BA Exchange Company (UK) Limited	100% owned by Bank Asia
3	BA Express USA Inc.	100% owned by Bank Asia

b) Directors, Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Company Secretary and their spouse and minor children (name wise details):

SI	Name of the director	Status	Number of shares held as on 31.12.2025
1	Mr. Romo Rouf Chowdhury	Chairman	25,656,120
2	"Mr. Sabeth Nayeem Choudhury (Representing Phulbari Tea Estates Ltd.)"	Director	50,232,870
3	"Ms. Zakia Rouf Chowdhury (Representing Amiran Generations Limited)"	Vice Chairman	52,314,493
4	Mr. Rume A. Hossain	Director	36,238,209
5	"Ms. Romana Rouf Chowdhury (Representing Maya Limited)"	Director	45,847,115
6	Ms. Farhana Haq	Director	64,053,570
7	"Mr. Enam Chowdhury (Representing Zest Polymers Limited)"	Director	28,555,034
8	Mr. Nafees Khundker And His Spouse	Director	33,252,298
9	"Mr. Md. Abul Quasem (Independent Director)"	Director	NIL
10	"Mr. M. A. Baqui Khalily (Independent Director)"	Director	NIL
11	"Ms. Farzana Khan (Independent Director)"	Director	NIL
12	"Mr. Md. Ataur Rahman, ndc (Independent Director)"	Director	NIL

b.1) Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Company Secretary and their spouse

1	CHIEF EXECUTIVE OFFICER	100,000
2	COMPANY SECRETARY	200
3	CHIEF FINANCIAL OFFICER	NIL
4	HEAD OF ICCD	NIL

c) Executives

1	MR. ABU NAYEEM MOHAMMAD MAHFUZ	NIL
2	MR. NURULLAH CHAUDHURY	NIL
3	MR. AKHTERUDDIN MAHMOOD	NIL
4	MR. MAHTAB OSMANI	NIL
5	MR. SYED ZULKAR NAYEN	NIL

Shareholders holding ten percent (10%) or more voting interest in the company: Nil

BANK ASIA DIVIDEND DISTRIBUTION POLICY

Bank Asia PLC. has formulated a dividend distribution policy in line with the Directive No. BSEC/CMRRCD/2021-386/03 dated January 14, 2021 of the Bangladesh Securities and Exchange Commission (BSEC).

DISTRIBUTION TIME

Bank Asia PLC. shall pay off the annual or final dividend to the entitled shareholder within 30 (thirty) days of approval. Provided that interim dividend shall be paid off to the entitled shareholder within 30 (thirty) days of record date.

CASH DIVIDEND

Cash dividend shall be distributed in the following manner and procedures, namely:-

- i) Within 10 (ten) days of declaration of cash dividend by the board of directors, an amount equivalent to the declared cash dividend payable for the concerned year shall be kept in a separate bank account of Bank Asia PLC., dedicated for this purpose;
- ii) Bank Asia PLC. shall pay off cash dividend directly to the bank account of the entitled shareholder as available in the Beneficiary Owner (BO) account maintained with the depository participant (DP), or the bank account as provided by the shareholder in paper form, through Bangladesh Electronic Funds Transfer Network (BEFTN);

Provided that Bank Asia PLC. may pay off such cash dividend through bank transfer or any electronic payment system as recognized by the Bangladesh Bank, if not possible to pay off through BEFTN;

- iii) Bank Asia PLC., upon receiving the claim on cash dividend from a stock broker or a merchant banker or a portfolio manager for the margin client or customer who has debit balance or margin loan, or as per intention of the client of stock broker or merchant banker or portfolio manager, shall pay off such cash dividend to the Consolidated Customers' Bank Account (CCBA) of the stock broker or to the separate bank account of the merchant banker or portfolio manager through BEFTN;

Provided that upon receiving the cash dividend, the stock broker or merchant banker or portfolio manager shall immediately account for such dividend in the individual client's portfolio account:

Provided further that the stock broker or merchant banker or portfolio manager shall provide detailed information (e.g., BO account number, code number, bank account number, intention, etc. of the client or customer including CCBA of stock broker or separate bank account of merchant banker or portfolio manager) to Bank Asia PLC. for such claim;

- iv) Bank Asia PLC., in case of non-availability of bank account information or not possible to distribute cash dividend through BEFTN or any electronic payment system, shall issue cash dividend warrant and shall send it by post to the shareholder;
- v) Bank Asia PLC. shall pay off cash dividend to non-resident sponsor, director, shareholder or foreign portfolio investor (FPI) through the security custodian in compliance with the rules or regulations in this regard;
- vi) Bank Asia PLC., immediately after disbursement of cash dividend and issuance of a certificate of tax deducted at source, if applicable, shall intimate to the shareholder through a short message service (SMS) to the mobile number or email address as provided in the BO account or as provided by the shareholder;
- vii) Bank Asia PLC. shall maintain detailed information of unpaid or unclaimed dividend and rationale thereof, as per BO account number-wise or name-wise or folio number-wise of the shareholder; and shall also disclose the summary of aforesaid information in the annual report and shall also report in the statements of financial position (quarterly/annually) as a separate line item 'Unclaimed Dividend Account':

Provided that Bank Asia PLC. shall publish the year-wise summary of its unpaid or unclaimed dividend in the website:

Provided further that any unpaid or unclaimed cash dividend including accrued interest (after adjustment of bank charge, if any) thereon, if remains, shall be transferred to a separate bank account of Bank Asia PLC. as maintained for this purpose, within 1 (one) year from the date of declaration or approval or record date, as the case may be.

STOCK DIVIDEND

Bank Asia PLC. shall credit stock dividend directly to the BO account or issue the bonus share certificate of the entitled shareholder, as applicable, within 30 (thirty) days of declaration or approval or record date, as the case may be, subject to clearance of the exchange(s) and the Central Depository Bangladesh Limited (CDBL);

Bank Asia PLC., the CDBL and the exchange(s) shall follow the provisions of প্রবিধান ৪৬ of the ডিসেজিটরি (ব্যবহারিক) প্রবিধানমালা, ২০০৩ for issuance of bonus shares:

Provided that Bank Asia PLC. shall maintain a Suspense BO Account for undistributed or unclaimed stock dividend or bonus shares and shall also follow the under mentioned procedures for ensuring the rightful ownership:

- a) Bank Asia PLC. shall send at least 3 (three) reminders to the entitled shareholder;
- b) The Suspense BO Account shall be held under Block Module and such undistributed or unclaimed stock dividend or bonus shares shall not be transferred in any manner except for the purpose of allotting the bonus shares as and when the allottee approaches to Bank Asia PLC.:
Provided that any corporate benefit in terms of shares accrued on such undistributed or unclaimed stock dividend or bonus shares shall be credited to the Suspense BO Account.
- c) Bank Asia PLC. shall, upon receiving application from the allottee and after proper verification of identity and his entitlement, credit the bonus shares lying with the Suspense BO Account to the BO account of the allottee, or issue bonus shares to the allottee, as applicable, within 15 (fifteen) days of receiving application with an intimation to the BSEC and the exchange(s);

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- d) Any voting rights on such undistributed or unclaimed stock dividend or bonus shares shall remain suspended till the rightful ownership claim of the shareholder is established.

COMPLIANCE REPORT REGARDING DIVIDEND DISTRIBUTION

Bank Asia PLC. shall submit a compliance report to the BSEC and the exchange(s) in a specified format at Annexure-A within 7 (seven) working days of completion of dividend distribution:

Provided that Bank Asia PLC. shall publish the compliance report in its website.

FORFEITURE OF UNCLAIMED CASH OR STOCK DIVIDEND

Bank Asia PLC. shall not forfeit any unclaimed cash dividend or stock dividend till the claim becomes barred by the law of land in force.

TRANSFER TO THE FUND FOR UNPAID OR UNCLAIMED OR UNSETTLED CASH DIVIDEND

If any cash dividend remains unpaid or unclaimed or unsettled including accrued interest (after adjustment of bank charge, if any) thereon for a period of 3 (three) years from the date of declaration or approval or record date, as the case may be, shall be transferred by Bank Asia PLC. to the Fund as directed or prescribed by the BSEC:

Provided that Bank Asia PLC. shall provide detailed information to the manager of the Fund during transfer of cash dividend as directed or prescribed by the BSEC:

Provided further that if any shareholder claims his cash dividend after transfer of such dividend to the Fund, within 15 (fifteen) days of receiving such claim, Bank Asia PLC. shall, after proper verification of the claim, recommend to the manager of the Fund to pay off such dividend from the Fund and the manager of the Fund shall pay off such cash dividend to the claimant in accordance with the provisions and procedures as directed or prescribed by the BSEC.

TRANSFER TO THE FUND FOR UNPAID OR UNCLAIMED OR UNSETTLED STOCK DIVIDEND

If any stock dividend or bonus shares remains unclaimed or unsettled including corporate benefit in terms of bonus shares thereon for a period of 3 (three) years from the date of declaration or approval or record date, as the case may be, shall be transferred in dematerialized form to the BO Account of the Fund as mentioned above:

Provided that Bank Asia PLC. shall provide detailed information to the manager of the Fund during transfer of stock dividend or bonus shares as directed or prescribed by the BSEC:

Provided further that if any shareholder claims his stock dividend or bonus shares after transfer of such dividend or bonus shares to the BO Account of the Fund, within 15 (fifteen) days of receiving such claim, Bank Asia PLC. shall, after proper verification of the claim, recommend to the manager of the Fund to pay off or transfer such stock dividend or bonus shares from the BO Account of the Fund and the manager of the Fund shall pay off or transfer such stock dividend or bonus shares to the claimant's BO Account in accordance with the provisions and procedures as directed or prescribed by the BSEC.

MAINTAINING DETAIL INFORMATION OF THE SHAREHOLDER FOR THE PURPOSE OF PROPER DISTRIBUTION OF CASH DIVIDEND OR STOCK DIVIDEND

Bank Asia PLC., by itself or by appointing an agent, shall maintain detailed information of BO account, bank account, mobile phone number, email and address of the shareholder for the purpose of proper distribution of cash dividend or stock dividend:

Provided that Bank Asia PLC. or its agent or the CDBL or its DP shall keep confidentiality of information:

Provided further that Bank Asia PLC. shall collect detailed updated information on BO account, bank account, mobile number, email address and contact address of shareholder from the CDBL from time to time when needed for the purpose of proper distribution cash dividend or stock dividend and other compliances:

In case of holding paper shares, Bank Asia PLC. shall update the information at least once in a year.

DISCLOSURE OF THE POLICY

This Policy shall be disclosed in the annual report and official website.

Statement of Unclaimed Dividend & Right Shares

as on Dec. 31, 2025

Cash Dividend

SL. No.	Year	Amount in Tk.
1	CASH DIVIDEND FOR THE YEAR 2005	528,594.30
2	CASH DIVIDEND FOR THE YEAR 2014	1,632,195.10
3	CASH DIVIDEND FOR THE YEAR 2015	3,512,889.41
4	CASH DIVIDEND FOR THE YEAR 2018	2,902,142.35
5	CASH DIVIDEND FOR THE YEAR 2019	5,732,310.45
6	CASH DIVIDEND FOR THE YEAR 2020	10,839,139.80
7	CASH DIVIDEND FOR THE YEAR 2021	8,034,070.37
8	CASH DIVIDEND FOR THE YEAR 2022	8,976,942.68
9	CASH DIVIDEND FOR THE YEAR 2023	7,978,238.89
10	CASH DIVIDEND FOR THE YEAR 2024	5,096,788.59
Total		55,233,311.94

Stock Dividend

SL. No	Year	No. of Shares
1	BANK ASIA PLC. BONUS-2006	138,480
2	BANK ASIA PLC. BONUS-2007	116,790
3	BANK ASIA PLC. BONUS-2008	232,890
4	BANK ASIA PLC. BONUS-2009	497,740
5	BANK ASIA PLC. BONUS-2010	671,600
6	BANK ASIA PLC. BONUS-2011	493,116
7	BANK ASIA PLC. BONUS-2012	313,708
8	BANK ASIA PLC. BONUS-2013	323,759
9	BANK ASIA PLC. BONUS-2014	358,297
10	BANK ASIA PLC. BONUS-2015	197,291
11	BANK ASIA PLC. BONUS-2016	497,669
12	BANK ASIA PLC. BONUS-2017	632,476
13	BANK ASIA PLC. BONUS-2018	269,351
14	BANK ASIA PLC. BONUS-2024	700,119
15	BANK ASIA PLC. RIGHT-2011	56,010
Total		5,499,296

Dividend Distribution Compliance Report

Under Clause (6) of the Directive No. BSEC/CMRRCD/2021-386/03, dated: 14/01/2021
Annexure-A

1	Name of the Issuer/Securities/Mutual Fund			
2	Particulars of Issuer DP			
3	Type of Dividend (Annual /Interim) (Put tick mark (a) on the recommended option)	a) Annual ☐	b) Interim ☐	
4	Whether audited or not for Interim Dividend (Put tick mark (a) on the recommended option)	a) Audited ☐	b) Unaudited ☐	
5	Date of recommendation of Dividend by the Board of Directors/Trustee: (Enclose copy of PSI)			
6	Whether Dividend recommended other than directors or sponsors or any other classes (Put tick mark (a) on the recommended option)	a) Yes ☐	b) No ☐	
7	Record date for entitlement			
8	Rate of Dividend recommended by the Board of Directors/Trustee			
9	Dividend recommended-Type (Put tick mark (a) on the recommended option)	a) Cash ☐	b) Stock ☐	
10	Securities/mutual fund traded under which categories (Put tick mark (a) on the recommended option)	(a) A ☐ (b) B ☐ (c) G ☐ (d) N ☐ (e) Z ☐		
11	Date of transfer to a separate bank account (Pls. mention bank details) or provisional credit of shares/units by CDBL			
12	Date of approval of Dividend at AGM			
13	Rate of Dividend approved at ACM- details at Annexure, (if any change)			
14	Date of commencement of disbursement of Cash and Stock Dividend			
15	Mode of disbursement of Cash Dividend (Put tick mark (a) on the recommended option)	a) BEFTN ☐	b) Bank Transfer ☐	c) MFS ☐
		d) Dividend Warrant ☐	e) Any other mode ☐	
16	Date of completion of disbursement of Cash Dividend and Stock Dividend [Enclose Bank statements and Corporate Action Processing Report (DP 70)]			
17	Paid-up-capital of the issuer-before corporate action/entitlement	TK-	☐	☐
18	Numbers of securities/shares outstanding-before corporate action/entitlement:			
19	Total cash in taka or stock (nos. shares) dividend as per corporate declaration			
20	Distribution/Disbursement details of Cash & Stock Dividend:	Cash (Tk)	Stock.(nos)	Annexures

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	A. Mode of Dividend payment/credit for the concerned year:			
	a) through BEFTN or directly credited to respective BO			
	b) through Bank Transfer other than entitled BO-Margin loan			
	c) through Bank Transfer			
	d) through Mobile Financial Service (MFS)			
	e) through any other mode as approved by Bangladesh Bank			
	f) through transfer to Suspense Account for dematerialized Shares (BO wise detailed with reason should be maintained and submitted)			
	g) through issuance of Dividend Warrant or issue of shares to Suspense Account for non-dematerialized securities			
21	Total Dividend paid/credited for the concerned year			
22	Total unpaid/undistributed Dividend/accrued during the period (20-21)			
23	Total unpaid/undistributed Dividend/accrued as on 1st day of Accounting year (as per Audited Accounts)			
24	Transfer to Suspense Account for Demate Shares or any other reasons during the concerned year			
	A. Mode of Dividend Receipts/payment/credit for the previous years:			
	a) through BEFTN or directly credited to respective BO			
	b) through Bank Transfer			
	e) through Mobile Financial Service (MFS)			
	d) through any other mode as approved by Bangladesh Bank			
	e) through transfer to/from Suspense Account for Demate Shares or any other reasons			
	1) through issuance of Dividend Warrant or issue of shares to Suspense Account for non-dematerialized securities/shares/units			
	g) transfer of cash or stocks to the Fund as prescribed or directed by Commission after 3 years or forfeit of share to Suspense Account for non-dematerialized securities			
25	Total Dividend paid/credited for previous years:			
26	Total unpaid/undistributed Dividend for previous years (23+24-25) Taka/ Nos			
27	Grand Total of unpaid/undistributed Dividend (22+26)			
	Aging of grand Total of unpaid/undistributed Dividend for previous years:			
	More than 3 years; balance			
	More than 4 years; balance			
28	More than 5 years & above; balance			
	Total of unpaid/undistributed Dividend for previous years			
	(Supporting bank statements and balances of securities with the Depository)			
Note: Issuer shall maintain BO wise detailed information for all transfers/credit to suspended Accounts				
with reasons and submit along with bank statements and other supporting documents. The issuer shall fill up all the applicable fields.				

Corporate Governance Compliance Checklist in line with Bangladesh Securities and Exchange Commission (BSEC) Regulation

For the year ended 31st December 2025

Status of compliance with the conditions imposed by the Commission's Notification No.BSEC/CMRRCD/2006-158/207/Admin/80, dated 03 June 2018 and subsequent amendment Notification No. BSEC/CMRRCD/2009-193/66/PRD/148 dated 16 October 2023 issued under section 2CC of the Securities and Exchange Ordinance, 1969

(Report under Condition No. 9.00)

Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (IF ANY)
		Complied	Not Complied	
1	Board of Directors.			
1(1)	Size of the Board of Directors			
	The total number of members of a company's Board of Directors (hereinafter referred to as "Board") shall not be less than 5 (five) and more than 20 (twenty).	✓		The Board of Bank Asia is comprised of 13 Directors including Managing Director.
1(2)	Independent Directors			
1(2)(a)	At least 2(two) directors or one-fifth (1/5) of the total number of directors in the company's Board, whichever is higher, shall be independent directors; any fraction shall be considered to the next integer or whole number for calculating number of independent director(s);	✓		04 out of 12 directors are appointed as Independent Director
1(2)(b)(i)	Who either does not hold any share in the company or holds less than one percent (1%) shares of the total paid-up shares of the company;	✓		Does not hold any share of the Company
1(2)(b)(ii)	Who is not a sponsor of the company and is not connected with the company's any sponsor or director or nominated director or shareholder of the company or any of its associates, sister concerns, subsidiaries and parents or holding entities who holds one percent (1%) or more shares of the total paid-up shares of the company on the basis of family relationship and his or her family members also shall not hold above mentioned shares in the company;	✓		The Independent Directors have declared their compliances.
1(2)(b)(iii)	Who has not been an executive of the company in immediately preceding 2 (two) financial years;	✓		-
1(2)(b)(iv)	Who does not have any other relationship, whether pecuniary or otherwise, with the company or its subsidiary or associated companies;	✓		-
1(2)(b)(v)	Who is not a member or TREC (Trading Right Entitlement Certificate) holder, director or officer of any stock exchange;	✓		-
1(2)(b)(vi)	Who is not a shareholder, director excepting independent director or officer of any member or TREC holder of stock exchange or an intermediary of the capital market;	✓		-
1(2)(b)(vii)	Who is not a partner or an executive or was not a partner or an executive during the preceding 3 (three) years of the concerned company's statutory audit firm or audit firm engaged in internal audit services or audit firm conducting special audit or professional certifying compliance of this Code;	✓		-
1(2)(b)(viii)	Who is not an independent director in more than 5 (five) listed companies;	✓		-
1(2)(b)(ix)	Who has not been reported as a defaulter in the latest Credit Information Bureau (CIB) report of Bangladesh Bank for nonpayment of any loan or advance or obligation to a bank or a financial institution;	✓		-
1(2)(b)(x)	Who has not been convicted for a criminal offence involving moral turpitude.	✓		-
1(2)(c)	"The independent director(s) shall be appointed by the board of directors and approved by the shareholders in the Annual General Meeting (AGM): Provided that the Board shall appoint the independent director, subject to prior consent of the Commission, after due consideration of recommendation of the Nomination & Remuneration Committee (NRC) of the company;"	✓		As per the BRPD Circular dated 12 May 2024 the related functions of NRC are entrusted to the Audit Committee of the Board of the Bank.
1(2)(d)	The post of independent director(s) cannot remain vacant for more than 90 (ninety) days.	✓		-

CORPORATE GOVERNANCE

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (IF ANY)
		Complied	Not Complied	
1(2)(e)	"The tenure of office of an independent director shall be for a period of 3 (three) years, which may be extended for 1 (one) term only."	√		-
1(3)	Qualification of Independent Director (ID)			
1(3)(a)	Independent director shall be a knowledgeable individual with integrity who is able to ensure compliance with financial, regulatory and corporate laws and can make meaningful contribution to business.	√		-
1(3)(b)(i)	Business Leader who is or was a promoter or director of an unlisted company having minimum paid-up capital of Tk.100.00 million or any listed company or a member of any national or international chamber of commerce or registered business association; or	-	-	N/A
1(3)(b)(ii)	Corporate Leader who is or was a top level executive not lower than Chief Executive officer or Managing Director or Deputy Managing Director or Chief Financial Officer or Head of Finance or Accounts or Company Secretary or Head of Internal Audit and Compliance or Head of Legal Service or a candidate with equivalent position of an unlisted company having minimum paid up capital of Tk.100.00 million or of a listed company; or	√		-
1(3)(b)(iii)	"Former or existing official of government or statutory or autonomous or regulatory body in the position not below 5th Grade of the national pay scale, who has at least educational background of bachelor degree in economics or commerce or business or Law: Provided that in case of appointment of existing official as independent director, it requires clearance from the organization where he or she is in service; or"	√		-
1(3)(b)(iv)	University Teacher who has educational background in Economics or Commerce or Business Studies or Law; or	√		-
1(3)(b)(v)	Professional who is or was an advocate practicing at least in the High Court Division of Bangladesh Supreme Court or a Chartered Accountant or Cost and Management Accountant or Chartered Financial Analyst or Chartered Certified Accountant or Certified Public Accountant or Chartered Management Accountant or Chartered Secretary or equivalent qualification;	-	-	N/A
1(3)(c)	The independent director(s) shall have at least 10(ten) years of experiences in any field mentioned in clause (b);	√		-
1(3)(d)	In special cases, the above qualifications or experiences may be relaxed subject to prior approval of the Commission.	-	-	No such deviation occurred
1(4)	Duality of Chairperson of the Board of Directors and Managing Director or Chief Executive Officer.			
1(4)(a)	The positions of the Chairperson of the Board and the Managing Director (MD) and/or Chief Executive Officer (CEO) of the company shall be filled by different individuals;	√		-
1(4)(b)	The Managing Director (MD) and/or Chief Executive Officer (CEO) of a listed company shall not hold the same position in another listed company;	√		-
1(4)(c)	The Chairperson of the Board shall be elected from among the non-executive directors of the company;	√		-
1(4)(d)	The Board shall clearly define respective roles and responsibilities of the Chairperson and the Managing Director and/or Chief Executive officer;	√		-
1(4)(e)	In the absence of the Chairperson of the Board, the remaining members may elect one of themselves from non-executive directors as chairperson for that particular Board's meeting; the reason of absence of the regular Chairperson shall be duly recorded in the minutes.	-	-	-

Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (IF ANY)
		Complied	Not Complied	
1(5)	The Directors' Report to the Shareholders			
1(5)(i)	An industry outlook and possible future developments in the industry;	✓		-
1(5)(ii)	The Segment-wise or product-wise performance;	✓		-
1(5)(iii)	Risks and concerns including internal and external risk factors, threat to sustainability and negative impact on environment, if any;	✓		-
1(5)(iv)	A discussion on Cost of Goods sold, Gross Profit Margin and Net Profit Margin, where applicable;	✓		-
1(5)(v)	A discussion on continuity of any extraordinary activities and their implications (gain or loss);			No such event arose
1(5)(vi)	A detailed discussion on related party transactions along with a statement showing amount, nature of related party, nature of transactions and basis of transactions of all related party transactions;	✓		-
1(5)(vii)	A statement of utilization of proceeds raised through public issues, rights issues and/or through any others instruments;	✓		-
1(5)(viii)	An explanation if the financial results deteriorate after the company goes for Initial Public Offering (IPO), Repeat Public Offering (RPO), Rights Share Offer, Direct Listing etc;			No such event arose
1(5)(ix)	An explanation on any significant variance that occurs between Quarterly Financial Performance and Annual Financial Statements;	✓		-
1(5)(x)	A statement of remuneration paid to the directors including independent directors;	✓		-
1(5)(xi)	A statement that the financial statements prepared by the management of the issuer company present fairly its state of affairs, the result of its operations, cash flows and changes in equity;	✓		-
1(5)(xii)	A statement that proper books of account of the issuer company have been maintained;	✓		-
1(5)(xiii)	A statement that appropriate accounting policies have been consistently applied in preparation of the financial statements and that the accounting estimates are based on reasonable and prudent judgment;	✓		-
1(5)(xiv)	A statement that International Accounting Standards (IAS) or International Financial Reporting Standards (IFRS), as applicable in Bangladesh, have been followed in preparation of the financial statements and any departure there from has been adequately disclosed;	✓		-
1(5)(xv)	A statement that the system of internal control is sound in design and has been effectively implemented and monitored;	✓		-
1(5)(xvi)	A statement that minority shareholders have been protected from abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly and have effective means of redress;	✓		-
1(5)(xvii)	A statement that there is no Significant doubt upon the issuer company's ability to continue as going concern, if the issuer company is not considered to be a going concern, the fact along with reasons thereof shall be disclosed;	✓		-
1(5)(xviii)	An explanation that significant deviations from the last year's operating results of the issuer company shall be highlighted and the reasons thereof shall be explained;	✓		-
1(5)(xix)	A statement where key operating and financial data of at least preceding 5 (five) years shall be summarized;	✓		-

CORPORATE GOVERNANCE

Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (IF ANY)
		Complied	Not Complied	
1(5)(xx)	An explanation on the reasons if the issuer company has not declared dividend (cash or stock) for the year;	-	-	The Company has declared 8.5% cash dividend & 8.5% stock dividend.
1(5)(xxi)	Board's statement to the effect that no bonus share or stock dividend has been or shall be declared as interim dividend;			N/A
1(5)(xxii)	The total number of Board meetings held during the year and attendance by each director;	✓		-
1(5)(xxiii)	A report on the pattern of shareholding disclosing the aggregate number of shares (along with name-wise details where stated below) held by:-			
1(5)(xxiii)(a)	Parent or Subsidiary or Associated Companies and other related parties (name-wise details);	✓		-
1(5)(xxiii)(b)	Directors, Chief Executive Officer, Company Secretary, Chief Financial Officer, Head of Internal Audit and Compliance their spouses and minor children (name-wise details);	✓		-
1(5)(xxiii)(c)	Executives; and	✓		-
1(5)(xxiii)(d)	Shareholders holding ten percent (10%) or more voting interest in the company (name-wise details).	✓		-
1(5)(xxiv)	In case of the appointment or reappointment of a director, a disclosure on the following information to the shareholders:-			
1(5)(xxiv)(a)	a brief resume of the director	✓		-
1(5)(xxiv) (b)	nature of his/her expertise in specific functional areas;	✓		-
1(5)(xxiv) (c)	Names of companies in which the person also holds the directorship and the membership of committees of the board.	✓		-
1(5)(xxv)	A management's Discussion and Analysis signed by CEO or MD presenting detailed analysis of the company's position and operations along with a brief disscission of changes in financial statements, among others, focusing on:			
1(5)(xxv)(a)	Accounting policies & estimation for preparation of financial statements;	✓		-
1(5)(xxv)(b)	Changes in accounting policies and estimation, if any, clearly describing the effect on financial performance or results and financial position as well as cash flows in absolute figure for such changes;	-	-	N/A
1(5)(xxv)(c)	Comparative analysis (including effects of inflation) of fianacial performance or results and financial position as well as cash flows for current financial year with immediate preceding five years explaining reasons thereof;	✓		-
1(5)(xxv)(d)	compare such financial performance or results and financial position as well as cash flows with the peer industry scenario;	✓		-
1(5)(xxv)(e)	briefly explain the financial and economic scenario of the country and the globe;	✓		-
1(5)(xxv)(f)	risks and concerns issues related to the financial statements, explaining such risk and concerns mitigation plan of the company; and	✓		-
1(5)(xxv)(g)	future plan or projection or forecast for company's operation, performance and financial position, with justification thereof, i.e., actual position shall be explained to the shareholders in the next AGM;	✓		-
1(5)(xxvi)	Declaration or certification by the CEO and the CFO to the Board as required under condition No. 3(3) shall be disclosed as per Annexure-A.	✓		-
1(5)(xxvii)	The report as well as certificate regarding compliance of conditions of this code as required under condition No. 9 shall be disclosed as per Annexure-B and Annexure-C;	✓		-
1(5)(xxviii)	The Directors' report to the shareholders does not require to include the business strategy or technical specification related to products or services, which have business confidentiality.	✓		-
1(6)	Meetings of the Board of Directors			

Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (IF ANY)
		Complied	Not Complied	
	The company shall conduct its Board meetings and record the minutes of the meetings as well as keep required books and records in line with the provisions of the relevant Bangladesh Secretarial Standards (BSS) as adopted by the Institute of Chartered Secretaries of Bangladesh (ICSB) in so far as those standards are not inconsistent with any condition of this Code.	✓		-
1(7)	Code of Conduct for the Chairperson, other Board members and Chief Executive Officer			
1(7)(a)	The Board shall lay down a code of conduct, based on the recommendation of the Nomination and Remuneration Committee (NRC), for the Chairperson of the Board, other board members and Chief Executive Officer of the company;			The Code of Conduct is recommended at their Audit Committee meeting and also functions of NRC are entrusted to the audit committee approved by Board of Directors of Bank Asia.
1(7)(b)	The code of conduct as determined by the NRC shall be posted on the website of the company			The Code of Conduct is posted on the website of Bank Asia PLC.
2	Governance of Board of Directors of Subsidiary Company,-			
2(a)	Provisions relating to the composition of the Board of the holding company shall be made applicable to the composition of the Board of the subsidiary company;	✓		-
2(b)	At least 1 (one) independent director of the Board of the holding company shall be a director on the Board of the subsidiary company;	✓		-
2(c)	The minutes of the Board meeting of the subsidiary company shall be placed for review at the following Board meeting of the holding company.	✓		-
2(d)	The minutes of the respective Board meeting of the holding company shall state that they have reviewed the affairs of the subsidiary company also;	✓		-
2(e)	The Audit Committee of the holding company shall also review the financial statements, in particular the investments made by the subsidiary company.	✓		-
3.	Managing Director (MD) or Chief Executive Officer (CEO), Chief Financial Officer (CFO) Head of Internal Audit and Compliance (HIAC) and Company Secretary(CS):-			
3(1)(a)	The Board shall appoint a Managing Director (MD) or Chief Executive Officer (CEO), a Company Secretary (CS), a Chief Financial Officer (CFO) and a Head of Internal Audit and Compliance (HIAC);	✓		-
3(1)(b)	The positions of the Managing Director (MD) or Chief Executive Officer (CEO), Company Secretary (CS), Chief Financial Officer (CFO) and a Head of Internal Audit and Compliance (HIAC) shall be filled by different individuals;	✓		-
3(1)(c)	"The MD or CEO, CS, CFO and HIAC of a listed company shall not hold any executive position in any other company at the same time: Provided that CFO or CS of any listed company may be appointed for the same position in any other listed or non-listed company under the same group for reduction of cost or for technical expertise, with prior approval of the Commission: Provided further that the remuneration and perquisites of the said CFO or CS shall be shared by appointing companies proportionately;"	✓		-
3(1)(d)	The Board shall clearly define respective roles, responsibilities and duties of the CFO, the HIAC and the CS;	✓		-
3(1)(e)	The MD or CEO, CS, CFO and HIAC shall not be removed from their position without approval of the Board as well as immediate dissemination to the Commission and stock exchange(s).	✓		-
3(2)	Requirement to attend Board of Director's Meetings			
	The MD or CEO, CS, CFO and HIAC of the company shall attend the meetings of the Board:	✓		-

CORPORATE GOVERNANCE

Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (IF ANY)
		Complied	Not Complied	
3(3)	Duties of Managing Director (MD) or Chief Executive Officer (CEO) and Chief Financial Officer(CFO)			
3(3)(a)	The MD or CEO and CFO shall certify to the Board that they have reviewed financial statements for the year and that to the best of their knowledge and belief:			
3(3)(a)(i)	These statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;	✓		-
3(3)(a)(ii)	These statements together present a true and fair view of the company's affairs and are in compliance with existing accounting standards and applicable laws;	✓		-
3(3)(b)	The MD or CEO and CFO shall also certify that there are, to the best of knowledge and belief, no transactions entered into by the company during the year which are fraudulent illegal or violation of the code of conduct for the company's Board or its member;	✓		-
3(3)(c)	The certification of the MD or CEO and CFO shall be disclosed in the Annual Report.	✓		-
4.	Board of Director's Committee.- For ensuring good governance in the company, the Board shall have at least following sub-committees:			
4(i)	Audit Committee;	✓		-
4(ii)	Nomination and Remuneration Committee			As per the BRPD Circular dated 12 May 2024 the related functions of NRC are entrusted to the Audit Committee of the Board of the Bank.
5.	Audit Committee.-			
5(1)	Responsibility to the Board of Directors			
5(1)(a)	The company shall have an Audit Committee as a sub-committee of the Board;	✓		-
5(1)(b)	The Board shall appoint members of the audit committee who shall benon-executive directors of the company excepting Chairperson of the Board and shall include at least 1(one) independent director;	✓		-
5(1)(c)	The Audit Committee shall be responsible to the Board; the duties of the Audit Committee shall be clearly set forth in writing.	✓		-
5(2)	Constitution of the Audit Committee	✓		-
5(2)(a)	The Audit Committee shall be composed of at least 3 (three) members;	✓		-
5(2)(b)	The Board shall appoint members of the audit committee who shall be non-executive directors of the company excepting Chairperson of the Board and shall include at least 1(one) independent director;	✓		-
5(2)(c)	All members of the audit committee should be "financially literate" and at least 1 (one) member shall have accounting or related financial management background and 10(ten) years of such experience;	✓		-
5(2)(d)	When the term of service of any Committee member expires or there is any circumstance causing any Committee member to be unable to hold office before expiration of the term of service, thus making the number of the Committee members to be lower than the prescribed number of 3 (three) persons, the Board shall appoint the new Committee member to fill up the vacancy immediately or not later than 60 (sixty) days from the date of vacancy in the Committee to ensure continuity of the performance of work of the Audit Committee;"	✓		-
5(2)(e)	The company secretary shall act as the secretary of the Committee.	✓		-
5(2)(f)	The quorum of the Audit Committee meeting shall not constitute without at least 1 (one) independent director.	✓		-
5(3)(a)	The Board shall select 1 (one) member of the Audit Committee to be Chairperson of the Audit Committee, who shall be an Independent director;	✓		-

Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (IF ANY)
		Complied	Not Complied	
5(3)(b)	In the absence of the Chairperson of the audit committee, the remaining members may elect one of themselves as Chairperson for that particular meeting, in that case there shall be no problem of constituting a quorum as required under condition No.5(4)(b) and the reason of absence of the regular chairperson shall be duly recorded in the minutes.	✓		-
5(3)(c)	Chairperson of the Audit Committee shall remain present in the Annual General Meeting (AGM):	✓		-
5(4)(a)	The Audit Committee shall conduct at least its four meetings in a financial year: Provided that any emergency meeting in addition to regular meeting may be convened at the request of any one of the members of the Committee;	✓		-
5(4)(b)	The quorum of the meeting of the Audit Committee shall be constituted in presence of either two members or two third of the members of the Audit Committee, whichever is higher, where presence of an independent director is a must.	✓		-
5(5)	The Audit Committee shall:-			
5(5)(a)	Oversee the financial reporting process;	✓		-
5(5)(b)	Monitor choice of accounting policies and principles;	✓		-
5(5)(c)	Monitor Internal Audit and Compliance process to ensure that it is adequately resourced, including approval of the Internal Audit and Compliance plan and review of the Internal Audit and Compliance Report;	✓		-
5(5)(d)	Oversee hiring and performance of external auditors.	✓		-
5(5)(e)	Hold meeting with the external or statutory auditors for review of the annual financial statements before submission to the Board for approval or adoption;	✓		-
5(5)(f)	Review along with the management, the annual financial statements before submission to the board for approval;	✓		-
5(5)(g)	Review along with the management, the quarterly and half yearly financial statements before submission to the board for approval;	✓		-
5(5)(h)	Review the adequacy of internal audit function;	✓		-
5(5)(i)	Review the Management's Discussion and Analysis before disclosing in the Annual Report;	✓		-
5(5)(j)	Review statement of all related party transactions submitted by the management;	✓		-
5(5)(k)	Review Management Letters or Letter of Internal Control weakness issued by statutory auditors.	✓		-
5(5)(l)	Oversee the determination of audit fees based on scope and magnitude, level of expertise deployed and time required for effective audit and evaluate the performance of external auditors;	✓		-
5(5)(m)	Oversee whether the proceeds raised through Initial public Offering (IPO) or Repeat public Offering (RPO) or Rights Share offer have been utilized as per the purpose stated in relevant offer document or prospectus approved by the Commission:	-	-	N/A
5(6)	Reporting of the Audit Committee			
5(6)(a)	Reporting to the Board of Directors			
5(6)(a)(i)	The Audit Committee shall report on its activities to the Board.	✓		-
5(6)(a)(ii)	The Audit Committee shall immediately report to the Board of Directors on the following findings, if any:-			
5(6)(a)(ii)(a)	report on conflicts of interests;	-	-	No such Incidence arose
5(6)(a)(ii)(b)	suspected or presumed fraud or irregularity or material defect identified in the internal internal audit and compliance process or in the financial statements; control system;	-	-	No such Incidence arose
5(6)(a)(ii)(c)	suspected infringement of laws, regulatory compliances including securities related laws, rules and regulations;	-	-	No such Incidence arose

CORPORATE GOVERNANCE

Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (IF ANY)
		Complied	Not Complied	
5(6)(a)(ii)(d)	any other matter which the Audit Committee deems necessary shall be disclosed to the Board immediately;	-	-	No such Incidence arose
5(6)(b)	Reporting to the Authorities:- If the Audit Committee has reported to the Board about anything which has material impact on the financial condition and results of operation and has discussed with the Board and the management that any rectification is necessary and if the Audit Committee finds that such rectification has been unreasonably ignored, the Audit Committee shall report such finding to the Commission, upon reporting of such matters to the Board for three times or completion of a period of 6 (six) months from the date of first reporting to the Board, whichever is earlier.	-	-	No such reportable incidence arose
5(7)	Reporting to the Shareholders and General Investors			
	Report on activities carried out by the Audit Committee, including any report made to the Board under condition 5(6)(a)(ii) above during the year, shall be signed by the Chairperson of the Audit Committee and disclosed in the annual report of the issuer company.	✓		-
6.	Nomination and remuneration Committee(NRC).-	BRPD Circular of the Bangladesh Bank dated 12 May 2024 the related functions of NRC are entrusted to the Audit Committee of the Board of the Bank.		
6(1)	Responsibility to the Board of Directors			
6(1)(a)	The company shall have a Nomination and Remuneration Committee (NRC) as a sub-committee of the Board;			BRPD Circular of the Bangladesh Bank dated 12 May 2024 the related functions of NRC are entrusted to the Audit Committee of the Board of the Bank.
6(1)(b)	The NRC shall assist the Board in formulation of the nomination criteria or policy for determining qualifications, positive attributes, experiences and independence of directors and top level executive as well as a policy for formal process of considering remuneration of directors, top level executive;			
6(1)(c)	The Terms of Reference (ToR) of the NRC shall be clearly set forth in writing covering the areas stated at the condition No. 6(5)(b).			
6(2)	Constitution of the NRC			
6(2)(a)	The Committee shall comprise of at least three members including an independent director;			
6(2)(b)	At least 02 (two) members of the Committee shall be non-executive directors;			
6(2)(c)	Members of the Committee shall be nominated and appointed by the Board;			
6(2)(d)	The Board shall have authority to remove and appoint any member of the Committee;			
6(2)(e)	In case of death, resignation, disqualification, or removal of any member of the Committee or in any other cases of vacancies, the board shall fill the vacancy within 180 (one hundred eighty) days of occurring such vacancy in the Committee;			
6(2)(f)	The Chairperson of the Committee may appoint or co-opt any external expert and/or member(s) of staff to the Committee as advisor who shall be non-voting member, if the Chairperson feels that advice or suggestion from such external expert and/or member(s) of staff shall be required or valuable for the Committee;			
6(2)(g)	The company secretary shall act as the secretary of the Committee;			
6(2)(h)	The quorum of the NRC meeting shall not constitute without attendance of at least an independent director;			

Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (IF ANY)
		Complied	Not Complied	
6(2)(i)	No member of the NRC shall receive, either directly or indirectly, any remuneration for any advisory or consultancy role or otherwise, other than Director's fees or honorarium from the company.			BRPD Circular of the Bangladesh Bank dated 12 May 2024 the related functions of NRC are entrusted to the Audit Committee of the Board of the Bank.
6(3)	Chairperson of the NRC			
6(3)(a)	The Board shall select 1(one) member of the NRC to be Chairperson of the Committee, who shall be an independent director;			
6(3)(b)	In the absence of the Chairperson of the NRC, the remaining members may elect one of themselves as Chairperson for that particular meeting, the reason of absence of the regular Chairperson shall be duly recorded in the minutes;			
6(3)(c)	The Chairperson of the NRC shall attend the annual general meeting (AGM) to answer the queries of the shareholders;			
6(4)	Meeting of the NRC			
6(4)(a)	The NRC shall conduct at least one meeting in a financial year;			
6(4)(b)	The Chairperson of the NRC may convene any emergency meeting upon request by any member of the NRC;			
6(4)(c)	The quorum of the meeting of the NRC shall be constituted in presence of either two members or two third of the members of the Committee, whichever is higher, where presence of an independent director is must as required under condition No. 6(2)(h);			
6(4)(d)	The proceedings of each meeting of the NRC shall duly be recorded in the minutes and such minutes shall be confirmed in the next meeting of the NRC.			
6(5)	Role of the NRC			
6(5)(a)	NRC shall be independent and responsible or accountable to the Board and to the shareholders;			
6(5)(b)	NRC shall oversee, among others, the following matters and make report with recommendation to the Board:			
6(5)(b)(i)	Formulating the criteria for determining qualifications, positive attributes and independence of a director and recommend a policy to the Board, relating to the remuneration of the directors, top level executive, considering the following:			
6(5)(b)(i)(a)	The level and composition of remuneration is reasonable and sufficient to attract, retain & motivate suitable directors to run the company successfully;			
6(5)(b)(i)(b)	The relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and			
6(5)(b)(i)(c)	Remuneration to directors, top level executive involves a balance between fixed and incentive pay reflecting short & long-term performance objectives appropriate to the working of the company and its goals;			
6(5)(b)(ii)	Devising a policy on Board's diversity taking into consideration age, gender, experience, ethnicity, educational background and nationality;			
6(5)(b)(iii)	Identifying persons who are qualified to become directors and who may be appointed in top level executive position in accordance with the criteria laid down, and recommend their appointment and removal to the Board;			
6(5)(b)(iv)	Formulating the criteria for evaluation of performance of independent directors and the Board;			
6(5)(b)(v)	Identifying the company's needs for employees at different levels and determine their selection, transfer or replacement and promotion criteria;			
6(5)(b)(vi)	Developing, recommending and reviewing annually the company's human resources and training policies;			
6(5)(c)	The company shall disclose the nomination and remuneration policy and the evaluation criteria and activities of NRC during the year at a glance in its annual report.			

CORPORATE GOVERNANCE

Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (IF ANY)
		Complied	Not Complied	
7.	External or Statutory Auditors			
7(1)	The issuer shall not engage its external or statutory auditors to perform the following services of the company, namely :--			
7(1) (i)	Appraisal or valuation services or fairness opinions;	✓		-
7 (1) (ii)	Financial information system design and implementation;	✓		-
7 (1) (iii)	Book-keeping or other services related to the accounting records or financial statement;	✓		-
7 (1) (iv)	Broker-dealer services;	✓		-
7 (1) (v)	Actuarial services;	✓		-
7 (1) (vi)	Internal audit services or special audit services;	✓		-
7 (1) (vii)	Any services that the Audit Committee determines.	✓		-
7 (1) (viii)	Audit or certification services on compliance of corporate governance as required under condition No.9(1);	✓		-
7 (1) (ix)	Any other service that creates conflict of interest	✓		-
7(2)	No Partner or employees of the external audit firms shall possess any share of the company they audit at least during the tenure of their audit assignment of that company; his or her family members also shall not hold any shares in the said company;	✓		-
7(3)	Representative of external or statutory auditors shall remain present in the Shareholders' Meeting (Annual General meeting or Extraordinary General Meeting) to answer the queries of the shareholders.	✓		-
8.	Maintaining a website by the Company.-			
8(1)	The Company shall have an official website linked with the website of the stock exchange.	✓		-
8(2)	The company shall keep the website functional from the date of listing.	✓		-
8(3)	The company shall make available the detailed disclosures on its website as required under the regulations of the concerned stock exchange(s)	✓		-
9.	Reporting and Compliance of Corporate Governance.-			
9(1)	The company shall obtain a certificate from a practicing Professional Accountant or Secretary (Chartered Accountant or Cost and Management Accountant or Chartered Secretary) other than its statutory auditors or audit firm on yearly basis regarding compliance of Corporate Governance Code of the Commission and shall such certificate shall be disclosed in the Annual Report.	✓		Required certification has been obtained from "M/s. Suraiya Parveen & Associates" Chartered Secretaries for the year ended 31st December 2025.
9(2)	The professional who will provide the certificate on compliance of this Corporate Governance Code shall be appointed by the Shareholders in the annual general meeting.	✓		Board recommended the Professional for due appointment by the Shareholders in Upcoming AGM
9(3)	The directors of the company shall state, in accordance with the Annexure-C attached, in the directors' report whether the company has complied with these conditions or not.	✓		-

Compliance Checklist In Line With the Companies Act, 1994 (amended upto 2020)

The directors of the companies shall include the following additional statements in the Directors' Report prepared under section 184 of the Companies Act, 1994 (Act No. XVIII of 1994):-

Industry outlook and possible future developments in the industry	a	Discussed in the Directors' report page no. 56-61.
Segment-wise or product-wise performance	b	Discussed in the Directors' report
Risks and concerns	c	Discussed in a disclosure on Risk Based Capital under Pillar-3 of Basel- III, CRO's report and Risk Management Report.
A discussion on Cost of Goods sold, Gross Profit Margin and Net Profit Margin	d	Discussed in Chief Financial Officer's report page no. 282-287.
Discussion on continuity of any Extra-Ordinary Gain or loss	e	The Bank did not make any extra-ordinary Gain or loss in 2025.
Basis for related party transactions- a statement of all related party transactions should be disclosed in the annual report	f	Given in notes to the financial statements page no. 364
Utilization of proceeds from public issues, rights issues and/or through any others instruments	g	In 2025, the bank did not go for any public issues and right issues
An explanation if the financial results deteriorate after the company goes for Initial Public Offering (IPO), Repeat Public Offering (RPO), Rights Offer, Direct Listing, etc.	h	N/A
If significant variance occurs between Quarterly Financial performance and Annual Financial Statements the management shall explain about the variance on their Annual Report	i	No significant variance occurred between quarterly financial performance and annual financial statements
Remuneration to directors including independent directors	j	Discussed in the Corporate Governance Report page no. 224-279
The financial statements prepared by the management of the issuer company present fairly its state of affairs, the result of its Operations, cash flows and changes in equity	k	Discussed in Chief Executive Officer and Chief Financial Officer's statement of Responsibilities
Proper books of account of the issuer company have been maintained.	l	Discussed in Chief Executive Officer and Chief Financial Officer's statement of responsibilities. page no. 231
Appropriate accounting policies have been consistently applied in preparation of the financial statements and that the accounting estimates are based on reasonable and prudent judgment	m	Discussed in notes to the financial statements page no. 308-323.
International Accounting Standards (IAS)/ Bangladesh Accounting Standards (BAS)/ International Financial Reporting Standards (IFRS)/Bangladesh Financial Reporting Standards (BFRS), as applicable in Bangladesh, have been followed in preparation of the financial statements and any departure there-from has been adequately disclosed	n	Discussed in notes to the financial statements page no. 322-337.
The system of internal control is sound in design and has been effectively implemented and monitored	o	The system of internal control is sound in design and has been effectively implemented and monitored. A detailed discussion is given under internal control and compliance part of Directors report.
There are no significant doubts upon the issuer company's ability to continue as a going concern. If the issuer company is not considered to be a going concern, the fact along with reasons thereof should be disclosed	p	"There are no significant doubts on the Bank's ability to continue as a going concern"

CORPORATE GOVERNANCE

Significant deviations from the last year's operating results of the issuer company shall be highlighted and the reasons thereof should be explained	q	In 2025, Bank Asia PLC delivered strong financial performance through prudent balance sheet management and robust investment income. Profit After Tax (PAT) rose 60.6% to Tk. 4,456 million from Tk. 2,775 million in 2024, while operating profit before provision increased to Tk. 19,362 million. This growth was primarily driven by an 84% surge in investment income to Tk. 26,385 million, which helped offset pressure on net interest income. The bank maintained strict cost discipline with operating expenses growing only 6.7%, resulting in an improved cost-to-income ratio. On the balance sheet, total assets reached Tk. 589,487 million (up 11%), deposits grew 10% to Tk. 456,483 million, and loans & advances stood at Tk. 294,682 million with marginal 0.3% growth, reflecting a cautious approach focused on asset quality and operational efficiency.
Key operating and financial data of at least preceding 5 (five) years shall be summarized	r	Given in separate statements
If the issuer company has not declared dividend (cash or stock) for the year, the reasons thereof shall be given	s	The Bank has been declaring dividend every year.
The number of Board meetings held during the year and attendance by each director shall be disclosed	t	"Discussed in the Corporate Governance report and notes to the financial statements"
The pattern of shareholding shall be reported to disclose the aggregate number of shares (along with name wise details where stated below) held by:- a) Parent/Subsidiary/Associated Companies and other related parties (name wise details); b) Directors, Chief Executive Officer, Company Secretary, Chief Financial Officer, Head of Internal Audit and their spouses and minor children (name wise details); c) Executives; d) Shareholders holding ten percent (10%) or more voting interest in the company (name wise details)	u	"Discussed in the Corporate Governance page no. 224-279. Report and notes to the financial statements page no. 308-323"
In case of the appointment/re-appointment of a director the company shall disclose the following information to the shareholders:- a) a brief resume of the director; b) nature of his/her expertise in specific functional areas; c) names of companies in which the person also holds the directorship and the membership of committees of the board	v	Discussed in notes to the financial statements and Directors' Profile.

Status of Compliance of Bangladesh Bank's guidelines for Corporate Governance (BRPD)

circular no. 11 dated 27.10.2013)

SI No.	Particulars	Compliance Status
1	FORMATION OF BOARD OF DIRECTORS The newly amended Section 15 of the Bank Company Act, 1991 (Amended upto 2013) includes provisions for prior approval of Bangladesh Bank before the appointment of new bank directors, as well as dismissal, termination or removal of any director from the post; director's fit & proper criteria; maximum number of directors; appointment of independent directors; appointment of maximum 4(four) members from a family as director; etc.	Complied
1.1	Appointment of New directors: Under section 15(4) of the Bank Company Act, 1991 (amended upto 2013), every banking company, other than specialized banks, at the time of taking prior approval from Bangladesh Bank for appointing/reappointing directors should furnish the following documents along with the application: a) Personal information of the nominated person (Appendix-ka); b) Nominated person's declaration(Appendix-kha); c) 'Declaration for confidentiality' by the nominated person(Appendix-ga); d) In case of Independent director, the approval letter from Security and Exchange commission; e) In case of Independent director, a declaration of the directors concern as Appendix-gha (he will also submit declaration under Appendix-ka, kha & ga); f) CIB report of the nominated person; g) Updated list of the directors.	Complied
1.2	Vacation of office of Director: a) The office of director shall be vacated according to the instructions specified in section 108(1) of the Companies Act, 1994. Besides, when a bank director becomes defaulter and does not repay the loan within two months after getting a notice under the section 17 of the Bank Company Act, 1991; provides false statement at the time of appointment; or fails to fulfil the minimum eligibility criteria, the office of the director will be vacated. b) If the office of a director is vacated by a notice under the section 17 of BCA, the person will not be eligible to become a director of the bank or any other bank or any financial institution for one year from the date of repayment of the total amount due to the bank. It is mentionable here that the dues can be adjusted with the shares held by the director in that bank. When a director receives a notice under section 17 of BCA, 1991, he/she can't transfer his/her shares of that bank until he/she repays all the liabilities of the noticed bank or financial institution. c) Besides, Bangladesh Bank can remove a director or chairman of a bank, except state owned banks, for conducting any kind of activities that is detrimental to the interest of the banks depositors or against the public interest under Section 46 and can supersede the board of a banking company under Section 47 of BCA, 1991.	Complied

CORPORATE GOVERNANCE

SI No.	Particulars	Compliance Status
1.3	Removal of Directors from office: According to section 108(2) of the Companies Act, 1994, with the prior approval of Bangladesh Bank, a bank director other than specialized banks can be removed from his office for the reason specified in its Articles of Association. For this purpose, the reason and grounds of the dismissal/removal and copy of the decision of the board and list of directors should be submitted to Bangladesh Bank. In this case, the removal will be effective from the date of Bangladesh Bank's approval.	N/A
SI No.	Particulars	Compliance Status
1.4	Appointment of Alternate Director Subject to compliance of section 101 of the Companies Act, 1994, an alternate director can be appointed to act for a director during his absence for a continuous period of not less than three months from Bangladesh. In this context, the following instructions should be followed: - Bank has to collect and properly maintain the documentary evidences relating to departure and arrival of the original director. If there is any exception, the chief executive officer should immediately inform it to Bangladesh Bank. - The copy of the decision of the board regarding appointment of alternate director, with original director's probable returning date from abroad should be sent to Bangladesh Bank within 7 days of taking the decision and the director's arrival date must be intimated to Bangladesh Bank immediately after his return. - Any loan defaulter or any person who is not eligible to become a director as per any rules & regulation will not be appointed as an alternate director. - As appointment of alternate director is a temporary measure; therefore, he/she will not be included in any kind of committee constituted by the board. - While in the office, an alternate director or his/her affiliated organization will not get any kind of loan facilities from his bank. In case of previous loan, enhancement of limit or extension of time period or any kind of exemption or interest waiver will not be allowed. Moreover, all restrictions applicable to directors according to rules & regulations will also be applicable to the alternate director.	N/A
2.	DEPOSITOR DIRECTOR As the previous provisions regarding appointment of Depositor Directors of the Bank Company Act, 1991 has been amended; appointment of director from depositors is no longer required. But, after complying regulation under sec 15(9) of the Bank Company Act, 1991 (amended upto 2013) bank can consider the tenure of existing depositor director or may appoint them as independent director.	N/A
3.	INFORMATION REGARDING DIRECTORS Banks are advised to take the following steps regarding director information: Every bank should keep an updated list of bank directors, - Banks should send a directors' list to other banks or financial institutions immediately after the appointment or release of director. - Banks should display a list of directors in the website and update it on a regular basis.	Complied
4.	RESPONSIBILITIES OF THE BOARD OF DIRECTORS	
4.1	Responsibilities and authorities of the board of directors: (a) Work-planning and strategic Management: - shall determine the objectives and goals and to this end shall chalk out strategies and work-plans on annual basis. It shall specially engage itself in the affairs of making strategies consistent with the determined objectives and goals and in the issues relating to structural change and reorganization for enhancement of institutional efficiency and other relevant policy matters. It shall analyze/monitor at quarterly rests the development of implementation of the work-plans. - The board shall have its analytical review incorporated in the Annual Report as regard the success/failure in achieving the business and other targets as set out in its annual work-plan and shall apprise the shareholders of its opinions/recommendations on future plans and strategies. It shall set the Key Performance Indicators (KPIs) for the CEO and other senior executives and have it evaluated at times.	Complied

SI No.	Particulars	Compliance Status
	(b) Credit and risk management i) The policies, strategies, procedures etc. in respect of appraisal of loan/investment proposal, sanction, disbursement, recovery, reschedule and write-off thereof shall be made with the board's approval under the purview of the existing laws, rules and regulations. The board shall specifically distribute the power of sanction of loan/investment and such distribution should desirably be made among the CEO and his subordinate executives as much as possible. No director, however, shall interfere, direct or indirect, into the process of loan approval. ii) The board shall frame policies for risk management and get them complied with and shall monitor the compliance at quarterly rests and review the concerned report of the risk management team and shall compile in the minutes of the board meeting. The board shall monitor the compliance of the guidelines of Bangladesh Bank regarding key risk management.	Complied
	(c) Internal control management The board shall be vigilant on the internal control system of the bank in order to attain and maintain satisfactory qualitative standard of its loan/investment portfolio. The board will establish such an internal control system so that the internal audit process can be conducted independently from the management. It shall review the reports submitted by its audit committee at quarterly rests regarding compliance of recommendations made in internal and external audit reports and the Bangladesh Bank inspection reports.	Complied
	(d) Human resources management and development i) Policies relating to recruitment, promotion, transfer, disciplinary and punitive measures, human resources development etc. and service rules shall be framed and approved by the board. The chairman or the directors shall in no way involve themselves or interfere into or influence over any administrative affairs including recruitment, promotion, transfer and disciplinary measures as executed under the set service rules. No member of the board of directors shall be included in the selection committees for recruitment and promotion to different levels. Recruitment, promotion, transfer & punishment of the officers immediate two tiers below the CEO shall, however, rest upon the board. Such recruitment and promotion shall have to be carried out complying with the service rules i.e., policies for recruitment and promotion. ii) The board shall focus its special attention to the development of skills of bank's staff in different fields of its business activities including prudent appraisal of loan/investment proposals, and to the adoption of modern electronic and information technologies and the introduction of effective Management Information System (MIS). The board shall get these programmes incorporated in its annual work plan. iii) The board will compose Code of Ethics for every tier and they will follow it properly. The board will promote healthy code of conducts for developing a compliance culture.	Complied
	(e) Financial management i) The annual budget and the statutory financial statements shall be finalized with the approval of the board. It shall at quarterly rests review/monitor the positions in respect of bank's income, expenditure, liquidity, non-performing asset, capital base and adequacy, maintenance of loan loss provision and steps taken for recovery of defaulted loans including legal measures. ii) The board shall frame the policies and procedures for bank's purchase and procurement activities and shall accordingly approve the distribution of power for making such expenditures. The maximum possible delegation of such power of expenditures shall rest on the CEO and his subordinates. The decision on matters relating to infrastructure development and purchase of land, building, vehicles etc. for the purpose of bank's business shall, however, be adopted with the approval of the board. iii) The board will review whether an Asset-Liability Committee (ALCO) has been formed and it is working according to Bangladesh Bank guidelines.	Complied

CORPORATE GOVERNANCE

SI No.	Particulars	Compliance Status
	(f) Appointment of Chief Executive Officer (CEO) In order to strengthen the financial base of the bank and obtain confidence of the depositors, one of the major responsibilities of the board of directors is to appoint an honest, efficient, experienced and suitable CEO or Managing Director. The Board of directors will appoint a suitable CEO with the approval of the Bangladesh Bank.	Complied
	(g) Other responsibilities of the Board The board should follow and comply with the responsibilities assigned by Bangladesh Bank.	Complied
4.2	Meeting of Board Board of directors may meet once or more than once in a month if necessary. But Board of directors shall meet at least once in every three months. Excessive meetings are discouraged.	Complied
4.3	Responsibilities of the chairman of the board of directors - As the chairman of the board of directors or chairman of any committee formed by the board or any director does not personally possess the jurisdiction to apply policy making or executive authority, he/she shall not participate in or interfere into the administrative or operational and routine affairs of the bank. - The chairman may conduct on-site inspection of any bank-branch or financing activities under the purview of the oversight responsibilities of the board. He may call for any information relating to bank's operation or ask for investigation into any such affairs; he may submit such information or investigation report to the meeting of the board or the executive committee and if deemed necessary, with the approval of the board, he shall effect necessary action thereon in accordance with the set rules through the CEO. However, any complaint against the CEO shall have to be apprised to Bangladesh Bank through the board along with the statement of the CEO. - The chairman may be offered an office-room, a personal secretary/assistant, one peon/MLSS, one telephone at the office, one mobile phone to use inside the country and a vehicle in the business-interest of the bank subject to the approval of the board.	Complied
5.	FORMATION OF COMMITTEES FROM THE BOARD OF DIRECTORS The adviser, whatever name called, shall advise the board of directors or the CEO on such issues only for which he is engaged in terms of the conditions of his appointment. He shall neither have access to the process of decision-making nor shall have the scope of effecting executive authority in any matters of the bank including financial, administrative or operational affairs.	Complied
5.1	Executive committee Executive committee should be formed with the members of the board to continue the urgent and daily or routine works between the intervals of two board meetings. Executive committee will perform according to their terms of reference determined by the board of directors.	Complied
	a) Organizational structure: - Members of the committee will be nominated by the board of directors from themselves; - The executive committee will comprise of maximum 07 (seven) members; - Members may be appointed for a 03 (three)-year term of office; - Chairman of the Board of Directors can be the chairman of executive committee; - Company secretary of the bank will be the secretary of the executive committee.	Complied

SI No.	Particulars	Compliance Status
	b) Qualifications of the Members: i) Integrity, dedication, and opportunity to spare time in the functions of committee will have to be considered while nominating a director to the committee; ii) Each member should be capable of making valuable and effective contributions in the functioning of the committee; iii) To perform his or her role effectively each committee member should have adequate understanding of the detailed responsibilities of the committee membership as well as the bank's business, operations and its risks.	Complied
	c) Roles and Responsibilities of the Executive Committee: i) The executive committee can decide or can act in those cases as instructed by the Board of directors that are not specifically assigned on full board through the Bank Company Act, 1991 and other laws and regulations. ii) The executive committee can take all necessary decision or can approve cases within power delegated by the board of directors. iii) All decisions taken in the executive committee should be ratified in the next board meeting.	Complied
	d) Meetings i) The executive committee can sit any time as it may deem fit. ii) The committee may invite Chief Executive Officer, Head of internal audit or any other Officer to its meetings, if it deems necessary; iii) To ensure active participation and contribution by the members, a detailed memorandum should be distributed to committee members well in advance before each meeting; iv) All decisions/observations of the committee should be noted in minutes.	Complied
5.2	Audit Committee The board will approve the objectives, strategies and overall business plans of the bank and the audit committee will assist the board in fulfilling its oversight responsibilities. The committee will review the financial reporting process, the system of internal control and management of financial risks, the audit process, and the bank's process for monitoring compliance with laws and regulations and its own code of business conduct.	Complied
	a) Organizational structure: i) Members of the committee will be nominated by the board of directors from the directors; ii) The audit committee will comprise of maximum 05 (five) members, with minimum 2 (two) independent director; iii) Audit committee will comprise with directors who are not executive committee members; iv) Members may be appointed for a 03 (three) year term of office; v) Company secretary of the bank will be the secretary of the audit committee.	Complied
	b) Qualifications of the Members: i) Integrity, dedication, and opportunity to spare time in the functions of committee will have to be considered while nominating a director to the committee ; ii) Each member should be capable of making valuable and effective contributions in the functioning of the committee; iii) To perform his or her role effectively each committee member should have adequate understanding of the detailed responsibilities of the committee membership as well as the bank's business, operations and its risks. iv) Professionally Experienced persons in banking/financial institutions specially having educational qualification in Finance, Banking, Management, Economics, Accounting will get preference in forming the committee.	Complied

CORPORATE GOVERNANCE

SI No.	Particulars	Compliance Status
	c) Roles and Responsibilities of the Audit Committee	
	<i>(i) Internal Control:</i> 1. Evaluate whether management is setting the appropriate compliance culture by communicating the importance of internal control and the management of risk and ensuring that all employees have clear understanding of their roles and responsibilities; 2. Review management's actions in building computerization of the bank and its applications and bank's Management Information System (MIS); 3. Consider whether internal control strategies recommended by internal and external auditors have been implemented by the management; 4. Consider reports relating to fraud, forgery, deficiencies in internal control or other similar issues detected by internal and external auditors and inspectors of the regulatory authority and place it before the board after reviewing whether necessary corrective measures have been taken by the management.	Complied
	<i>(ii) Financial Reporting:</i> 1. Audit committee will check whether the financial statements reflect the complete and concrete information and determine whether the statements are prepared according to existing rules & regulations and standards enforced in the country and as per relevant prescribed accounting standards set by Bangladesh Bank; 2. Discuss with management and the external auditors to review the financial statements before its finalization.	Complied
	<i>(iii) Internal Audit:</i> 1. Audit committee will monitor whether internal audit working independently from the management. 2. Review the activities of the internal audit and the organizational structure and ensure that no unjustified restriction or limitation hinders the internal audit process; 3. Examine the efficiency and effectiveness of internal audit function; 4. Examine whether the findings and recommendations made by the internal auditors are duly considered by the management or not.	Complied
	<i>(iv) External Audit:</i> 1. Review the performance of the external auditors and their audit reports; 2. Examine whether the findings and recommendations made by the external auditors are duly considered by the management or not. 3. Make recommendations to the board regarding the appointment of the external auditors.	Complied
	<i>(v) Compliance with existing laws and Regulations:</i> Review whether the laws and regulations framed by the regulatory authorities (central bank and other bodies) and internal regulations approved by the board are being complied with.	Complied
	<i>(vi) Other Responsibilities:</i> 1. Submit compliance report to the board on quarterly basis on regularization of the omission, fraud and forgeries and other irregularities detected by the internal and external auditors and inspectors of regulatory authorities; 2. External and internal auditors will submit their related assessment report, if the committee solicit; 3. Perform other oversight functions as desired by the Board of Directors and evaluate the committee's own performance on a regular basis.	Complied

SI No.	Particulars	Compliance Status
	d) Meetings 1. The audit committee should hold at least 4 meetings in a year and it can sit any time as it may deems fit; 2. The committee may invite Chief Executive Officer, Head of internal audit or any other Officer to its meetings, if it deems necessary; 3. To ensure active participation and contribution by the members, a detailed memorandum should be distributed to committee members well in advance before each meeting; 4. All decisions/observations of the committee should be noted in minutes.	Complied
5.3	Risk Management Committee To play an effective role in mitigating impending risks arising out from strategies and policies formulated by the Board and to carry out the responsibilities efficiently, a risk management committee will be formed. After identifying and assessing several risk factors like credit risks, foreign exchange risks, internal control and compliance risks, money laundering risks, information and communication risks, management risks, interest risks, liquidity risks etc.; the risk management committee will scrutinize whether appropriate risk management measures are being put in place and applied and whether adequate capital and provision is being maintained against the risks identified.	Complied
	a) Organizational Structure 1. Members of the committee will be nominated by the board of directors from themselves; 2. The Risk Management Committee will comprise of maximum 05 (five) members; 3. Members may be appointed for a 03 (three) year term of office; 4. Company secretary of the bank will be the secretary of the Risk Management Committee.	Complied
	b) Qualifications of the Members 1. Integrity, dedication, and opportunity to spare time in the functions of committee will have to be considered while nominating a director to the committee; 2. Each member should be capable of making valuable and effective contributions in the functioning of the committee; 3. To perform his or her role effectively each committee member should have adequate understanding of the detailed responsibilities of the committee membership as well as the bank's business, operations and its risks.	Complied
	c) Roles and Responsibilities of the Risk Management Committee	
	<i>i) Risk identification & control policy :</i> Formulation and implementation of appropriate strategies for risk assessment and its control is the responsibility of Risk Management Committee. Risk Management Committee will monitor risk management policies & methods and amend it if necessary. The committee will review the risk management process to ensure effective prevention and control measures.	Complied
	<i>ii) Construction of organizational structure:</i> The responsibility of Risk Management Committee is to ensure an adequate organizational structure for managing risk within the bank. The Risk Management Committee will supervise formation of separate management level committees and monitor their activities for the compliance of instructions of lending risk, foreign exchange transaction risk, internal control & compliance risk, money laundering risk, information & communication risk including other risk related guidelines.	Complied
	<i>iii) Analysis and approval of Risk Management policy:</i> Risk management policies & guidelines of the bank should be reviewed annually by the committee. The committee will propose amendments if necessary and send it to the Board of Directors for their approval. Besides, other limits including lending limit should be reviewed at least once annually and should be amended, if necessary.	Complied

CORPORATE GOVERNANCE

SI No.	Particulars	Compliance Status
	<i>iv) Storage of data & Reporting system:</i> Adequate record keeping & reporting system developed by the bank management will be approved by the risk management committee. The committee will ensure proper use of the system. The committee will minute its proposal, suggestions & summary in a specific format & inform the Board of Directors.	Complied
	<i>v) Monitoring the implementation of overall Risk Management Policy:</i> Risk Management Committee will monitor proper implementation of overall risk management policies. They will monitor whether proper steps have been taken to mitigate all risks including lending risk, market risk, and management risk.	Complied
	<i>vi) Other responsibilities:</i> 1. Committee's decision and suggestions should be submitted to the Board of Directors quarterly in short form; 2. Comply instructions issued time to time by the controlling body; 3. Internal & external auditor will submit respective evaluation report whenever required by the committee.	Complied
	d) Meetings 1. The risk management committee should hold at least 4 meetings in a year and it can sit any time as it may deems fit; 2. The committee may invite Chief Executive Officer, Chief Risk Officer and any other Officer to its meetings, if it deems necessary; 3. To ensure active participation and contribution by the members, a detailed memorandum should be distributed to committee members well in advance before each meeting; 4. All decisions/observations of the committee should be noted in minutes.	Complied
6	TRAINING FOR THE DIRECTORS The directors shall make themselves fully aware of the banking laws and other related rules and regulations for performing his duties properly.	Complied
	Status of Compliance of Bangladesh Bank's guidelines for Corporate Governance (BRPD circular no. 18 dated 27.10.2013)	
A.	Rules and regulations for appointing CEO	
	1. Moral Integrity: In case of appointment to the post of Chief Executive, satisfaction in respect of the concerned person should be ensured to the effects that, - a) He has not been convicted by any Criminal Court of Law; b) He has not been punished for violating any rules, regulations or procedures/norms set by any Controlling Authority; c) He was not associated with any such company/organization, registration or license of which has been cancelled.	Complied
	2. Experience and Suitability: a) For appointment as chief executive, the concerned person must have experience in banking profession for at least 15 (fifteen) years as an active officer and at least 02 (two) years experience in a post immediate below the chief executive of a bank. b) He must at least have a Masters degree from any recognized university. Higher academic education in the field of Economics, Banking and Finance or Business Administration will be treated as additional qualification for the concerned person. c) In respect of service, the concerned person should have excellent record of performance. d) Satisfaction should be ensured that the concerned person was not dismissed from service when he was chairman/director/official of any company; e) Any director of any bank or financial institution or any person who has business interest in the bank concerned will not be eligible for appointment to the post of chief executive.	Complied

SI No.	Particulars	Compliance Status
3.	Transparency and Financial Integrity: Before appointment as chief executive, satisfaction should be ensured to the effects that: a) The concerned person was not involved in any illegal activity while performing duties in his own or banking profession; b) He has not suspended payment to creditors or has not compromised with his creditors to be relieved from debt or he is not a loan defaulter; c) He is not a tax defaulter; d) He has never been adjudicated an insolvent.	Complied
4.	Age limit: No person crossing the age of 65 years shall hold the post of CEO of a bank.	Complied
5.	Tenure: The tenure of the chief executive shall be for at least 03 (three) years, which is renewable. If the candidate has less than 3 years left to attain 65 years, he/she can be appointed for that period.	Complied
6.	Guidelines in fixing the salary and allowances: Banks are required to follow the guidelines stated below while determining the salary and allowances of the CEO and submitting such proposal to Bangladesh Bank:- a) In fixing the salary and allowances of the chief executive, financial condition, scope of operation, business-volume and earning capacity of the bank; qualifications, achievement of the candidate in the past, age and experience and the remuneration paid to the persons occupying same position in the peer banks shall have to be taken into consideration. b) Total salary shall be comprised of direct salary covering 'Basic Pay' and 'House Rent' and allowances as 'Others'. The allowances (e.g., provident fund, utility bill, leave-fare assistance) in 'Others' head should be specified in amount/ceiling. Besides, other facilities (e.g., car, fuel, driver etc.), as far as possible, shall have to be monetized and thus determining monthly total salary, it shall have to be mentioned in the proposal to be submitted to Bangladesh Bank. In the proposal, Basic Pay, House Rent, Festival Allowance, other allowances and other facilities shall have to be specified in Taka amount. c) Without improving the bank's major economic indicator like- CAMELS annual salary increment will not be payable. d) Terms of salary-allowances and other facilities as specified in the terms and conditions of appointment cannot be changed during the tenure. In case of renewal, proposal may be made for re-fixation of the salary considering the job performance of the incumbent chief executive. e) The Chief Executive so appointed shall not get any other direct or indirect facilities (e.g., dividend, commission, club expense, etc.) other than the salary-allowances and other facilities as enumerated in clause (b) above. f) The bank shall not pay any income tax for the chief executive, i.e., the chief executive so appointed shall have to pay it.	Complied
7.	Incentive Bonus: Subject to the payment of incentive bonuses to all staffs/employees, the CEO will be eligible to get such bonus. However, the amount of CEO's incentive bonus will not cross Taka 10.00 (ten) lacs per year.	Complied
8.	Honorarium for Board Meeting: As CEO is a salaried official of the bank, he will not get any honorarium for attending the Board meeting or the meeting of any Committee formed by the Board.	Complied
9.	Evaluation Report: While reappointing CEO, an evaluation report approved by the board of directors should be submitted to Bangladesh Bank by the chairman of the Board.	Complied
10.	Prior approval from Bangladesh Bank: Prior approval from Bangladesh Bank is mandatory before appointing CEO as per section 15(4) & (5) of the Bank Company Act 1991 (Amended upto 2013). For processing such approval, along with the proposal signed by the chairman of the board, the selected person's complete resume, offer letter (mentioning the direct & indirect remuneration and facilities) and copy of board's approval must be submitted to Bangladesh Bank. The selected person must also submit declarations as per Annexure-ka & Annexure-kha to Bangladesh Bank.	Complied

CORPORATE GOVERNANCE

SI No.	Particulars	Compliance Status
11.	Decision of Bangladesh Bank regarding appointment of CEO will be treated as final and such appointed CEO cannot be dismissed, released and removed from his office without prior approval from Bangladesh Bank.	Complied
B.	Responsibilities and authorities of the CEO The CEO of the bank, whatever name called, shall discharge the responsibilities and affect the authorities as follows: - In terms of the financial, business and administrative authorities vested upon him by the board, the CEO shall discharge his own responsibilities. He shall remain accountable for achievement of financial and other business targets by means of business plan, efficient implementation thereof and prudent administrative and financial management. - The CEO shall ensure compliance of the Bank Company Act, 1991 and other relevant laws and regulations in discharging routine functions of the bank. - At the time of presenting any memorandum in the Board Meeting or Board Committee Meeting, the CEO must point out if there is any deviation from the Bank Company Act, 1991 and other relevant laws and regulations. - The CEO shall report to Bangladesh Bank any violation of the Bank Company Act, 1991 or of other laws/regulations. - The recruitment and promotion of all staff of the bank except those in the two tiers below him shall rest on the CEO. He shall act in such cases in accordance with the approved service rules on the basis of the human resources policy and sanctioned strength of employees as approved by the board. - The authority relating to transfer of and disciplinary measures against the staff, except those at two tiers below the CEO, shall rest on him, which he shall apply in accordance with the approved service rules. Besides, under the purview of the human resources policy as approved by the board, he shall nominate officers for training etc.	Complied
Status of Compliance of Bangladesh Bank's guidelines for Corporate Governance (BRPD circular no. 19 dated 27.10.2013)		
A	Appointment of Advisor	
1.	Experience and Suitability: For appointment as advisor, the concerned person will have to fulfill the following requirements with regard to experience and qualifications: - Experience in Banking or Administration for at least 15 (fifteen) years or have a long experience in social activities; - Higher academic education in the field of Economics, Banking and Finance or Business Administration will be treated as additional qualification for the concerned person; - Satisfaction should be ensured that the concerned person was not dismissed from his service when he was Chairman/Director/Official of any company; - A person who is working in any bank or financial institution or who has business interest in that bank will not be considered eligible for appointment to the post of advisor; - Satisfaction should be ensured that the concerned person is not a loan defaulter or tax defaulter and has never been adjudicated an insolvent by the court.	N/A
2.	Responsibilities: The responsibilities or terms of reference of advisor should be specified. The Advisor can advise the Board of Directors or the Chief Executive only on those matters that are specified in the appointment letter. Routine works or general works will not be included in his term of reference. He can't exercise any kind of power or can't participate in the decision making process of financial, administrative, operational or any other activities of the bank.	N/A

SI No.	Particulars	Compliance Status
3.	Prior approval from Bangladesh Bank: Prior approval from Bangladesh Bank is mandatory before appointing advisor. For such appointment, the justifications of the post of advisor, responsibilities or terms of reference, complete resume of the concerned person, terms of appointment (mentioning remuneration and facilities) and copy of board's approval must be submitted to Bangladesh Bank. The nominated person has to make a declaration as per Annexure-ka. This declaration must be also submitted to Bangladesh Bank.	N/A
4.	Remuneration and other facilities: The post of advisor is not a fixed or substantive post in the bank's organization structure. Advisor will not be entitled to salaries and allowances as regular employee except gross amount of remuneration, transport and telephone facilities. Remunerations inconsistent with terms of reference of the advisor will not be considered as acceptable by Bangladesh Bank.	N/A
5.	Tenure: The tenure of the advisor shall be maximum 1(one) year, which is renewable. An evaluation report (by the chairman that is approved by the board of directors) of previous tenure should be submitted to Bangladesh Bank along with the re-appointment proposal.	N/A
6.	Appointment of Ex-officials: For good governance any former director, chief executive or any official will not be eligible to become an advisor in the same bank immediately after his/her retirement or resignation. But, after 1 year from such retirement or resignation he/she will be eligible for appointment as advisor.	N/A
B	Appointment of Consultant	
1.	Terms of Reference: Consultant can be appointed for specialized tasks like tax, law & legal procedures, engineering & technical works, information technology, etc. Consultants' appointment should be avoided as much as possible for those works that could be done by regular employees of the bank.	Complied
2.	Responsibilities: The responsibilities or term of reference of consultant should be specified. He/she shouldn't be involved beyond his/her terms of references and he/she cannot exercise any kind of power in bank operation or cannot participate in the decision making process.	Complied
3.	Appointment: Consultant can be appointed with the approval of Board of Directors. After such appointment the bank shall send the consultant's complete resume, terms of reference and details of remuneration to Bangladesh Bank immediately.	Complied
4.	Tenure: The tenure of consultant should be consistent with the terms of reference, but would not exceed 2 (two) years. Generally, consultant's appointment will not be renewable, but to complete unfinished tasks, the contract can be extended up to maximum 1 year with the approval of Bangladesh Bank. An evaluation report (by the chairman that is approved by the board of directors) of previous period should be submitted to Bangladesh Bank.	Complied
5.	Remuneration/honorarium: The consultant's remuneration should be in the form of monthly or single lump-sum payment, he is not entitled to any other facilities.	Complied
6.	Appointment of Ex-officials: For ensuring good governance any former director, chief executive or any official will not be eligible to become a consultant in the same bank immediately after his/her retirement or resignation. But, after 1 year from such retirement or resignation he/she will be eligible for appointment as consultant.	Complied

Bank Asia Shari'ah Supervisory Committee (BASSC)

We, at Bank Asia PLC, always consider the Shari'ah compliance as the most significant and strategic priority in Islamic Banking. Our products & services are designed in conformity with the principles of Islamic Shari'ah. We have constituted "Bank Asia Shari'ah Supervisory Committee" consisting of qualified Faqihs (experts on Islamic jurisprudence), Islamic Scholars and professionals to ensure Shari'ah compliance in each and every aspect of our Islamic Banking operations.

Bank Asia Shari'ah Supervisory Committee consists of the following members:

Name of the Honorable Member	Position in the Committee
Mufti Shahed Rahmani	Chairman
Mohammad Mofazzal Hussain Khan	Member
Dr. Muhammad Ismail Hussain	Member
Mawlana Shah Mohammad Wali Ullah	Member Secretary
Prof. Dr. Md. Shamsul Alam	Member



Shari'ah Supervisory Committee Meeting

Report of the Bank Asia Shari'ah Supervisory Committee (BASSC)

For the year ended 31st December, 2025

In the Name of Allah, the Beneficent, the Merciful. All praise is due to Almighty Allah, the Lord of the Universes and peace and blessing of Allah be upon the Prophet Muhammad (May Allah bless him and grant him peace) and upon his all other descendants and companions.

To the Shareholders of the Bank Asia PLC.,

Assalamu Alaikum Wa Rahmatullahi Wa Barakatuh.

In compliance with the terms of reference of the Bye Laws of the Bank Asia Shari'ah Supervisory Committee (BASSC), we submit the following Report on the Islamic Banking operations of the Bank Asia PLC. for the year ended on 31st December, 2025:

During the year 2025, the Bank Asia Shari'ah Supervisory Committee (BASSC) met in 2 (two) meetings and gave opinion on various Shari'ah related issues placed before it by the Management. The Bank Asia Management is responsible for ensuring that they conduct its Islamic Banking business in accordance with the Shari'ah Rules and Principles. It is our responsibility to form an independent opinion, based on our review of the Islamic Banking operations and to report to you.

We have reviewed the principles and the contracts relating to the transactions and applications introduced by Bank Asia Islamic Banking during the period from 1st January, 2025 to 31st December, 2025.

We have conducted our review on the basis of Shari'ah audit and inspection reports of the Shari'ah Audit team to form our opinion as to whether the Bank Asia, in its Islamic Banking operations, has complied with Shari'ah rules and principles and also with the specific fatwas, rulings and guidelines issued by us. In addition to our fatwas, the Muraqibs also followed the Internal Control & Compliance guidelines on Islamic Banking issued by the Bangladesh Bank. Shari'ah non-compliance risk rating of concerned Branches and Windows were 'Low' during the year under report. The Shari'ah Supervisory Committee reviewed the Shari'ah Audit Reports and provided guidelines it deemed necessary for proper Shari'ah compliance.

We also conducted our review which included, on a test basis of each type of transaction, the relevant documentation and procedures adopted by the Bank Asia Islamic Banking. We planned and performed the review so as to obtain the information and explanation which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that Bank Asia Islamic Banking has not violated Shari'ah rules and principles.

In our opinion:

- a) The contracts, transactions, and dealings entered into by Bank Asia Islamic Banking during the year ended 31 December 2025, which we have reviewed, are in compliance with Shari'ah rules and principles.



Mawlana Shah Mohammad Wali Ullah

Member Secretary
Bank Asia Shari'ah Supervisory Committee

- b) The distribution of profit to the Mudaraba depositors conforms to the basis approved by us in accordance with Shari'ah rules and principles.
- c) Any earnings realized from sources or by means prohibited under Shari'ah rules and principles have not been included in the Bank's income.
- d) Transactions conducted with the conventional banking segments of the Bank have been carried out in compliance with Shari'ah principles.
- e) Zakah is not applicable to the window-based Islamic Banking operations of Bank Asia PLC.

During the year under review, the BASSC advised the Bank on the following matters:

- a) To take effective steps to create greater awareness among employees and customers regarding Shari'ah compliance.
- b) To continue arranging regular training programs and workshops on Islamic Banking for Bank officials, Agent Banking owners and their Customer Service Officers in order to enhance professional skills and strengthen Shari'ah compliance.
- c) To continue the practice of obtaining Shari'ah clearance from the Shari'ah Unit at the Corporate Office prior to the disbursement of investment facilities in order to maintain the highest level of Shari'ah compliance.

The Shari'ah Supervisory Committee also appreciates the following initiatives taken by the Bank during the year to strengthen Islamic Banking services:

- a) Preparation of Shariah Manual.
- b) Conducting an adequate number of Shari'ah audit programs.
- d) Organizing a good number of training programs and Shari'ah awareness initiatives.

The Shari'ah Supervisory Committee expresses its sincere appreciation to the Board of Directors of the Bank, as well as to the Managing Director and his team, for their cooperation and support throughout the year 2025.

May Allah Subhanahu Wa Ta'ala grant us the strength to achieve His pleasure through the implementation of Shari'ah principles in every sphere of our lives.



Mufti Shahed Rahmani

Chairman
Bank Asia Shari'ah Supervisory Committee

Chief Financial Officer's Report



Economic Review 2025

2025 represented a gradual phase of economic stabilization for Bangladesh following the significant challenges experienced in the previous year. Government-led banking sector reform initiatives gradually began to show positive results, as stronger regulatory oversight, governance reforms, and recapitalization measures helped restore confidence in the financial system. Inflation also showed a gradual downward trend, declining from approximately 9.75% in early 2025 to around 8.5% by the end of the year, providing some relief to both households and businesses. At the same time, Bangladesh Bank maintained a relatively tight monetary policy stance, keeping the policy rate at around 10% to contain inflationary pressures and support overall macroeconomic stability.

Despite these improvements, several challenges continued to persist. The elevated policy rate placed sustained pressure on borrowing costs, contributing to lower private sector credit growth, which declined from 7.3% to 6.1% by the end of the year, compared to the stronger double-digit growth recorded in earlier years. As a result, business expansion and investment activities remained subdued, as many firms continued to adopt a cautious approach amid tighter financial conditions. Nevertheless, 2025 marked a gradual transition from crisis management to economic consolidation, with ongoing reforms and improving macroeconomic indicators laying the foundation for a more stable and resilient banking sector.

Our Progress and Performance

In 2025, when Bangladesh's banking sector faced significant challenges due to liquidity constraints, rising non-performing loans (NPLs), political instability, and ongoing governance concerns, Bank Asia demonstrated remarkable resilience through disciplined and effective management. Bank Asia adopted a cautious and well-structured approach by emphasizing prudent risk management, stricter credit policies, and stronger internal controls. Despite the challenging economic environment, the bank achieved a record operating profit of Tk. 19,362 million, reflecting its strong financial performance and operational stability during a period of sector-wide uncertainty.

A key factor behind this performance was the bank's proactive management of asset quality and liquidity risks. Bank Asia implemented early warning systems to identify potential loan defaults and actively restructured distressed loans, which helped maintain its non-performing loan (NPL) ratio below the industry average. Simultaneously, the bank strengthened its liquidity position by diversifying funding sources and strategically allocating credit to stable and high-performing sectors. These measures not only ensured operational stability but also enhanced investor and depositor confidence during a period of uncertainty in the broader banking industry.

In addition to maintaining strong financial discipline, Bank Asia accelerated its digital transformation initiatives to support long-term growth and sustainability. The bank expanded its mobile banking

services and strengthened partnerships with fintech companies, thereby improving access to financial services for both urban and rural customers. It also increased investments in green and sustainable finance, aligning its portfolio with global environmental and social standards. As a result, Bank Asia maintained a healthy capital adequacy ratio, stable profitability, and strong governance practices, positioning the bank for continued resilience and sustainable growth as the banking sector gradually moves toward recovery in 2026.

Bank Asia: Financial Overview 2025

Despite the challenges, Bank Asia continued its persistent efforts to achieve solid growth in the following business parameters.

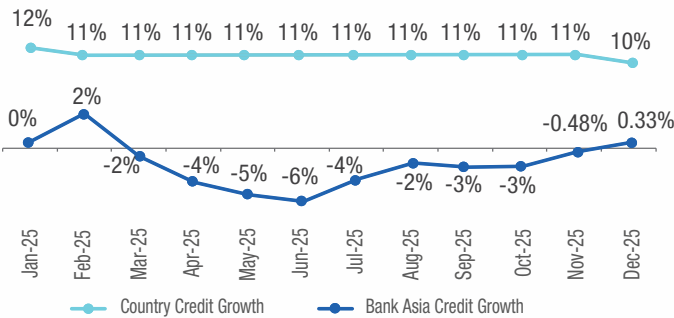
Deposit & Advance Growth: Country vs. Bank Asia

Bank Asia adopted a highly prudent approach in managing its balance sheet, prioritizing financial stability over rapid expansion in recent years. The bank deliberately moderated balance sheet growth to focus on improving the quality of its loan portfolio and strengthening overall asset performance. At the same time, it placed significant emphasis on building a strong base of low-cost and sustainable deposits to support liquidity and reduce funding pressure. This strategy contributed to an 10% growth in deposits, reflecting increased customer confidence and effective deposit mobilization efforts. Overall, this balanced and disciplined approach helped Bank Asia maintain financial resilience and long-term stability amid a challenging banking environment.

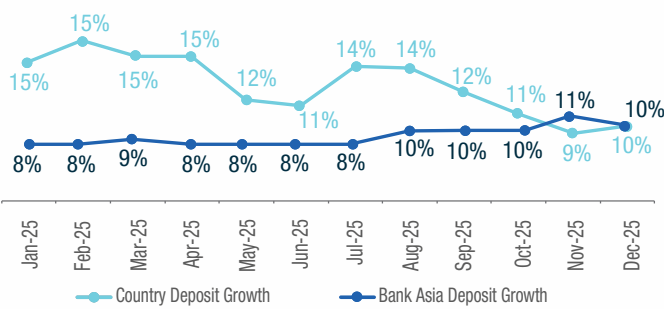
Business Budget Achievement

For any business, ensuring sustainable growth and achieving targeted profit remains the ultimate objective. In 2025, we adopted a cautious approach in booking new business to mitigate the risk of non-performing loans (NPLs) and maintain stability with confidence. As a result, both deposit and advance growth remained relatively limited compared to the previous year, reflecting our focus on asset quality over rapid expansion.

Country Vs. Bank Asia Credit Growth



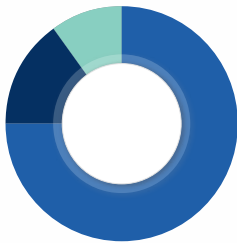
Country Vs. Bank Asia Deposit Growth



Non-funded business also faced challenges due to sluggish private sector investment growth. However, remittance inflows increased notably, supported by effective government initiatives, contributing positively to overall liquidity and supporting financial stability during the year.

Loan Mix

For risk diversification and in line with the sectoral lending cap policy approved by the Board, we have been focusing on maintaining moderate growth in corporate business while accelerating expansion in SME and retail segments, with the strategic goal of achieving a 50:50 portfolio mix in the near term. To support this objective, branch-level business targets have been set across SME, retail, Islamic banking, and agent banking segments over the past few years, with performance closely monitored against defined benchmarks. In addition, the Corporate and Export Finance functions have been centralized to ensure more efficient processes and professional, specialized service delivery to customers.

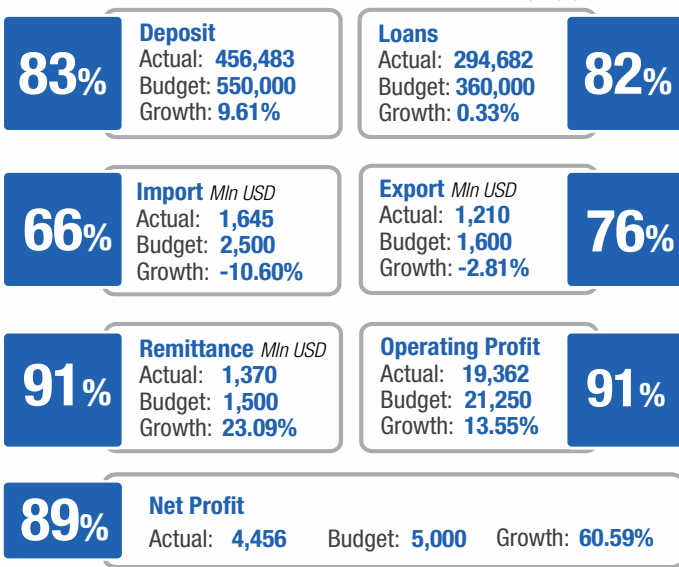


Loan Mix
Corporate **77%**
SME & Agri **14%**
Retail **9%**

Efficient Deposit Mix

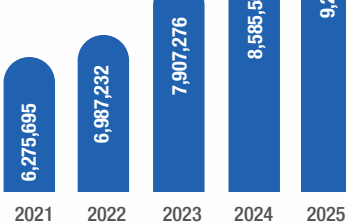
Deposit mix plays a very important role in deciding the profitability of a bank as income from loan & advance was declined due to lower margin. Therefore, one of the most significant strategies for our bank is to increase share of CASA in total deposits.

Budget Achievement



Total Number of Deposit A/C

Including agent banking



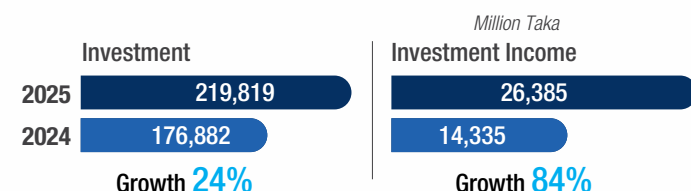
Chief Financial Officer's Report

Investment Portfolio and Income

In 2025, the bank's total investment portfolio increased to Tk. 219,819 million from Tk. 176,882 million in the previous year, reflecting stronger portfolio expansion and disciplined investment management. This growth was driven by strategic allocation across diversified instruments in line with prevailing market conditions and risk management priorities. As a result, total investment income rose significantly to Tk. 26,385 million from Tk. 14,335 million, achieving an impressive 84% growth. The strong performance highlights improved yield optimization, efficient fund deployment, and enhanced returns from the investment portfolio despite a challenging macroeconomic and financial environment.

Recovery from Written-Off Loans

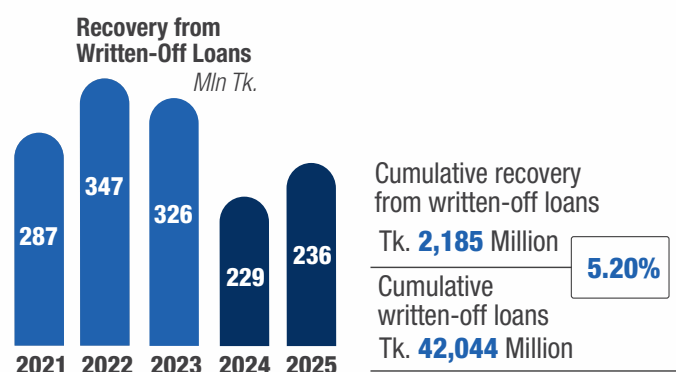
Cash recovery from written-off loans remains a key driver of the Bank's profitability, offering several advantages: these recoveries are not subject to tax, directly boost earnings without increasing loan



loss provisions, and enhance shareholder returns. In 2025, the Bank recovered Tk. 236 million from previously written-off loans, and building on this momentum, it has set a target to recover over Tk. 1,500 million in 2026. As of 2025, cumulative written-off loans stand at Tk. 42,044 million, against which cumulative recoveries total Tk. 2,185 million, representing a recovery rate of 5.20%.

Capital Management

Capital is the primary foundation of a secure banking system, as banks inherently assume risks and may incur losses when those risks materialize. To safeguard depositors and ensure stability during both



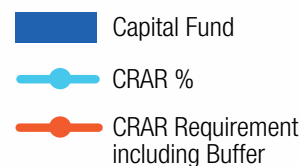
favorable and adverse conditions, banks must maintain sufficient capital to absorb potential losses. The level of capital required depends on the magnitude of risks undertaken—higher risk exposures necessitate stronger capital buffers. Consequently, banks must continuously assess their risk profiles and potential losses, while regulators closely monitor these internal assessments to ensure overall financial soundness.

To strengthen the global banking system, the Basel Committee on Banking Supervision introduced the Basel III framework in December 2010, enhancing capital and liquidity standards. In line with the roadmap

of Bangladesh Bank, Basel III implementation began in January 2015 and was fully phased in by January 2020. Under this framework, banks are required to maintain a minimum total capital, including a Capital Conservation Buffer, of 12.50 percent, compared to the current level of 15.32 percent, as illustrated below.

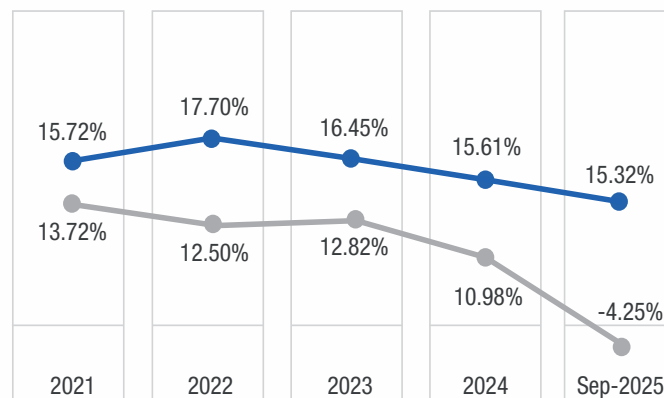
Capital Fund Trend

Million Taka



Images show that, in comparison to the industry, Bank Asia has always been very proactive in managing its capital efficiently, maintaining the ratio well above the requirement including the buffer.

Country VS Bank Asia CRAR%



Chief Financial Officer's Report

Capital Planning (Banking Operation) 2026-2030

In 2025, with a view to strengthen the capital base which falls under Tier 2, the bank successfully raised Tk. 4,000 Million under private placement where Tk.2,000 million collected from banking sector & remaining Tk.2,000 million from other than financial sector. Apart from raising Tier 2 capital, Bank Asia places equal importance on capital saving or reduction of capital requirement in the form of credit rating of appropriate Corporate and SME clients (detailed in risk management report section), optimizing worthy collaterals, and diversifying the business portfolio to ensure minimum risk with maximum return. Keeping this in mind, Bank Asia develops its capital and business strategies.

Million Taka

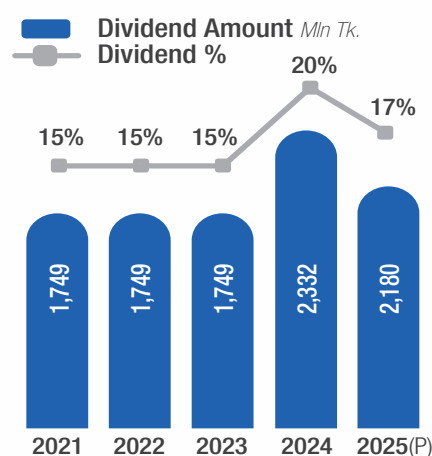
	Actual	Planning				
	2025	2026	2027	2028	2029	3030
Common Equity Tier 1 (CET1) Capital						
Paid-up capital	12,825	14,108	14,108	14,813	15,554	17,109
Statutory Reserve	12,771	14,108	14,108	14,500	15,000	16,000
General Reserve	8	8	8	8	8	8
Retained earnings	4,910	9,040	11,300	13,899	16,957	20,349
Perpetual Bond-1st issue	3,680	3,680	3,680	3,680	3,680	3,680
Less: Regulatory adjustments	-16	-16	-16	-16	-16	-16
Total Tier 1	34,179	40,928	43,188	46,885	51,183	57,130
General Provision including Off Balance Sheet Provision	8,225	9,120	10,214	11,542	13,158	15,132
Subordinated 7 year Floating Rate Second Bond4	4,000	4,000	4,000	3,200	2,400	1,600
Subordinated 7 year Floating Rate Second Bond5	-	5,000	10,000	10,000	8,000	6,000
Subordinated 7 year Floating Rate Second Bond6	-	-	-	-	10,000	10,000
Total Tier 2 Capital Available	12,225	18,120	24,214	24,742	33,558	32,732
Total Capital (Tier 1 + 2)	46,404	59,048	67,403	71,627	84,742	89,862
Risk Weighted Assets (RWA)	302,901	353,743	406,804	463,757	528,682	607,985
Tier 1 Capital to RWA	11.28%	11.57%	10.62%	10.11%	9.68%	9.40%
Tier 2 Capital to RWA	4.04%	5.12%	5.95%	5.34%	6.35%	5.38%
Minimum Capital Requirement+ Conservation Buffer	12.50%	12.50%	12.50%	12.50%	12.50%	12.50%
Capital to Risk Weighted Assets Ratio (CRAR)	15.32%	16.69%	16.57%	15.44%	16.03%	14.78%

Dividend

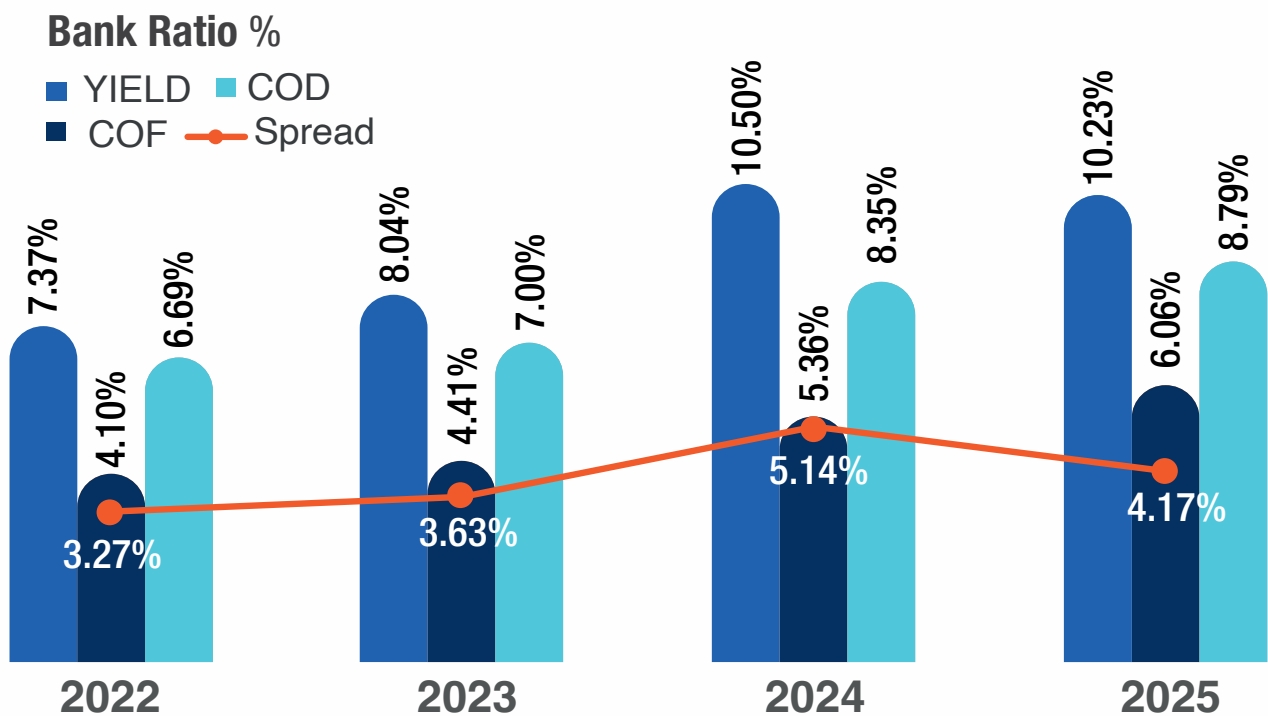
Dividends, whether cash or stock, are regarded as one of the simplest yet most powerful messages conveyed to shareholders about a company's historical performance and future prospects. During the last few years, the bank maintained sufficient provision to achieve a stronger balance sheet and in 2025, the bank declared a 17% dividend in the form of 8.5% cash and 8.5% stock totaling Tk. 2,180 million. Bank Asia distributed stock dividends in the early years of its operation to strengthen its core capital, and since 2014, a combination of stock and cash dividends have been distributed.

Driving Financial Inclusion: Agent Banking

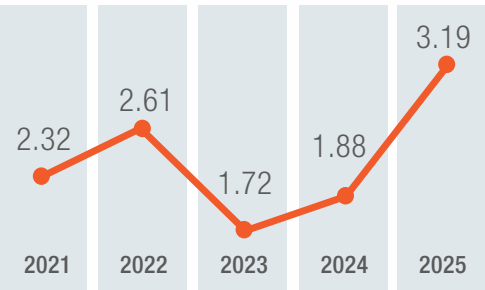
Bank Asia pioneered agent banking over a decade ago with a clear vision to extend financial services to remote and unbanked populations in a cost-effective and technology-driven manner. Since then, the Bank has significantly expanded its financial inclusion initiatives across the country through a wide network of agent outlets, including post office agent banking, Union Digital Centers (UDC), City Digital Centers (CDC), and micro-merchants, while also making foreign remittance services more accessible and convenient for people in rural areas. Currently, the Bank operates 5,057 agent outlets across Bangladesh, serving over 7.53 million customers with a deposit base of Tk. 67,772 million; notably, 89 percent of accounts are opened in rural areas and 64 percent of account holders are women, highlighting its strong contribution to financial inclusion. As the agent banking portfolio has remained largely deposit-driven, the Bank has identified significant opportunities for lending growth and has accordingly recalibrated its agent-centric business model by leveraging existing resources more effectively, aiming to expand lending, capture greater market share, and enhance overall profitability.



Chief Financial Officer's Report

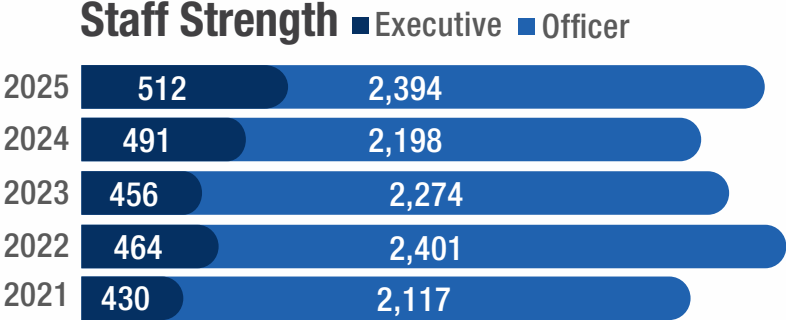


Earnings Per Share (EPS)

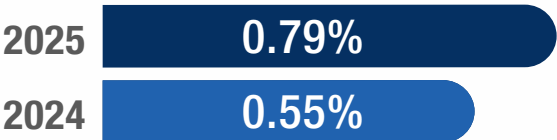


Note: 2024 restated

Staff Strength



Return on Assets (ROA)



Return on Equity (ROE)



Chief Financial Officer's Report



STRATEGY FOR 2026

1

Prioritize SME and retail banking segments by maximizing the utilization of existing distribution channels.

2

Target high-potential and emerging sectors such as power, shipbuilding, ship breaking, jute yarn, ceramics, and pharmaceuticals.

3

Expand agent banking and digital channels to increase reach in rural and unbanked areas, with emphasis on women and underserved populations.

4

Accelerate adoption of innovative technologies, including AI, automation, and digital platforms, to improve operational efficiency and customer experience.

5

Ensure robust cybersecurity measures and service continuity to protect client data and maintain trust.

6

Intensify efforts to restrain non-performing loans (NPLs) and boost recoveries from written-off loans.

7

Strengthen customer relationships to mobilize low-cost deposits and improve funding efficiency.

8

Develop new financial products and services, including tailored SME solutions, digital wallets, and cross-selling opportunities, to enhance revenue streams.

9

Explore partnerships with fintech companies and other innovative platforms to co-create solutions, enhance digital services, and reach new customer segments.

10

Incorporate environmental, social, and governance (ESG) principles into lending and investment strategies to support sustainable growth.

11

Continuously assess sectoral and credit risks, while using data-driven insights to guide strategic decisions.

12

Enhance brand visibility, improve customer satisfaction, and increase loyalty through targeted campaigns and digital engagement initiatives.

Brief Economic, Environmental and Social Performance

Economic responsibility	Nos. of loans	53,267
	Nos. of deposit accounts	9,253,264
	Nos. of savings accounts	8,393,307
Shareholders responsibility	Profit after Tax	4,456 Million
	Shareholders' fund	35,229 Million
	Share Price	18.20
Environmental responsibility	Electricity consumed	10,174,015 kwh
	Oil	39,769 ltrs
	CNG	47,656 m3
	Local business travel	5,069,825 Km
Social responsibility	Paper used	82,918 reams
	Staff strength	2,906
	Benefits and emoluments	4%

In 2025, Bank Asia demonstrated financial stability and operational resilience despite challenging economic conditions. Through sound risk management, ongoing digital innovation, and a continued focus on inclusive banking, the Bank sustained core earnings and further strengthened its capital position. Looking ahead, Bank Asia remains committed to prudent financial stewardship, enhancing stakeholder value, and supporting Bangladesh's progress toward a more inclusive and digitally empowered financial sector.

Mohammad Ibrahim Khalil, FCA
Chief Financial Officer