

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	A - E



No.	Principles and Recommendations	Remarks
A	Rights of Shareholders	
A.1	Basic Shareholder Rights	
A.1.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by annual general meeting (AGM) for final dividends?	<p>BCA pays dividends in an equitable and timely manner.</p> <p>The details of AGMS approval and the implementation as follow :</p> <p>Annual Report 333-334</p> <p>Announcement Summary of Minutes of AGMS 2021</p> <p>Interim Dividend FY 2020</p> <p>Final Dividend FY 2020</p>
A.2	Right to participate in decisions concerning fundamental corporate changes	
	Do shareholders have the right to participate in:	
A.2.1	Amendments to the company's constitution?	<p>Information about the right of BCA's Shareholders to participate on any amendments on the Company's Constitution are identified in :</p> <p>Annual Report 315-316</p> <p>Article 27 BCA's Article of Association</p>
A.2.2	The authorization of additional shares?	<p>Information about the right of BCA's Shareholders to participate on the authorization of additional shares are identified in :</p> <p>Article 4 BCA's Article of Association</p>
A.2.3	The transfer of all or substantially all assets, which in effect results in the sale of the company?	<p>Information about the right of BCA's Shareholders to participate on the transfer of all or substantially all assets, which in effect results in the sale of the company are identified in :</p>

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		Annual Report 315-316 Article 29 BCA's Article of Association
A.3		
A.3.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non-executive directors/ commissioners?	Information about the right of BCA's shareholders have the opportunity, evidenced by an agenda item, to approve remuneration or any increases in remuneration for the non-executive directors/commissioners are identified in : Annual Report 324-325 BCA's Article of Association Notice of 2021 AGM Result of 2021 AGM
A.3.2	Does the company provide non-controlling shareholders a right to nominate candidates for board of directors/ commissioners?	Information about BCA provide non-controlling shareholders a right to nominate candidates for board of directors/commissioners are identified in : Annual Report 315-316 Annual Report 338-339 Annual Report 350-351 Article 18 BCA's Article of Association
A.3.3	Does the company allows shareholders to elect directors/commissioners individually?	Annual Report 315-316

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A.3.4	Does the company disclose the voting procedures used before the start of meeting?	<p>BCA disclose the voting procedures used before the start of meeting as reflected in :</p> <p>Annual Report 320-321</p> <p>Rules and Procedure AGMS 2021</p>
A.3.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?	<p>The minutes of the most recent BCA's AGMS record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded are identified in :</p> <p>Annual Report 320</p> <p>Announcement Summary of Minutes of AGMS 2021</p> <p>Minutes of AGMS 2021</p> <p>Announcement Summary of Minutes of AGMS 2020</p> <p>Minutes of AGMS 2020</p>
A.3.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	<p>BCA disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGMS are identified in :</p> <p>Annual Report 322-325</p> <p>Announcement Summary of Minutes of AGMS 2021</p>
A.3.7	Does the company disclose the list of board members who attended the most recent AGM?	<p>BCA disclose the list of board members who attended the most recent AGM are identified in :</p> <p>Annual Report 316-317</p> <p>Announcement Summary of Minutes of AGMS 2021</p>

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		Attendance List BoD & BoC AGMS 2021
A.3.8	Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?	<p>BCA disclose that all board members and the CEO attended the most recent AGM are identified in :</p> <p>Annual Report 316-317</p> <p>Announcement Summary of Minutes of AGMS 2021</p> <p>Attendance List BoD & BoC AGMS 2021</p>
A.3.9	Does the company allow voting in absentia?	<p>BCA allow the shareholders to conduct voting in absentia by providing the proxy, with e-ASY KSEI or fill the proxy form which available in BCA's website since 28 days before the AGMS are identified in :</p> <p>Annual Report 320-321</p> <p>Notice of AGMS 2021</p> <p>Rules and Procedure AGMS 2021</p>
A.3.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	<p>BCA conducted vote by poll for all resolutions at the most recent AGMS are identified in :</p> <p>Annual Report 320-321</p> <p>Announcement Summary of Minutes of AGMS 2021</p>
A.3.11	Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?	<p>BCA disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGMS are identified in :</p> <p>Annual Report 321</p>

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		Announcement Summary of Minutes of AGMS 2021
A.3.12	Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM/EGM for all resolutions?	<p>BCA make publicly available by the next working day the result of the votes taken during the most recent AGM/EGM for all resolutions are identified in :</p> <p>Announcement Summary of Minutes of AGMS 2021</p> <p>Resolution of AGMS 2021</p> <p>Announcement Summary of Minutes of EGMS 2020</p> <p>Resolution of EGMS 2020</p> <p>*EGMS held on 30 July 2020, and 31 July 2020 is public holiday (Eid al-Adha)</p>
A.3.13	Does the company provide at least 21 days notice for all AGMs and EGMS?	<p>BCA provide at least 21 days notice for all AGMS and EGMS are identified in :</p> <p>Annual Report 318-319</p> <p>Notice of AGMS 2021</p> <p>Notice of EGMS 2020</p>
A.3.14	Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement?	<p>BCA provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement are identified in :</p> <p>Notice of AGMS 2021</p> <p>BCA's Website</p>
A.3.15	Does the company give the opportunity for shareholder to place item/s on the agenda of AGM?	BCA give the opportunity for shareholder to place item/s on the agenda of AGMS are identified in :

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		Annual Report 318 Preliminary Notice AGMS 2021 Article 21 BCA's Article of Association
A.4	Markets for corporate control should be allowed to function in an efficient and transparent manner	
A.4.1	In cases of mergers, acquisitions and/or takeovers requiring shareholders' approval, does the board of directors/ commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?	Annual Report 495-497 BCA's Website
A.5	The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated	
A.5.1	Does the company disclose its practices to encourage shareholders to engage the company beyond AGM?	BCA disclose its practices to encourage shareholders to engage the company beyond AGMS are identified in : Annual Report 442
No.	Principles and Recommendations	Remarks
B	Equitable Treatment of Shareholders	
B.1	Shares and Voting Rights	
B.1.1	Does the company's ordinary or common shares have one vote for one share?	Each shares of BCA have one vote for one share are identified in : Annual Report 318 Article 23 poin 4 BCA's Article of Association
B.1.2	Where the company has more than one class of shares, does the company publicise the voting rights attached to each class of shares (e.g. through the company website reports/the stock	N/A "the provisions in the BCA Articles of Association do not divide more than one classification of shares that can affect different voting rights"

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	exchange/the regulator's website)?	Article 23 poin 4 BCA's Article of Association
B.2	Notice of AGM	
B.2.1	Does each resolution in the most recent AGM deal with only one item, i.e., there is no bundling of several items into the same resolution?	<p>Each resolution in the most recent BCA's AGM deal with only one item are identified in :</p> <p>Annual Report 322-325</p> <p>Notice of AGMS 2021</p> <p>Announcement Summary of Minutes of AGMS 2021</p>
B.2.2	Are the company's notice of the most recent AGM/circulars fully translated into English and published on the same date as the local - language version?	<p>BCA's notice of the most recent AGMS/circulars fully translated into English and published on the same date as the Bahasa Indonesia are identified in :</p> <p>Notice of AGMS 2021 – Bahasa Indonesia</p> <p>Notice of AGMS 2021 – English Translation</p>
	Does the notice of AGM/circulars have the following details:	
B.2.3	Are the profiles of directors/commissioners (at least age, academic qualification, date of appointment, experience, and directorships in other listed companies) in seeking election/re-election included?	<p>The profiles of directors/commissioners in seeking election/re-election are included as reflected in :</p> <p>BoC Profile/Curriculum Vitae AGMS 2021</p> <p>BoD Profile/Curriculum Vitae AGMS 2021</p>
B.2.4	Are the auditors seeking appointment/re-appointment clearly identified?	<p>The auditors seeking appointment/re-appointment clearly identified as reflected in :</p> <p>Notice of AGMS 2021</p> <p>BCA's Website</p>

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B.2.5	Were the proxy documents made easily available?	<p>Proxy documents available at BCA's Website and Share Administration Bureau as reflected in :</p> <p>BCA's Website</p> <p>Notice of AGMS 2021</p>
B.3	Insider trading and abusive self-dealing should be prohibited	
B.3.1	Does the company have policies and/or rules prohibiting directors/commissioners and employees to benefit from knowledge which is not generally available to the market?	<p>BCA have policies and/or rules prohibiting directors/commissioners and employees to benefit from knowledge which is not generally available to the market as reflected in :</p> <p>Insider Trading Policy</p>
B.3.2	Are the directors/commissioners required to report their dealings in company shares within 3 business days?	<p>The directors/commissioners report their dealings in company shares align with the prevailing regulations.</p> <p>Annual Report 343</p> <p>Annual Report 364</p>
B.4	Related party transactions by directors and key executive	

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B.4.1	Does the company have a policy requiring directors/commissioners to disclose their interest in transactions and any other conflicts of interest?	<p>BCA have a policy requiring directors/commissioners to disclose their interest in transactions and any other conflicts of interest as reflected in :</p> <p>Annual Report 475</p>
B.4.2	Does the company have a policy requiring a committee of independent directors/commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?	<p>BCA have a policy requiring a committee of independent directors/commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders as reflected in :</p> <p>Annual Report 394</p> <p>Annual Report 473</p> <p>RPT and Conflict of Interest Transaction Policy</p>
B.4.3	Does the company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?	<p>BCA have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted as reflected in :</p> <p>Annual Report 475</p>
B.4.4	Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?	<p>BCA have policies on loans to directors and commissioners either for bidding this practice or ensuring that they are being conducted at arm's length basis and at market rates as reflected in :</p> <p>Annual Report 498</p>
B.5		
B.5.1	Does the company disclose that RPTs are conducted in	BCA disclose that RPTs are conducted in such a way to ensure that they are fair and

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	such a way to ensure that they are fair and at arms' length?	at arms' length as reflected in : Annual Report 473-475
B.5.2	In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?	In case of BCA RPT requiring shareholders' approval, the decision made by disinterested shareholders, as reflected in : Annual Report 473-475

No.	Principles and Recommendations	Remarks
C	Role of Stakeholders	
C.1	The rights of stakeholders that are established by law or through mutual agreements are to be respected	
	Does the company disclose a policy and practices that address:	
C.1.1	The existence and scope of the company's efforts to address customers' welfare?	<p>BCA disclose a policy and practices that adress the existence and scope of the BCA's efforts to address customers' welfare as reflected in :</p> <p>Annual Report 479-481</p> <p>BCA's Individual Banking Product</p> <p>BCA's Business Banking Product</p> <p>Sustainability Report 47-49</p> <p>Sustainability Report 74</p> <p>Sustainability Report 75</p>
C.1.2	Supplier/contractor selection procedures?	BCA has policy and practices in selecting supplier/vendor/contractor as reflected in :

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		<p>Annual Report 303</p> <p>Annual Report 492-493</p> <p>Sustainability Report 39</p> <p>Sustainability Report 68</p> <p>Procurement Policy</p>
C.1.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?	<p>BCA policies and efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development in :</p> <p>Sustainability Report 91-95</p>
C.1.4	The company's efforts to interact with the communities in which they operate?	<p>BCA efforts to interact with the communities in which they operate as reflected in :</p> <p>Sustainability Report 97-113</p>
C.1.5	The company's anti-corruption programmes and procedures?	<p>BCA's anti-corruption programmes and procedures are identified in :</p> <p>Annual Report 472</p> <p>Annual Report 492</p> <p>Sustainability Report 76-77</p>
C.1.6	How creditors' rights are safeguarded?	<p>Creditor's rights are safeguarded, as reflected in :</p> <p>Annual Report 309</p>
C.1.7	Does the company have a separate report/section that discusses its efforts on environment/economy and social	<p>BCA have a separate report/section that discusses its efforts on environment/economy and social issues, as reflected in :</p>

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	issues?	Sustainability Report
C.2	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights.	
C.2.1	Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	BCA provide contact details via website or Annual Report which stakeholders can use to voice their concerns and/or complaints for possible violation of their rights, as reflected in : Annual Report 479-481
C.3	Mechanisms for employee participation should be permitted to develop	
C.3.1	Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?	Sustainability Report 51-53 Sustainability Report 82-90
C.3.2	Does the company explicitly disclose the policies and practices on training and development programmes for its employees?	BCA explicitly disclose the policies and practices on training and development programmes for its employees as reflected in : Annual Report 95 Sustainability Report 27 Sustainability Report 86-87
C.3.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?	BCA have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures as reflected in : Annual Report 385-390
C.4	Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this	
C.4.1	Does the company have a whistleblowing policy which includes procedures for complaints by employees and	BCA have a whistleblowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical

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	other stakeholders concerning alleged illegal and unethical behaviour and provide contact details via the company's website or annual report	behaviour and provide contact details via the company's website or annual report as reflected in : Annual Report 468-470
C.4.2	Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behaviour from retaliation?	BCA have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behaviour from retaliation as reflected in : Annual Report 468-470

No.	Principles and Recommendations	Remarks
D	Disclosure and Transparency	
D.1	Transparent Ownership Structure	
D.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	Information about BCA's shareholders reveal the identity of beneficial owners, holding 5% shareholding or more, as reflected in : Annual Report 96-97
D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?	BCA disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders as reflected in : Annual Report 96
D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	BCA disclose the direct and indirect (deemed) shareholdings of directors and commissioners as reflected in : Annual Report 343 Annual Report 365

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D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	
D.1.5	Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/vehicles (SPEs)/(SPVs)?	<p>BCA disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/vehicles as reflected in :</p> <p>Annual Report 501-505</p>
D.2	Quality of Annual Report	
	Does the company's annual report disclose the following items:	
D.2.1	Corporate Objectives	<p>BCA's prospects, strategic priorities & projection were disclosed in :</p> <p>Annual Report 286-287</p>
D.2.2	Financial Performance indicators	<p>BCA's financial performance indicators for the last five years can be found in :</p> <p>Annual Report 14-17</p> <p>The review on financial performance realization against the target can be found in :</p> <p>Annual Report 257</p>
D.2.3	Non-Financial Performance indicators	<p>BCA 's non-financial indicators were disclosed in :</p> <p>Annual Report 12-13</p> <p>Annual Report 122</p> <p>Annual Report 260</p> <p>Sustainability Report 69-70</p>

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D.2.4	Dividend Policy	<p>BCA's Dividen Policy as reflected in :</p> <p>Annual Report 282</p> <p>Annual Report 303</p> <p>BCA's Website</p> <p>Dividend Policy</p>
D.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/commissioners	<p>Biographical details and any other directorships of listed companies) of all directors/commissioners are disclosed in :</p> <p>Annual Report 62-78</p>
D.2.6	Attendance details of each director/commissioner in all directors/commissioners meetings held during the year	<p>Attendance details of each director/commissioner in all directors/commissioners meetings held during the year are disclosed in :</p> <p>Annual Report 371</p> <p>Annual Report 374</p>
D.2.7	Total remuneration of each member of the board of directors/commissioners	<p>BCA disclosed the remuneration received by members of BOC and BOD, which consists of remuneration package, other benefits and variable remuneration as reflected in :</p> <p>Annual Report 387-388</p>
	Corporate Governance Confirmation Statement	

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D.2.8	Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?	BCA was disclosed the Statement of Implementation of Good Corporate Governance Principles of the Bank as reflected in : Annual Report 304-311
D.3	Disclosure of Related Party Transactions (RPTs)	
D.3.1	Does the company disclose its policy covering the review and approval of material RPTs?	BCA disclose its policy covering the review and approval of material RPTs as reflected in : Annual Report 473
D.3.2	Does the company disclose the name, relationship, nature and value for each material RPTs?	BCA's disclose the name, relationship, nature and value for each material RPTs as reflected in : Annual Report 474
D.4	Directors and Commissioners dealings in the shares of the company	
D.4.1	Does the company disclose trading in the company's shares by insiders?	BCA disclose trading in the company's shares by insiders as reflected in : Annual Report 343 Annual Report 365
D.5	External Auditor and Auditor Report	
	Where the same audit firm is engaged for both audit and non-audit services	
D.5.1	Are the audit and non-audit fees disclosed?	The audit and non-audit fees disclosed were disclosed in : Annual Report 450

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D.5.2	Does the non-audit fee exceed the audit fees?	The non-audit fees doesn't exceed the audit fees disclosed are disclosed in : Annual Report 450
D.6	Media of Communications	
	Does the company use the following modes of communication?	
D.6.1	Quarterly Reporting	BCA's Quarterly Report
D.6.2	Company Website	BCA's Website
D.6.3	Analyst's meeting	The information about analyst meeting are disclosed in : Annual Report 443 Corporate Presentation
D.6.4	Media briefings/press conferences	Information about media briefing/press conference are disclosed in : Annual Report 482 BCA's Website
D.7	Timely filing/release of annual/financial reports	
D.7.1	Are the audited annual financial report/statement released within 120 days from the financial year end?	BCA's Consolidated Financial Statement IDX Website Financial and Annual Report Section Choose : 1. Financial Report 2. Stock Company Code : BBCA Year : 2020 Period : Yearly
D.7.2	Is the annual report released within 120 days from the financial year end?	IDX Website Form OK

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		IDX Company Profile
D.7.3	Is the statement that the Annual Financial Report has been presented correctly and fairly, confirmed by the Board of Commissioners or the Board of Directors and/or related officials of the company.	Information about the Annual Financial Report has been presented correctly and fairly, confirmed by the Board of Commissioners or the Board of Directors are disclosed in : Annual Report 552
D.8	Company Website	
	Does the company have a website disclosing up-to-date information on the following:	
D.8.1	Financial statements/reports (latest quarterly))	Information about financial statement are disclosed in : BCA's Website Corporate Presentation
D.8.2	Materials provided in briefings to analysts and media	Information about materials for analyst and media are disclosed in : BCA's Website Corporate Presentation
D.8.3	Downloadable Annual Report	The Annual Report can be download through : BCA's Website
D.8.4	Notice of AGM and/or EGM	Information about Notice of AGM/EGM are disclosed in : BCA's Website
D.8.5	Minutes of AGM and/or EGM	Information about Minutes of AGM and/or EGM are disclosed in : BCA's Website Announcement Summary of Minutes of AGMS 2021 Minutes of AGMS 2021

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		Announcement Summary of Minutes of EGMS 2020 Minutes of EGMS 2020
D.8.6	Company's constitution (company's by-laws, memorandum and association)	Information about BCA's Constitution are disclosed in : BCA's Website (Deed of Establishment)
D.9	Investor Relations	
D.9.1	Does the company disclose the contact details (e.g. telephone, fax, and email) of the officer/office responsible for investor relations?	Contact Details of BCA, are disclosed in : Annual Report 444

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E	RESPONSIBILITIES OF THE BOARD	
E.1	Board Duties and Responsibilities	
	Clearly defined board responsibilities and corporate governance policy	
E.1.1	Does the company disclose its corporate governance policy/board charter?	The information about corporate governance policy and board charter are disclosed in : Annual Report 303 Annual Report 335 Annual Report 348 BCA's Website (GCG Policy) BCA's Website Organizational Structure

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E.1.2	Are the types of decisions requiring board of directors/commissioners' approval disclosed?	Annual Report 336-337 Annual Report 349
E.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated?	Annual Report 335-336 Annual Report 348-349
	Corporate Vision/Mission	
E.1.4	Does the company have an updated Vision and Mission statement?	Annual Report 494
E.1.5	Does the board of directors play a leading role in the process of developing and reviewing the company's strategy at least annually?	Annual Report 335 Annual Report 348 Annual Report 499
E.1.6	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?	Annual Report 378 Annual Report 499
E.2	Board Structure	
	Code of Ethics or Conduct	
E.2.1	Are the details of the code of ethics or conduct disclosed?	Annual Report 492-493

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E.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?	Annual Report 492
E.2.3	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?	Annual Report 493
	Board Structure & Composition	
E.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/commissioners?	Annual Report 339
E.2.5	Does the company have a term limit of nine years or less or 2 terms of five years ¹⁾ each for its independent directors/commissioners? 1) The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	
E.2.6	Has the company set a limit of five board seats that an individual independent/non-executive director/ commissioner may hold simultaneously?	Annual Report 344
E.2.7	Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?	Annual Report 365

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	Nomination Committee (NC)	
E.2.8	Does the company have a Nominating Committee?	Annual Report 401
E.2.9	Is the Nominating Committee comprised of a majority of independent directors/commissioners?	
E.2.10	Is the chairman of the Nominating Committee an independent director/commissioner?	Annual Report 402
E.2.11	Does the company disclose the terms of reference/governance structure/charter of the Nominating Committee?	Annual Report 401 RNC Charter
E.2.12	Is the meeting attendance of the Nominating Committee disclosed and if so, did the Nominating Committee meet at least twice during the year?	Annual Report 405
	Remuneration Committee (RC)/Compensation Committee	
E.2.13	Does the company have a Remuneration Committee?	Annual Report 401
E.2.14	Is the Remuneration Committee comprised of a majority of independent directors/commissioners?	
E.2.15	Is the chairman of the Remuneration Committee an independent director/commissioner?	Annual Report 402
E.2.16	Does the company disclose the terms of reference/governance structure/charter of the Remuneration Committee?	Annual Report 401 RNC Charter

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E.2.17	Is the meeting attendance of the Remuneration Committee disclosed and, if so, did the Remuneration Committee meet at least twice during the year?	Annual Report 405
Audit Committee (AC)		
E.2.18	Does the company have an Audit Committee?	Annual Report 391
E.2.19	Is the Audit Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	Annual Report 391
E.2.20	Is the chairman of the Audit Committee an independent director/commissioner?	Annual Report 391
E.2.21	Does the company disclose the terms of reference/governance structure/charter of the Audit Committee?	Annual Report 391 AC Charter
E.2.22	Does at least one of the independent directors/commissioners of the committee have accounting expertise (accounting qualification or experience)?	Annual Report 76 Annual Report 79-80
E.2.23	Is the meeting attendance of the Audit Committee disclosed and, if so, did the Audit Committee meet at least four times during the year?	Annual Report 395-396

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	A - E



E.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	Annual Report 394
E.3	Board Processes	
	Board Meetings and Attendance	
E.3.1	Are the board of directors meeting scheduled before the start of financial year?	Annual Report 373 Annual Report 376 BCA's Website
E.3.2	Does the board of directors/commissioners meet at least six times during the year?	Annual Report 371 Annual Report 373-374
E.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?	Annual Report 371 Annual Report 374
E.3.4	Does the company require a minimum quorum of at least 2/3 for board decisions?	
E.3.5	Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives	Annual Report 371-372

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	A - E



	present?	
	Access to Information	
E.3.6	Are board papers for board of directors/commissioners meetings provided to the board at least five business days in advance of the board meeting?	Annual Report 370 Annual Report 373
E.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	Annual Report 439
E.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices and has kept abreast on relevant developments?	Annual Report 438-439
	Board Appointment and Re-Election	
E.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?	Annual Report 337-338 Annual Report 349-350
E.3.10	Did the company describe the process followed in appointing new directors/commissioners?	Annual Report 338-339 Annual Report 350-351
E.3.11	Are all directors/commissioners subject to re-election every 3 years; or 5 years for listed companies in countries whose legislation prescribes a term of 5 years ²⁾ each?	

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	A - E



	2) The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	
	Remuneration Matters	
E.3.12	Does the company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy/ practices (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO?	Annual Report 388-389
E.3.13	Is there disclosure of the fee structure for non-executive directors/commissioners?	Annual Report 387
E.3.14	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	Annual Report 324-325
E.3.15	Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executive with long-term interests of the company, such as claw back provision and deferred bonuses?	Annual Report 386
	Internal Audit	
E.3.16	Does the company have a separate internal audit function?	Annual Report 445

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	A - E



E.3.17	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	Annual Report 446
E.3.18	Does the appointment and removal of the internal auditor require the approval of the Audit Committee?	Annual Report 394 Annual Report 446
	Risk Oversight	
E.3.19	Does the company establish a sound internal control procedures/risk management framework and periodically review the effectiveness of that framework?	Annual Report 454-465
E.3.20	Does the Annual Report/Annual CG Report disclose that the board of directors/commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?	Annual Report 462
E.3.21	Does the company disclose the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic)?	Annual Report 457-461
E.3.22	Does the Annual Report/Annual CG Report contain a statement from the board of directors/commissioners or Audit Committee commenting on the adequacy of the company's	Annual Report 462

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	A - E



	internal controls/risk management systems?	
E.4	People on the Board	
	Board Chairman	
E.4.1	Do different persons assume the roles of chairman and CEO?	Annual Report 74
E.4.2	Is the chairman an independent director/commissioner?	Annual Report 74
E.4.3	Is any of the directors a former CEO of the company in the past 2 years?	Annual Report 62-73 Annual Report 352-353
E.4.4	Are the roles and responsibilities of the chairman disclosed?	Annual Report 336
	Lead Independent Director	
E.4.5	If the Chairman is not independent, has the Board appointed a Lead/Senior Independent Director and has his/her role been defined?	Paragraph 2 Article 22 BCA's Article of Association
	Skills and Competencies	
E.4.6	Does at least one non-executive director/commissioner have prior working experience in the major sector that the company is operating in?	Annual Report 74-78
E.5	Board Performance	
	Directors Development	

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	A - E



E.5.1	Does the company have orientation programmes for new directors/commissioners?	Annual Report 340 Annual Report 354-355
E.5.2	Does the company have a policy that encourages directors/commissioners to attend on-going or continuous professional education programmes?	Annual Report 341-342 Annual Report 355-363
CEO/Executive Management Appointments and Performance		
E.5.3	Does the company disclose the process on how the board of directors/commissioners plans for the succession of the CEO/Managing Director/President and key management?	Mechanism for Nomination of Members of Board of Commissioners and Board of Directors Annual Report 406
E.5.4	Does the board of directors/commissioners conduct an annual performance assessment of the CEO/Managing Director/President?	Annual Report 384
Board Appraisal		
E.5.5	Did the company conduct an annual performance assessment of the board of directors/commissioners and disclose the criteria and process followed for the assessment?	Annual Report 383-384

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	A - E



	Director Appraisal	
E.5.6	Did the company conduct an annual performance assessment of the individual directors/commissioners and disclose the criteria and process followed for the assessment?	Annual Report 383-384
	Committee Appraisal	
E.5.7	Did the company conduct an annual performance assessment of the board committees and disclose the criteria and process followed for the assessment?	Annual Report 345-346 Annual Report 367-369