

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	1



No.	Principles and Recommendations	Remarks
A	Rights and Equitable Treatment 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 shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days.	BCA pays dividends in an equitable and timely manner. The details of AGMS approval and the implementation as follow : Annual Report 305 Summary of Minutes of AGMS 2025 Minutes of AGMS of 2025 Interim Dividend FY 2024 Final Dividend FY 2024
A.2	Right to participate effectively in and vote in general shareholder meetings and should be informed of the rules, including voting procedures, that govern general shareholder meetings.	
A.2.1	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 306 BCA's Article of Association Notice of AGMS 2025 Summary of Minutes of AGMS 2025
A.2.2	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 299 Annual Report 318-319

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		Annual Report 332-333 Article 18 BCA's Article of Association
A.2.3	Does the company allow shareholders to elect directors/commissioners individually?	Annual Report 299
A.2.4	Does the company disclose the voting procedures used before the start of meeting?	BCA disclose the voting procedures used before the start of meeting as reflected in: Annual Report 302-304 Rule and Procedure of AGMS 2025
A.2.5	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?	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 : Annual Report 302-303 Summary of Minutes of AGMS 2025 Minutes of AGMS of 2025 Summary of Minutes of AGMS 2024 Minutes of AGMS 2024
A.2.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	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 : Annual Report 304-307 Summary of Minutes of AGMS 2025
A.2.7	Does the company disclose the list of board members who attended the most recent AGM?	BCA disclose the list of board members who attended the most recent AGM are identified in :

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		Annual Report 299-300 Summary of Minutes of AGMS 2025
A.2.8	Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?	BCA disclose that all board members and the CEO attended the most recent AGM are identified in : Annual Report 299-300 Summary of Minutes of AGMS 2025
A.2.9	Does the company allow voting in absentia?	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 : Annual Report 302-304 Notice of AGMS 2025 Rule and Procedure of AGMS 2025
A.2.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	BCA conducted vote by poll for all resolutions at the most recent AGMS are identified in : Annual Report 302-304 Summary of Minutes of AGMS 2025
A.2.11	Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?	BCA disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGMS are identified in : Annual Report 308 Summary of Minutes of AGMS 2025

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A.2.12	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?	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 : Summary of Minutes of AGMS 2025 Main Resolution of AGMS 2025
A.2.13	Does the company provide at least 21 days notice for all AGMs and EGMS?	BCA provide at least 21 days notice for all AGMS and EGMS are identified in : Annual Report 301 Notice of AGMS 2025
A.2.14	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?	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 : Notice of AGMS 2025 BCA's Website
A.2.15	Does the company give the opportunity for shareholders to place item/s on the agenda of general meetings and/or to request for general meetings subject to a certain percentage?	BCA give the opportunity for shareholder to place item/s on the agenda of AGMS are identified in : Annual Report 301 Preliminary Notice of AGMS 2025 Article 21 BCA's Article of Association
A.3	Markets for corporate control should be allowed to function in an efficient and transparent manner.	
A.3.1	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?	N/A "BCA has not yet conducted mergers, acquisitions and/or takeovers requiring shareholders' approval recently"

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A.4	The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated	
A.4.1	Does the company disclose its practices to encourage shareholders to engage with the company beyond general meetings?	BCA disclose its practices to encourage shareholders to engage the company beyond AGMS are identified in : Annual Report 423
A.5	Shares and voting rights	
A.5.1	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 exchange/ the regulator's website)?	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”
A.6	Notice of AGMS	
A.6.1	Does each of the resolutions tabled at the most recent annual general meeting deal with only one item, i.e., there is no bundling of several items into the same resolution?	Each resolution in the most recent BCA’s AGM deal with only one item are identified in : Annual Report 304-308 Notice of AGMS 2025 Summary of Minutes of AGMS 2025
A.6.2	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?	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 : Notice of AGMS 2025 – Indonesian Translation Notice of AGMS 2025 – English Translation
Does the notice of AGM/circulars have the following details:		
A.6.3	Are the profiles of directors/commissioners (at least age, academic qualification, date of first appointment, experience, and directorships in other listed companies) in seeking election/re-election included?	The profiles of directors and commissioner in seeking election/re-election are included as reflected in : BoD Profile/Curriculum Vitae AGMS 2025
A.6.4	Are the auditors seeking appointment/re-appointment clearly identified?	The auditors seeking appointment/re-appointment clearly identified as reflected in :

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		Notice of AGMS 2025
A.6.5	Were the proxy documents made easily available?	BCA's Website Proxy documents available at BCA's Website and Share Administration Bureau as reflected in : Notice of AGMS 2025 BCA's Website
A.7	Insider trading and abusive self-dealing should be prohibited.	
A.7.1	Are the directors / commissioners required to report their dealings in company shares within 3 business days?	The directors/commissioners report their dealings in company shares align with the prevailing regulations. Annual Report 336-337 Annual Report 356-357
A.8	Related party transactions by directors and key executives.	
A.8.1	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?	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 : Annual Report 374-375 Annual Report 457 RPT and Conflict of Interest Transaction Policy
A.8.2	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?	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 : Annual Report 465
A.8.3	Does the company have policies on loans to directors and commissioners either forbidding this practice or	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

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	ensuring that they are being conducted at arm's length basis and at market rates?	market rates as reflected in : Annual Report 491	
A.9	Protecting minority shareholders from abusive actions		
A.9.1	Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?	BCA disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length as reflected in : Annual Report 464	
A.9.2	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 464-465	

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B	Sustainability and Resilience	
B.1	Sustainability-related disclosure should be consistent, comparable and reliable, and include retrospective and forward-looking material information that a reasonable investor would consider important in making an investment or voting decision	
	Material Sustainability-related information should be specified	
B.1.1	Does the company identify/report ESG topics that are material to the organization's strategy?	Sustainability Report 40-41
B.1.2	Does the company identify climate change as an issue?	Sustainability Report 44 Sustainability Report 41
B.1.3	Does the company adopt an internationally recognized reporting framework or standard for sustainability (i.e. GRI, Integrated Reporting, SASB, IFRS Sustainability Disclosure Standards)?	Sustainability Report 139-145
	If a company publicly sets a sustainability-related goal or target, the disclosure framework should provide that reliable metrics are regularly disclosed in an easily accessible form	

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B.1.4	Does the company disclose quantitative sustainability target?	Sustainability Report 131-133
B.1.5	Does the company disclose sustainability-related performance progress in relation to its previously set targets?	Sustainability Report 131-133
B.1.6	Does the company confirm that its Sustainability Report / Reporting is reviewed and /or approved by the Board or Board Committee?	Sustainability Report 134
B.2	Corporate governance frameworks should allow for dialogue between a company, its shareholders and stakeholders to exchange views on sustainability matters	
B.2.1	Does the company engage internal stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	Sustainability Report 38-39
B.2.2	Does the company engage external stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	Sustainability Report 40 Sustainability Report 38-39
B.3	The corporate governance framework should ensure that boards adequately consider material sustainability risks and opportunities when fulfilling their key functions in reviewing, monitoring and guiding governance practices, disclosure, strategy, risk management and internal control systems, including with respect to climate-related physical and transition risks	
	Boards should assess whether the company's capital structure is compatible with its strategic goals and its associated risk appetite to ensure it is resilient to different scenarios	
B.3.1	Does the company disclose that the board reviews on an annual basis that the company's capital and debt structure is compatible with its strategic goals and its associated risk appetite?	Sustainability Report 36 Sustainability Report 60-62

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B.4	The corporate governance framework should recognise the rights of stakeholders established by law or through mutual agreements and encourage active cooperation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises.	
	Does the company disclose a policy and practices that address :	
B.4.1	The existence and scope of the company's efforts to address customers' welfare?	Sustainability Report 42 Sustainability Report 78 Sustainability Report 89
B.4.2	Supplier/contractor selection procedures?	Sustainability Report 39 Sustainability Report 49-50
B.4.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?	Sustainability Report 131-132 Sustainability Report 49
B.4.4	The company's efforts to interact with the communities in which they operate?	Sustainability Report 112
B.4.5	The company's anti-corruption programmes and procedures?	Sustainability Report 50-51
B.4.6	How creditors' rights are safeguarded?	Sustainability Report 42 Sustainability Report 89 Sustainability Report 109
B.4.7	Does the company have a separate report/section that discusses its efforts on environment/economy and social	N/A

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	issues?	
B.5	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights.	
B.5.1	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?	Sustainability Report 52 Sustainability Report 102 Sustainability Report 130
B.6	Mechanisms for employee participation should be permitted to develop.	
B.6.1	Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?	Sustainability Report 104
B.6.2	Does the company explicitly disclose the policies and practices on training and development programmes for its employees?	Sustainability Report 36-37 Sustainability Report 98-99
B.6.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?	Sustainability Report 92 Sustainability Report 102-103
B.7	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.	
B.7.1	Does the company have a whistle blowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behaviour and provide contact details via the company's website or annual report	Sustainability Report 52 Sustainability Report 102
B.7.2	Does the company have a policy or procedures to	Sustainability Report 52

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protect an employee/person who reveals alleged illegal/unethical behaviour from retaliation?	Sustainability Report 106
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No.	Principles and Recommendations	Remarks
C	Disclosure and Transparency	
C.1	Transparent Ownership Structure	
C.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
C.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
C.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 337 Annual Report 356-357
C.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	BCA disclose the direct and indirect (deemed) shareholdings of senior management as reflected in : Annual Report 323 Annual Report 341-342
C.1.5	Does the company disclose details of the	BCA disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/vehicles as reflected in :

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	parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/ vehicles (SPEs)/ (SPVs)?	Annual Report 497-499
C.2	Quality of Annual Report	
	Does the company's annual report disclose the following items:	
C.2.1	Corporate Objectives	BCA's prospects, strategic priorities & projection were disclosed in : Annual Report 489
C.2.2	Financial Performance indicators	BCA's financial performance indicators for the last five years can be found in : Annual Report 18-21 The review on financial performance realization against the target can be found in : Annual Report 270 Financial Performance Review 2023: Annual Report 257
C.2.3	Non-Financial Performance indicators	BCA 's non-financial indicators were disclosed in : Annual Report 6-17
C.2.4	Dividend Policy	BCA's Dividen Policy as reflected in : Annual Report 291 BCA's Website Dividend Policy
C.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	Biographical details and any other directorships of listed companies) of all directors/commissioners are disclosed in : Annual Report 359-360 Annual Report 62-73 & 74-78

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	Corporate Governance Confirmation Statement	
C.2.6	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 289-290 & 293 Annual Report 469
C.3.	Remuneration of Members of the Board and Key Executives	
C.3.1	Is there disclosure of the fee structure for non-executive directors/commissioners?	Annual Report 367
C.3.2	Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] details of remuneration of each non-executive director/commissioner?	Annual Report 367
C.3.3	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 368
C.3.4	Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] the details of remuneration of each of the executive directors and CEO [if he/she is not a member of the Board]?	Annual Report 368
C.4	Disclosure of related party transactions (RPT)	
C.4.1	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 457

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		Annual Report 458-464
C.4.2	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 458
C.5	Directors and commissioners dealings in shares of the company	
C.5.1	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 291
C.6	External Auditor and Auditor Report	
	Where the same audit firm is engaged for both audit and non-audit services	
C.6.1	Are the audit and non-audit fees disclosed?	The audit and non-audit fees disclosed were disclosed in : Annual Report 432
C.6.2	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 432
C.7	Media of Communications	
	Does the company use the following modes of communication?	
C.7.1	Quarterly Reporting	BCA's Quarterly Report Annual Report 494
C.7.2	Company Website	BCA's Website Annual Report 115

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		Annual Report 473
C.7.3	Analyst's meeting	The information about analyst meeting are disclosed in : Annual Report 424 Corporate Presentation
C.7.4	Media briefings/press conferences	Information about media briefing/press conference are disclosed in : Annual Report 475-481 BCA's Website
C.8	Timely filing/release of annual/financial reports	
C.8.1	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 : BBKA Year : 2024 Period : Yearly
C.8.2	Is the annual report released within 120 days from the financial year end?	IDX Website Form IDX Company Profile
C.8.3	Is the true and fairness/fair representation of the annual financial statement/reports affirmed by the board of directors/commissioners and/or the relevant officers 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 530
C.9	Company Website	
	Does the company have a website disclosing up-to-date information on the following:	

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C.9.1	Financial statements/reports (latest quarterly))	Information about financial statement are disclosed in : BCA's Website Corporate Presentation
C.9.2	Materials provided in briefings to analysts and media	Information about materials for analyst and media are disclosed in : BCA's Website Corporate Presentation
C.9.3	Downloadable Annual Report	The Annual Report can be download through : BCA's Website
C.9.4	Notice of AGM and/or EGM	Information about Notice of AGM/EGM are disclosed in : BCA's Website
C.9.5	Minutes of AGM and/or EGM	Information about Minutes of AGM and/or EGM are disclosed in : BCA's Website Summary of Minutes of AGMS 2025 Minutes of AGMS of 2025
C.9.6	Company's constitution (company's by-laws, memorandum and association)	Information about BCA's Constitution are disclosed in : BCA's Website (Deed of Establishment)
C.10	Investor Relations	

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C.10.1	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 425
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D	RESPONSIBILITIES OF THE BOARD	
D.1	Board Duties and Responsibilities	
	Clearly defined board responsibilities and corporate governance policy	
D.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 314 Annual Report 328 BCA's Website (GCG Policy) BCA's Website Organizational Structure
D.1.2	Are the types of decisions requiring board of directors/commissioners' approval disclosed?	Annual Report 316-317 Annual Report 330-331
D.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated?	Annual Report 314 Annual Report 328
	Corporate Vision/Mission	
D.1.4	Does the company have an updated Vision and Mission statement?	Annual Report 489

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D.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 493
D.1.6	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?	Annual Report 274 & 493
D.2	Board Structure	
	Code of Ethics or Conduct	
D.2.1	Are the details of the code of ethics or conduct disclosed?	Annual Report 487
D.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?	Annual Report 487
D.2.3	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?	Annual Report 488
	Board Structure & Composition	
D.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/commissioners?	Annual Report 319
D.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?	Annual Report 320 Annual Report 328 Annual Report 334
	¹⁾ The five years term must be required by	

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	legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	
D.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 337-338 Annual Report 358
D.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 358
	Nominating Committee	
D.2.8	Does the company have a Nominating Committee?	Annual Report 384-388
D.2.9	Is the Nominating Committee comprised of a majority of independent directors/commissioners?	Annual Report 385
D.2.10	Is the chairman of the Nominating Committee an independent director/commissioner?	Annual Report 385
D.2.11	Does the company disclose the terms of reference/governance structure/charter of the Nominating Committee?	Annual Report 384 RNC Charter
D.2.12	Is the meeting attendance of the Nominating Committee disclosed and if so, did the Nominating Committee meet at least twice	Annual Report 387

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	during the year?	
	Remuneration Committee /Compensation Committee	
D.2.13	Does the company have a Remuneration Committee?	Annual Report 384-388
D.2.14	Is the Remuneration Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	Annual Report 385
D.2.15	Is the chairman of the Remuneration Committee an independent director/commissioner?	Annual Report 385
D.2.16	Does the company disclose the terms of reference/ governance structure/ charter of the Remuneration Committee?	Annual Report 384 RNC Charter
D.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 387
	Audit Committee	
D.2.18	Does the company have an Audit Committee?	Annual Report 371-378
D.2.19	Is the Audit Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	Annual Report 371 Annual Report 79-80

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D.2.20	Is the chairman of the Audit Committee an independent director/commissioner?	Annual Report 371 Annual Report 79-80
D.2.21	Does the company disclose the terms of reference/governance structure/charter of the Audit Committee?	Annual Report 371 AC Charter
D.2.22	Does at least one of the independent directors/commissioners of the committee have accounting expertise (accounting qualification or experience)?	Annual Report 372 Annual Report 79-80
D.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 376
D.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	Annual Report 374-375
D.3	Board Processes	
	Board Meetings and Attendance	
D.3.1	Are the board of directors meeting scheduled before the start of financial year?	Annual Report 355 BCA's Website

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D.3.2	Does the board of directors/commissioners meet at least six times during the year?	Annual Report 347-349 Annual Report 351-354
D.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?	Annual Report 349 Annual Report 354 Annual Report 356
D.3.4	Does the company require a minimum quorum of at least 2/3 for board decisions?	Board of Directors Charter page 14 Board of Commissioners Charter page 13
D.3.5	Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present?	Annual Report 346-355
Access to Information		
D.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 346 Annual Report 350
D.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	Annual Report 420-421

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D.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices and has kept abreast on relevant developments?	Annual Report 419-420
Board Appointment and Re-Election		
D.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?	Annual Report 331-332
D3.10	Did the company describe the process followed in appointing new directors/commissioners?	Annual Report 332-333
D.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? ²⁾ The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	Annual Report 320 Annual Report 326 Annual Report 334
Remuneration Matters		
D.3.12	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	Annual Report 306
D.3.13	Does the company have measurable standards to	Annual Report 366

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	align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as claw back provision and deferred bonuses?	
	Internal Audit	
D.3.14	Does the company have a separate internal audit function?	Annual Report 426-429
D.3.15	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	Annual Report 427
D.3.16	Does the appointment and removal of the internal auditor require the approval of the Audit Committee?	Annual Report 374
	Risk Oversight	
D.3.17	Does the company establish a sound internal control procedures/risk management framework and periodically review the effectiveness of that framework?	Annual Report 437-444
D.3.18	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 444
D.3.19	Does the company disclose the key risks to which the company is materially exposed to (i.e.	Annual Report 439-443

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	1



	financial, operational including IT, environmental, social, economic)?	
D.3.20	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 internal controls/risk management systems?	Annual Report 448
D.4	People on the Board	
	Board Chairman	
D.4.1	Do different persons assume the roles of chairman and CEO?	Annual Report 62 Annual Report 74
D.4.2	Is the chairman an independent director/commissioner?	Annual Report 319
D.4.3	Is any of the directors a former CEO of the company in the past 2 years?	Annual Report 334
D.4.4	Are the roles and responsibilities of the chairman disclosed?	Annual Report 316
	Lead Independent Director	
D.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 Annual Report 319 Annual Report 334
	Skills and Competencies	

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	1



D.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
D.5	Board Performance	
	Directors Development	
D.5.1	Does the company have orientation programmes for new directors/commissioners?	Annual Report 320 Annual Report 337
D.5.2	Does the company have a policy and actual practice and programs that encourages directors/commissioners to attend on-going or continuous professional education programmes?	Annual Report 321-322 Annual Report 337-341
	CEO/Executive Management Appointments and Performance	
D.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 319 Annual Report 333

Remarks	:	Source ASEAN Corporate Governance Scorecard (ACGS)
Level	:	1



D.5.4	Does the board of directors/commissioners conduct an annual performance assessment of the CEO/Managing Director/President?	Annual Report 363
Board Appraisal		
D.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 361-363
Director Appraisal		
D.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 361-363
Committee Appraisal		
D.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 325 Annual Report 344-345