



CORPORATE GOVERNANCE





GLOSSARY

No.	Keywords/Terms	Initials
1.	Accounting Education Program	PPA
2.	Annual General Meeting of Shareholders	AGMS
3.	Annual Report	AR
4.	Asset and Liability Committee	ALCO
5.	ASEAN Corporate Governance Scorecard	ACGS
6.	Audit Committee	AC
7.	Bank Indonesia	BI
8.	Bank Indonesia Circular Letter	BI Circular Letter
9.	Bank Indonesia Regulation	BI Regulation
10.	Bank Sustainability Report	Sustainability Report
11.	Corporate	BCA
12.	Corporate Social Responsibility	CSR
13.	Credit Committee	CC
14.	Credit Policy Committee	CPC
15.	Extraordinary General Meeting of Shareholders	EGMS
16.	Financial Report	FR
17.	Financial Services Authority	OJK
18.	Financial Services Authority Circular Letter	OJK Circular Letter
19.	Financial Services Authority Regulation	OJK Regulation

No.	Keywords/Terms	Initials
20.	Financial Services Institution	FSI
21.	Good Corporate Governance	GCG
22.	Indonesia Deposit Insurance Corporation	IDIC
23.	Indonesia Stock Exchange	IDX
24.	Informatics Engineering Education Program	PPTI
25.	Information Technology Steering Committee	ITSC
26.	Integrated Governance Committee	IGC
27.	Integrated Risk Management Committee	IRMC
28.	Number (for Regulation)	No.
29.	Personnel Case Advisory Committee	PCAC
30.	PT Bank Central Asia Tbk	BCA
31.	Public Accountant	PA
32.	Public Accounting Firm	PAF
33.	Remuneration and Nomination Committee	RNC
34.	Risk Management Committee	RMC
35.	Risk Oversight Committee	ROC
36.	Small Medium Enterprises	SME
37.	Subsidiary Company of PT Bank Central Asia Tbk	Subsidiary
38.	Value Added Tax	VAT

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CORPORATE GOVERNANCE



In line with the growth of business activities, as well as the continuing growth of the digital era, BCA always strives to strengthen the integration of corporate governance and to improve the implementation of the principles of Good Corporate Governance in conducting the business by abiding the prevailing regulations, thus providing added value for BCA and all stakeholders.



INTRODUCTION

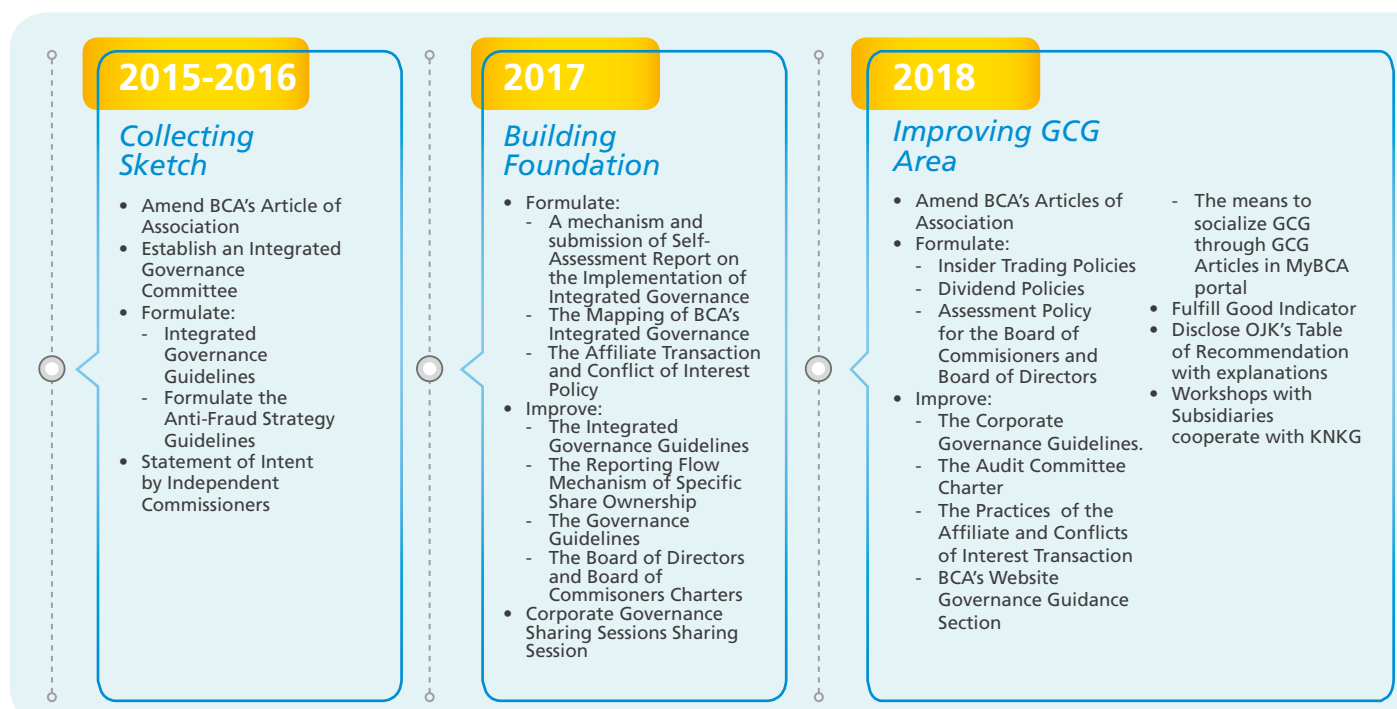
1. The Objective of Corporate Governance Implementation

The implementation of the principles of Good Corporate Governance at BCA has the following objectives:

- a. Supporting BCA's vision "To be the most trusted bank of choice and a major pillar of the Indonesian economy"
- b. Supporting BCA's mission, namely:
 - Building a center of excellence in payment settlement and financial solutions for business individual and customers.
- c. Providing benefits and added value for shareholders and stakeholders.
- d. Maintaining and increasing a long term sustainable and competitive business.
- e. Gaining investor confidence in BCA.

2. Roadmap

BCA has developed a roadmap for governance, which is used as a reference for implementing governance at BCA. The roadmap for BCA governance from 2015 until 2021 is as follows:





2019

Strengthening GCG

- Fulfill OJK Recommendations Regarding Corporate Governance
- Improve:
 - Corporate Governance Guidelines
 - Affiliate Transaction Practices and Conflict of Interest Policy
 - GCG Articles in MyBCA portal
- Analyse:
 - Code of Ethics
 - Annual Disclosure
 - BCA's Website in Corporate Governance Section
- Implement:
 - The self-assessment of Board of Directors' and Board of Commissioners' Performance Pursuant to OJK's guide.
 - Invitation AGMS released 28 Days before the commencement of AGMS
 - The publication the result of AGMS at the same day as the commencement of AGMS
- Formulate the Financial Sustainability Report

2020

Fostering GCG Culture

- Oversee the Implementation of GCG at BCA with regulations
- Improve:
 - GCG implementation based on External Assessment Results.
 - ACGS implementation
 - Sustainable Governance Implementation and Revision
 - The Integrated Governance Guidelines.
 - The Implementation of Integrated Governance
- Socialize:
 - BCA's Code of Ethics
 - The Annual Disclosure Practices
 - Compulsory Materials on GCG E-learning to All Employees

2021

Advancing Plan with GCG Practice

- Improve:
 - Corporate Governance Guidelines.
 - Board of Commissioners Charter
 - Board of Directors Charter
 - Corporate Secretary Charter
- Formulate:
 - Anti Corruption Policy
 - Anti Gratification Policy
- Socialize:
 - Implementation of Affiliate Transaction and Conflict of Interest Policy
 - Digitalization of Annual Disclosure
 - Digitalization of Special List Report
 - Digitalization of Board of Commissioners' and Board of Directors' Report on Company Share Transactions

3. Corporate Governance Achievements in 2020

In line with the governance roadmap, throughout 2020 BCA carried out various activities in an effort to improve the quality and strengthen the implementation of Good Corporate Governance while keeping observing new regulations.

Corporate Governance Achievements in 2020

1

Adjustment to BCA's Articles of Association, taking into account the new regulations issued by the OJK, which are:

- OJK Regulation No. 15/POJK.04/2020 concerning Planning and Holding General Meetings of Shareholders of Public Limited Companies;
- OJK Regulation No. 16/POJK.04/2020 concerning Implementation of Electronic General Meetings of Shareholders of Public Limited Companies.

2

Enhancement of Good Corporate Governance (GCG) implementation, based on the criteria of the ASEAN Corporate Governance Scorecard (ACGS), in the form of:

- Publication of Integrity Pact;
- Refreshment of Audit Committee Charter;
- Meeting attendance rate of the Board of Directors and the Board of Commissioners > 75%.

3

The issuance of the Board of Directors' Decree related to the Orientation Program for new members of the Board of Directors and the Board of Commissioners.

4

The issuance of an Integrated Governance Committee Charter – BCA Financial Conglomerate.

5

The issuance of a Corporation Charter – BCA Financial Conglomerate.

6

Development of GCG eLearning, which aims to provide an understanding of, strengthen commitment to and build a culture of good corporate governance at all levels of the BCA organization.

7

Improved the implementation of affiliate and conflict of interest transaction implementation, which includes:

- Developing an application to report affiliate transaction internally;
- Socialization of affiliate transaction and conflict of interest internally in accordance with OJK Regulation No. 42/POJK.04/2020 concerning Affiliate and Conflict of Interest Transaction.

8

Periodically update the Corporate Governance section of the BCA website.

9

General Meeting of Shareholders (GMS) held with reference to the most recent provisions of OJK Regulation No. 15/POJK.04/2020 concerning Planning and Implementation of GMS for Public Companies as well as the enforcement of granting electronic power of attorney (e-Proxy) to Shareholders for the implementation of the Extraordinary General Meeting of Shareholders through the facilities of eASY KSEI provided by Kustodian Sentral Efek Indonesia (KSEI).

10

Socialization to all BCA employees via infographics on MyBCA portal regarding:

- Affiliate Transaction and Conflict of Interest Policy;
- Code of Ethics; and
- Completion of Annual Disclosure.



BCA as "ASEAN Asset Class"

In 2020, BCA also received an award as one of the listed companies on national stock exchange to be included in the category of "ASEAN Asset Class". The achievement is assessed based on the criteria of ACGS, which is an initiative of corporate governance in the implementation of the ASEAN Capital Market Forum (ACMF) to promote ASEAN as an asset class and increase the confidence of global investors in the quality of companies in the ASEAN region.

4. Reference

BCA has implemented Good Corporate Governance with reference to regulatory provisions, internal provisions, and best practices that are applicable and exemplified on a national and international scale. In

addition, the policy and internal provision related to the implementation of Good Corporate Governance also refer to BCA's Articles of Association in order to ensure that policy not only complies with the regulations but also aligns with BCA's business efforts.

The regulations that are used as references in the implementation of Good Corporate Governance at BCA are as follows:

- Law No. 8 of 1995 concerning Capital Markets.
- Law No. 40 of 2007 concerning Limited Liability Companies.
- OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Good Corporate Governance for Financial Conglomerates
- OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies.
- OJK Regulation No. 8/POJK.04/2015 concerning Website of Issuers or Public Companies.
- OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Governance Guidelines for Public Companies.
- OJK Regulation No. 31/POJK.04/2015 concerning the Disclosure of Material Information or Facts by Issuers and Public Companies.
- OJK Regulation No. 5/POJK.03/2016 concerning Bank Business Plans.
- OJK Regulation No. 37/POJK.03/2019 concerning the Transparency and Publication of Bank Reports.
- OJK Regulation No. 55/POJK.03/2016 concerning The Implementation of Good Corporate Governance for Commercial Banks.
- OJK Circular Letter No.14/SEOJK.03/2015 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Circular Letter No.15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerates.
- OJK Circular Letter No.32/SEOJK.04/2015 concerning the Guidelines for Corporate Governance.
- OJK Circular Letter No.25/SEOJK.03/2016 concerning the Commercial Bank Business Plan.
- OJK Circular Letter No. 43/SEOJK.03/2016 concerning Transparency and Publication of Conventional Commercial Bank Reports.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Good Corporate Governance for Commercial Banks.
- BCA's Articles of Association.

In applying Good Corporate Governance, BCA also refers to governance best practices, as follows:

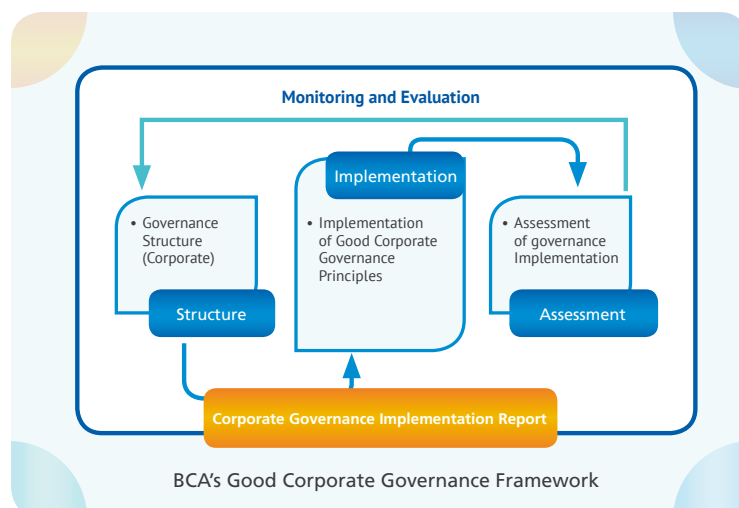
- Indonesia Roadmap of Corporate Governance Guidelines published by the OJK
- Indonesia Guidelines of Good Corporate Governance (GCG) published the National Committee on Governance Policy (KNKG).
- ASEAN Corporate Governance Scorecard published by ASEAN Capital Market Forum (ACMF).
- Corporate Governance Principles published by the Organization for Economic Cooperation and Development (OECD).

In general, the disclosure of components of Corporate Governance in this annual report refers to the following regulations:

- OJK Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies.
- OJK Circular Letter No. 30/SEOJK.04/2016 concerning Form and Content of Issuers or Companies' Annual Reports.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Good Corporate Governance for Commercial Banks.

5. Good Corporate Governance Framework and Action Plan

The following is the framework of BCA's Good Corporate Governance.



The Good Corporate Governance framework at BCA consists of a governance structure as a foundation, implementation as an embodiment of the governance principles, and assessment of the implementation of corporate governance as a parameter for implementing Corporate Governance principles at BCA. This parameter is used by BCA organs as an indicator to continue to make sustainable improvements in implementing the principles of Good Corporate Governance. Disclosure of the Corporate Governance framework is stipulated in the Corporate Governance Implementation Report.

BCA has conducted comprehensive self-assessment periodically to review the adequacy of the implementation of good governance, thus allowing BCA to immediately establish the required action plan. BCA's Good Corporate Governance Action Plan for 2020 was as follows:



BCA Good Corporate Governance Action Plan in 2020

Remarks:

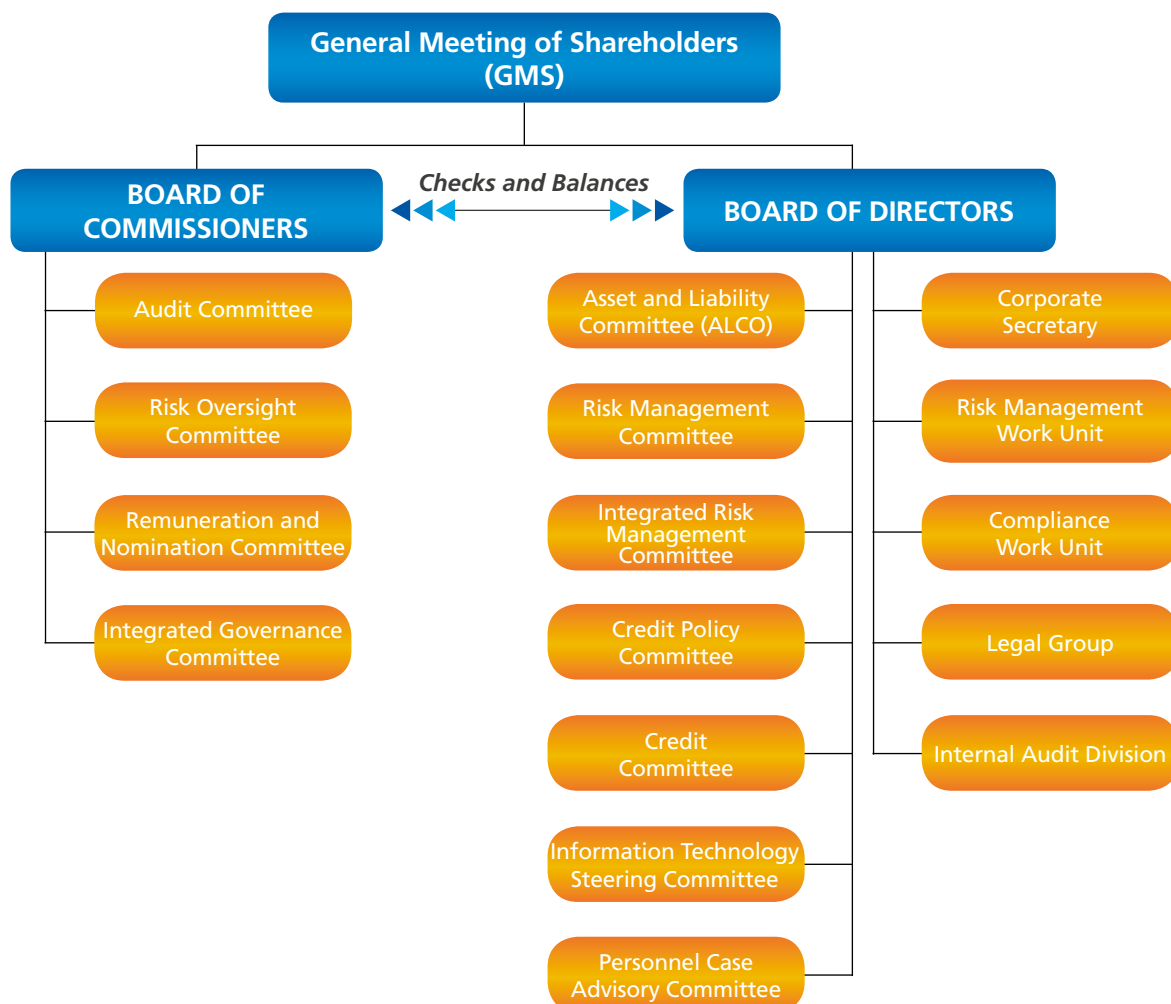
* Improvement is a follow-up from the results that aimed to provide added value, refinement and / or improvement in implementing the principles of governance at BCA. Improvements conducted in 2020 include:

- Analysis in order to update the Integrated Governance Guidelines.
- Update of policies related to Corporate Governance, among others:
 - a. Internal audit function;
 - b. Audit committee;
 - c. Conflict of interest;
 - d. Affiliate transaction.
- Socialization of terms of affiliated and conflict of interest transactions to the related work units.
- Implementation of an to the Corporate Governance section of the BCA website and the subsidiary's website to facilitate the provision of Good Corporate Governance information for stakeholders and the public.
- Implementation of ACGS indicators.
- Socialization related to Good Corporate Governance through uploaded articles related to corporate governance on BCA internal portal as well as socialization that discusses issues around Good Corporate Governance, including topics related to capital market regulations from regulators, corporate governance issues, and implementation of Good Corporate Governance at BCA.

A. CORPORATE GOVERNANCE STRUCTURE

BCA has set a corporate governance structure that reflects the checks and balances principle in the implementation of Good Corporate Governance.

BCA Corporate Governance Structure



BCA's corporate governance structure consists of:

- 1) General Meeting of Shareholders (GMS);
- 2) Board of Commissioners;
- 3) Board of Directors;
- 4) Committees under the Board of Commissioners, which are Audit Committee, Risk Oversight Committee, Remuneration and Nomination Committee, Integrated Governance Committee;
- 5) Board of Directors' Executive Committees, which are Asset and Liability Committee (ALCO), Risk Management Committee, Integrated Risk Management Committee, Credit Policy Committee, Credit Committee, IT Steering Committee, Personnel Case Advisory Committee;
- 6) Corporate Secretary;
- 7) Risk Management Work Unit, Compliance Work Unit, Legal Group, and Internal Audit Division.

B. IMPLEMENTATION

BCA's commitment to Good Corporate Governance is implemented in the following areas:

1. Internal Policies Related to Good Corporate Governance

BCA's internal policies on Good Corporate Governance serve as a tool to comply with regulations, to support Good Corporate Governance infrastructure, and to execute Good Corporate Governance. BCA's policies related to Good Corporate Governance include:

Issues	Type of Internal Policies
General Provision	<ol style="list-style-type: none"> Articles of Association Code of Ethics
Corporate Governance Policies	Board of Directors' Decree No.168/SK/DIR/2018 dated October 24, 2018 concerning Adjustment of Corporate Governance Guidelines
The Board of Commissioners and the Board of Directors	<ol style="list-style-type: none"> Board of Commissioners' Decree Guidelines and Code of Conduct and the Board of Directors' Guidelines and Code of Conduct, which are an integral part of the Corporate Governance Guidelines. Board of Directors' Decree No. 215/SK/DIR/2018 dated 31 December 2018 concerning Self-Assessment Policy of the Board of Directors and the Board of Commissioners.
The Committees Under the Board of Commissioners	<ol style="list-style-type: none"> Board of Commissioners' Decree No. 117/SK/KOM/2019 dated July 10, 2019 concerning Audit Committee Charter of PT Bank Central Asia Tbk. Board of Commissioners' Decree No. 172/SK/KOM/2019 dated November 7, 2019 concerning Risk Oversight Committee Charter. Board of Commissioners' Decree No. 035/SK/KOM/2017 dated February 24, 2017 Concerning the Remuneration and Nomination Committee Structure. Board of Commissioners' Decree No. 098/SK/KOM/2020 dated July 8, 2020 concerning Integrated Governance Committee Charter – BCA Financial Conglomerate. Part B Chapter 3 of the BCA Governance Guidelines concerning Guidelines and Code of Conduct for the Supporting Committees of the Board of Commissioners.
Integrated Governance	<ol style="list-style-type: none"> Board of Directors' Decree No. 160A/SK/DIR/2017 dated November 21, 2017 concerning the Revision of the Integrated Governance Guidelines of PT Bank Central Asia Tbk and Subsidiaries. Board of Directors' Decree No. 037/SK/DIR/2017 dated March 27, 2017 concerning the Integrated Compliance Risk Management Policy. Integrated Governance Guidelines No. 217/SK/DIR/2020 dated December 30, 2020. Charter of Corporation – BCA Financial Conglomerate.
Affiliated Transactions and Conflict of Interest	<ol style="list-style-type: none"> The Decree of Board of Directors No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions Containing Conflicts of Interest. Circular Letter No. 319/SE/POL/2019 dated December 27, 2019 concerning Implementation Guidelines for Affiliated Transactions and Transactions Containing Conflicts of Interest. Board of Directors' Decree No. 219/SK/DIR/2003 dated November 10, 2003 concerning Provisions regarding Conflicts of Interest.
Anti-Fraud	<ol style="list-style-type: none"> Circular Letter No. 064/SE/POL/2015 dated April 7, 2015 concerning Guidelines for Implementing Anti-Fraud Strategies. Board of Directors' Decree No. 139/SK/DIR/2020 dated July 30, 2020 concerning Declaration of Anti-Fraud and Integrity Pact.
Audit and Internal Control	<ol style="list-style-type: none"> Board of Directors' Decree No. 078/SK/DIR/2019 dated May 28, 2019 concerning Internal Audit Charter. Board of Directors' Decree No. 183/SK/DIR/2017 dated December 13, 2017 concerning Guidelines for the Internal Control System of PT Bank Central Asia Tbk.
Risk Management	Board of Directors' Decree No. 126 /SK/DIR/2017 dated October 3, 2017 concerning the Basic Risk Management Policy of PT Bank Central Asia Tbk.
Anti-Money Laundering	<ol style="list-style-type: none"> Board of Directors' Decree No. 065/SK/DIR/2015 dated May 15, 2015 concerning Revision of the Anti-Money Laundering and Prevention of Terrorism Financing Policy. Board of Directors' Decree No. 143/SK/DIR/2018 dated September 20, 2018 concerning Issuance of Anti-Money Laundering and Prevention of Terrorism Financing Guidelines for 2018.
Whistleblowing System	Board of Directors' Decree No. 146/SK/DIR/2017 dated November 1, 2017 concerning Implementation of the Whistleblowing System at BCA.
Procurement	<ol style="list-style-type: none"> Board of Directors' Decree No. 130/SK/DIR/2017 dated October 10, 2017 concerning Provisions for Procurement of Goods and/or Logistics Services and Building. Board of Directors' Decree No. 089/SK/DIR/2018 dated June 6, 2018 concerning Procurement of Goods and/or Services Related to Information Technology (IT).
Insider Trading	Part B Chapter 5 of BCA Corporate Governance Guidelines regarding Insider Trading Transactions.

Governance Guidelines

The Bank's governance guidelines have been updated and ratified through Board of Directors' Decree No. 168/SK/DIR/2018 dated October 24, 2018 concerning Adjustment of Corporate Governance Guidelines. The guidelines cover the following areas:

- Principles of Good Corporate Governance.
- General Meeting of Shareholders (GMS) and its implementation.
- The Board of Commissioners and its guidelines and procedures.
- The Committees of Board of Commissioners and their guidelines and procedures
- The Board of Directors and its guidelines and procedures.
- Communication and information functions.
- Information disclosure.
- Insider trading.
- Dividend distribution.
- Self-assessment report on the implementation of governance and integrated governance.
- Annual report on the implementation of corporate governance and integrated governance.

The key points of BCA's governance guidelines can be downloaded on the BCA website under the Governance section ([https:// www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola](https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola)).

Insider Trading Transaction Policy

The insider trading transaction policy is regulated in BCA's Corporate Governance Guidelines, which include provisions on the legal basis, prohibitions, exceptions, and compliance of insider trading transaction policies. BCA staff are required to comply with applicable capital market regulations and uphold the values of BCA's Code of Ethics to support the implementation of this policy. BCA employees have to ensure that their personal interests are not in conflict with the interests of BCA as a banking entity or customer, nor have they abused their position and/or authority for personal or family interests or committed disgraceful actions that particularly harm the professional image and/or BCA's image in general. The insider trading transaction policy key points can be downloaded on the BCA website under the Governance Policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>)

Dividend Policy

The Dividend Policy is regulated in the BCA Governance Guidelines, covering rules regarding the legal basis, consideration of dividend

distribution, proposed dividend distribution, and AGMS decisions regarding dividends. Announcement (publication), schedule, and procedure for dividend payment refer to the prevailing rules and/or regulations, including regulations from the Financial Services Authority (OJK), Bank Indonesia, Indonesia Stock Exchange (IDX), taxation, and BCA's Articles of Association. The main points of the dividend policy can be downloaded on the BCA website under the Governance Policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>). Throughout 2020, the realization of dividend payments has been carried out in accordance with applicable regulations.

Conflict of Interest Policy

BCA has a Conflict-of-Interest Policy based on Board of Directors' Decree No. 219/SK/DIR/2003 concerning Provisions regarding Conflicts of Interest. This policy is a guideline for BCA employees to consistently prioritize BCA values when dealing with customers, partners and colleagues in implementing corporate governance practices and enhancing public trust.

Emergency Management Policy

The Emergency Management Policy is regulated in BCA's Financial Conglomerate Integrated Business Continuity Policy based on Decree of Board of Directors No. 180/SK/DIR/2017 dated December 11, 2017. The policy contains the procedures to ensure business continuity and maintain the sustainable business of BCA and members of the BCA Financial Conglomerate. The matters that are regulated in this policy are related to business continuity plan policies, protocols from BCA to members of the BCA's Financial Conglomerate and vice versa, as well as the order of recovery priority.

Information Technology Corporate Governance Policy

In line with the rapid development and use of technology in providing banking services, BCA has established information technology corporate governance guidelines covering policies related to information technology risks, managing information technology changes, managing information technology problems, controlling information technology quality, managing information technology capacity, managing information technology communication networks and physical data center security. BCA also regularly measures the maturity of its information technology and reviews the information technology governance guidelines accordingly.

The key points of BCA's Information Technology Corporate Governance Policy can be downloaded on the BCA website under the Governance Policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

Procurement Policy

In supporting banking business activities, BCA has procurement guidelines for obtaining quality goods and/or services in accordance with applicable regulations and the principles of Good Corporate Governance. BCA procurement policies include, policies for goods and/or logistics and building services as well as those related to information technology. BCA's updated procurement policy is outlined in Board of Directors' Decree No. 130/SK/DIR/2017 dated October 10, 2017 and No. 089/SK/DIR/2018 dated June 6, 2018.

Policies on procurement of goods and/or logistical services and buildings cover terms and authority for procurement, centralized and decentralized procurement systems, types of goods and/or services, procurement problem handling, activities grouping, supporting documents, procurement processes/flow, and vendor selection. Procurement policies related to information technology including procurement, trial and end user computing activities, procurement recommendations and approvals, procurement recommendation and approval authority, multi-principal/multi-vendor/multi-brand implementation as well as procurement guidelines. The procurement policy also regulates the mechanism for finding and selecting potential vendors by considering factors such as cost of the goods/services offered, professionalism and credibility of the vendor. The key points of BCA's Procurement Policy can be downloaded on the BCA website under the Governance Policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

BCA staff are subject to the code of ethics relating to vendors, which can be seen on page 492-493 of the Code of Ethics section in this Annual Report. Throughout 2020, BCA implemented procurement and/or the process of appointing suppliers/contractors in accordance with BCA internal policies on procurement of goods/ services/information technology and other stipulated provisions.

Communication Policy

BCA recognizes the importance of communication policies to manage the communication between BCA and its stakeholders. BCA has a Communication and Information Disclosure Policy as outlined in the Governance Guidelines. The policy includes regulations related to the Corporate Secretary, Reporting and Disclosure, Investor Relations, Media Communication, Information Access, Disclosure Level Determination, Transparency Aspects of BCA conditions, and material information or facts disclosure. BCA continues to provide convenience for the stakeholders and community to communicate and access BCA information and data. Key points of BCA's Communication Policy can be downloaded on the BCA website under the Governance Policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

Affiliated and Conflict of Interest Transaction Policy

The Affiliated Transaction and Conflicts of Interest policy can be seen in the Affiliated Transactions section of this Annual Report on page 472-475.

Lending Policy for the Board of Directors and Board of Commissioners

Lending policy for the Board of Directors and Board of Commissioners can be seen on page 498 of this Annual Report.

2. Compliance with Good Corporate Governance Principles

BCA has complied with Good Corporate Governance principles based on regulations in Indonesia, which serve as guidelines for implementing Good Corporate Governance. BCA is committed to continuously improving the implementation of Good Corporate Governance principles in accordance with applicable laws and regulations, as well as the development of best practices in corporate governance and the ASEAN CG Scorecard.

a. Basic Principles of Good Corporate Governance.

Based on OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks and OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance for Commercial Banks, the implementation of Good Corporate Governance in the banking industry should always be based on 5 (five) basic principles: Transparency, Accountability, Responsibility, Independence, and Fairness.

Fulfillment of Good Corporate Governance Principles

Transparency	<ul style="list-style-type: none"> • With regards to implementing the transparency principle, BCA has provided a Good Corporate Governance Implementation Report and disclosed the information in a timely, clear, and easily accessible manner to stakeholders through BCA's website. • BCA disclosed important information in accordance with the procedures set forth in the capital market regulations and/or other related laws. • BCA disclosed to the community regarding coverage in the mass media. • The disclosure principles adopted by BCA do not reduce BCA's obligation to fulfill the provisions on bank and job confidentiality.
Accountability	<ul style="list-style-type: none"> • Members of Board of Directors and Board of Commissioners have clear duties and responsibilities. • The Board of Directors and Board of Commissioners are held accountable for their performance at the Annual General Meeting of Shareholders. • BCA establishes clear responsibilities for each unit of the organization in line with BCA's vision, mission, business objectives and strategies. This can be seen in BCA's Organizational Structure, where each unit of the organization acts in accordance with its responsibilities.
Responsibility	<ul style="list-style-type: none"> • BCA always adheres to prudential banking practices in conducting its business activities. • BCA also acts as good corporate citizen.
Independency	<ul style="list-style-type: none"> • BCA acts professionally, free from pressure/intervention from any parties, and is objective in all decision making. • BCA avoids conflicts of interest at all time.
Fairness	<ul style="list-style-type: none"> • BCA pays attention consistently to the interests of all stakeholders based on the principle of equality and equal treatment. • BCA provides opportunities to all shareholders to express their opinions at the General Meeting of Shareholders. • All stakeholders have access to information in accordance with the principle of transparency.

b. Implementation of Corporate Governance Guidelines for Public Company (recommendation of OJK Circular Letter No.32/SEOJK.04/2015).

BCA has fulfilled the Corporate Governance Guidelines for Public Companies, in accordance with Article 3 OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Corporate Governance Guidelines for a Public Company. In this Annual Report, BCA discloses information regarding the implementation of recommendations in the corporate governance guidelines, as outlined in OJK Circular Letter No.32/ SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Company, as follows:

Fulfillment of OJK Circular Letter No.32/SEOJK.04/2015

No	Recommendation	Description
A	PUBLIC COMPANY RELATIONSHIP WITH SHAREHOLDERS IN GUARANTEEING SHAREHOLDER RIGHTS	
	1st Fundamental	
	Increase the Value of General Meetings of Shareholders (GMS).	
1.1	The public company shall have method of voting, both open and closed voting systems to uphold independence, and the interests of shareholders.	<p>Implementation: Comply</p> <p>The voting procedures of the BCA General Meeting of Shareholders (GMS) is governed in the GMS Rules of Procedure (announced at the beginning of GMS event) and in the Articles of Association to foster the independence and interests of shareholders. To ensure transparency, shareholders and the public can also download BCA's GMS Rules of Procedure on the BCA's website https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi under the GMS Rules of Procedure section.</p> <p>In BCA's Annual General Meeting of Shareholders held on April 9, 2020 and Extraordinary General Meeting of Shareholders on July 30, 2020, voting ordinance for every agenda of the GMS was conducted in an open manner in accordance with the instructions and guidelines described by the GMS Chairman. Shareholders or authorized proxies for shareholders who disagree or abstain on any proposed agenda may raise a hand to submit a ballot paper to the Securities Administration Agency and to be verified by the Notary in accordance with BCA GMS Rules of Procedure.</p> <p>More info on page 320-321</p>

No	Recommendation	Description
1.2	All members of the Board of Directors and members of the Board of Commissioners of the Public Company must be present at the annual GMS	<p>Implementation: Comply</p> <p>The attendance of all members of the Board of Directors and the Board of Commissioners at:</p> <ul style="list-style-type: none"> - The Annual General Meeting of Shareholders on April 9, 2020 is as follows : 5 (five) members of the Board of Commissioners = 100% 11 (eleven) members of the Board of Directors = 100% - Extraordinary General Meeting of Shareholders on July 30, 2020 is as follows: 5 (five) members of the Board of Commissioners = 100% 12 (twelve) members of the Board of Directors = 100% <p>More info on page 316-317</p>
1.3	Summary of the GMS minutes shall be available on the public company's website for at least one year	<p>Implementation: Comply</p> <p>BCA published the summary of the minutes of the Annual GMS on April 9, 2020 and the extraordinary GMS on July 30, 2020 on the BCA website and they will remain available for more than 1 (one) year. The summary of the minutes of the Annual GMS and the extraordinary GMS of 2020 as well as the summary of the GMS minutes of the past 5 years can be downloaded on the BCA website https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi under the General Meeting of Shareholders.</p> <p>More info on page 319</p>
2nd Fundamental		
Improving the Quality of Communications between the Public Company and Its Shareholders and Investors		
2.1	The Public Company shall have a communication policy with shareholders or investors.	<p>Implementation: Comply</p> <p>BCA has set out its policy for communication with shareholders in the corporate governance manual in part A of the communication function. BCA has an Investor Relations Working Unit that supports the communication flow between BCA and its shareholders or other capital market communities. The forms of communication include, organizing an analyst meeting to present BCA's performance, public expose, conference call, and submitting information through BCA's website under the Investor Relations section. This information can also be accessed by the public through the BCA website https://www.bca.co.id/en/Tentang-BCA/Hubungan-Investor.</p> <p>More info on page 304</p>
2.2	The Public Company shall disclose the Company's communication policy with shareholders or investors on the Website	<p>Implementation: Comply</p> <p>BCA has disclosed its communication policy with its Shareholders on BCA's website that can be viewed at: https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola under Policies related to Corporate Governance, under the Communication Policy section.</p> <p>More info on page 304</p>
B		
FUNCTIONS AND ROLES OF THE BOARD OF COMMISSIONERS		
3rd Fundamental		
Strengthening the Membership and Composition of The Board of Commissioners.		
3.1	The number of members of the Board of Commissioners shall be determined with consideration to the state of Public Company.	<p>Implementation: Comply</p> <p>BCA has fulfilled the provisions of Article 23 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks, that the Board of Commissioners shall have a minimum of three members and maximum equal to the number of members of the Board of Directors. BCA's Board of Commissioners as of December 31, 2020 has 5 (five), including 3 (three) Independent Commissioners. The number and composition of members of the Board of Commissioners is determined by the BCA Remuneration and Nomination Committee, which provides recommendations to the Board of Commissioners then seeks approval from the GMS. Such recommendations are also given with consideration to the applicable rules/regulations as well as the condition, capacity, objectives and the fulfillment of the BCA's needs.</p> <p>More info on page 340</p>

No	Recommendation	Description
3.2	The composition of the Board of Commissioners shall take into account diversity of skills, knowledge, and experience required.	<p>Implementation : Comply</p> <p>The BCA Remuneration and Nomination Committee is responsible for preparing and providing recommendations to the Board of Commissioners regarding:</p> <ul style="list-style-type: none"> - Systems and procedures for the election and/or replacement of members of the Boards of Directors and Commissioners; - The composition of the members of the Boards of Directors and Commissioners; - Policies and criteria required in the nomination process; - Performance evaluation policy for members of the Boards of Directors and Commissioners; <p>The diversity policy in the composition of the Board of Commissioners is governed by the BCA Governance Policy Section B Chapter 2 about criteria and composition of the Board of Commissioners. In determining the composition of the Board of Commissioners, BCA has considered to the diversity of its members, in terms of education (field of study), work experience, age, and expertise regardless of gender, ethnicity, religion and race. This diversity highly competent members of the Board of Commissioners supports the improvement of BCA's performance.</p> <p>More info on page 382</p>
4th Fundamental Improving Quality of Duties and Responsibilities of the Board of Commissioners.		
4.1	The Board of Commissioners shall have a self-assessment policy to assess its performance	<p>Implementation: Comply</p> <p>BCA has a self-assessment policy for the Board of Commissioners as governed in BCA Governance Policy Section B Chapter 2. The Self-Assessment Policy is a guideline used as a form of accountability in assessing the performance of the Board of Commissioners.</p> <p>The evaluation of the Board of Commissioners' self-assessment is conducted by the Board of Commissioners based on recommendations from the Nomination and Remuneration Committee.</p> <p>More info on page 383-384</p>
4.2	The Board of Commissioners' self-assessment policy shall be disclosed through the Annual Report of the Public Company.	<p>Implementation : Comply</p> <p>BCA has disclosed the Board of Commissioners's self assessment policy through this Annual Report.</p> <p>More info on page 383-384</p>
4.3	The Board of Commissioners has a policy related to the resignation of members of the Board of Commissioners should any member be involved in financial crime.	<p>Implementation: Comply</p> <p>The policy regarding the resignation of members of the Board of Commissioners from their position if involved in financial crime has been governed in the Board of Commissioners' Charter and Article 14 of BCA's Articles of Association.</p>
4.4	The Board of Commissioners or the Committee performing the Nomination and Remuneration functions shall establish a succession policy in the Nomination of the members of the Board of Directors	<p>Implementation : Comply</p> <p>The BCA Remuneration and Nomination Committee is in charge of formulating the Board of Directors' succession policy. Implementation of the succession policy of the Board of Directors includes the provision of recommendations regarding the system, procedures and candidates for the Board of Directors for the selection and/or replacement of members of the Board of Directors to the Board of Commissioners to be submitted to the GMS.</p> <p>More info on page 406</p>

No	Recommendation	Description
C FUNCTIONS AND ROLES OF THE BOARD OF DIRECTORS		
5th Fundamental Strengthening the Membership and Composition of the Board of Directors.		
5.1	The number of members of the Board of Commissioners shall be determined with consideration to state of the Public Company.	<p>Implementation : Comply</p> <p>BCA has fulfilled the provisions of Article 4 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks, that the Board of Directors shall have a minimum of three members. As of December 31 2020, the Board of Directors has twelve members. The determination of the number and composition of members of the Board of Directors is tasked to the BCA Remuneration and Nomination Committee, which provides recommendations to the Board of Commissioners then seeks approval from the GMS. BCA has also considered the condition, capacity, objectives, and the fulfillment of BCA's needs in determining the number of members of the Board of Directors.</p> <p>More info on page 352</p>
5.2	The composition of the members of the Board of Directors shall take into account the diversity of skills, knowledge, and experience required.	<p>Implementation : Comply</p> <p>The BCA Remuneration and Nomination Committee is responsible for preparing and provide recommendations to the Board of Commissioners regarding:</p> <ul style="list-style-type: none"> - Systems and procedures for the election and/or replacement of members of the Boards of Directors and Commissioners; - The composition of the Boards of Directors and Commissioners; - The policies and criteria required in the nomination process; - Performance evaluation policy for members of the Boards of Directors and Commissioners; <p>Through the implementation of the duties of the Remuneration and Nomination Committee, the determination of composition of the Board of Directors has considered to diversity of expertise, knowledge, and experience. The diversity policy in the composition of the Board of Directors is governed by BCA Governance Policy Section B Chapter 4 about Criteria and Composition of the Board of Directors, including consideration to diversity in terms of gender, age, educational background, and expertise.</p> <p>More info on page 382</p>
5.3	Members of the Board of Directors overseeing the accounting or finance division shall have expertise and/or knowledge in accounting.	<p>Implementation : Comply</p> <p>The Member of the Board of Directors in charge of the accounting and finance division has experience in finance and accounting.</p> <p>More info on page 71 (Vera Eve Lim's profile).</p>
6th Fundamental Improving Implementation of Duties and Responsibilities of Board of Directors.		
6.1	The Board of Directors shall have a self-assessment policy to assess its performance.	<p>Implementation: Comply</p> <p>BCA has a self-assessment policy for the Board of Directors as governed by BCA Governance Policy Section B Chapter 4. The Self-Assessment is conducted with reference to Bank's Business Plan, which has been approved by the Board of Commissioners.</p> <p>The Board of Directors' self-assessment results (including the President Director) was evaluated by the Board of Commissioners through the meeting based on recommendations from Remuneration and Nomination Committee.</p> <p>More info on page 383-384</p>

No	Recommendation	Description
6.2	The Board of Directors' self assessment policy shall be disclosed through the Public Company's annual report.	<p>Implementation : Comply</p> <p>The performance assessment of the Board of Directors has been disclosed in this BCA's Annual Report.</p> <p>More info on page 383-384</p>
6.3	The Board of Directors shall have a policy related to the resignation of members of the Board of Directors should any member be involved in a financial crime.	<p>Implementation : Comply</p> <p>The policy regarding the resignation of members of the Board of Directors if involved in financial crime is governed by the Board of Directors' Charter and Article 11 of BCA's Articles of Association.</p>
D PARTICIPATION OF STAKEHOLDERS		
7th Fundamental Improve Corporate Governance through Stakeholder Participation		
7.1	The Public Company has a policy to prevent the occurrence of insider trading.	<p>Implementation : Comply</p> <p>BCA Insider Trading Policy has been included in the Corporate Governance Guidelines of BCA. The principles of insider trading policy have been disclosed at the BCA website in the policies related governance column https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola on the policies related governance column insider trading policy section.</p> <p>More info on page 303</p>
7.2	The Public Company shall have anti-corruption and anti-fraud policies.	<p>Implementation : Comply</p> <p>BCA has anti-corruption policies contained in the BCA Code of Ethics. In addition, BCA also has anti-fraud policy as outlined in the Guidelines for Implementation of the Anti-Fraud Strategy, which refers to OJK Regulation No. 39/POJK.03/2019 concerning Implementation of Anti Fraud Strategy for Commercial Banks. Guidelines for Implementation of the Anti-Fraud Strategy have been in effect since April 7, 2015.</p> <p>More info on page 466 and 472</p>
7.3	The Public Company shall have a policy on the selection and upgrading of suppliers or vendors.	<p>Implementation : Comply</p> <p>BCA has policies for goods and services procurement related to logistics, buildings and information technology as outlined in Board of Directors' Decree No. 130/SK/DIR/2017 dated October 10, 2017 and No. 089/SK/DIR/2018 dated June 6, 2018. The policy regulates the value of procurement transactions and the selection method used (tender, direct selection/price comparison, direct appointment, repeat order, payment system, etc.) to ensure that the procurement process in BCA is fair and transparent.</p> <p>More info on page 304 and 492</p>
7.4	The Public Company shall have a policy for the fulfillment of creditor rights	<p>Implementation : Comply</p> <p>BCA guarantees the fulfillment of creditors' rights through various provisions that regulate as follows:</p> <ul style="list-style-type: none"> - Rights to obtain clear information. - Rights to deliver suggestions/input, complains/reports and to obtain solutions. - Rights to claim creditor rights in accordance with the signed agreement. - Rights to access Annual Report and Audited Financial Report. - Rights to obtain information and ease of access for announcements, invitations, and results of Annual General Meeting of Shareholders as stated in the established procedures in relation to the GMS. <p>In its implementation, BCA is committed to always fulfilling the rights of the creditor in accordance with the policy stipulated in the applicable provisions and based on the mutually agreement regarding the rights of the creditors in the relationship between BCA and creditors.</p> <p>Throughout 2020, BCA fulfilled the rights of creditors in accordance with the applicable provisions.</p>

No	Recommendation	Description
7.5	The Public Company shall have a whistleblowing system policy	<p>Implementation : Comply</p> <p>BCA has established a Whistleblowing System Policy as outlined in Board of Directors' Decree No.146/SK/DIR/2017 dated November 1, 2017 on the Implementation of Whistleblowing System in BCA. The principals of the whistleblowing system have been disclosed at the BCA website in the policies related to governance column: https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola in the whistleblowings system section.</p> <p>More info on page 468-470</p>
7.6	The Public Company shall have a policy of providing long-term incentives to Directors and employees.	<p>Implementation : Comply</p> <p>BCA has disclosed its Incentive Policy for the Board of Directors in this Annual Report. The incentive policy for employees has been stated in the Joint Employment Agreement and Board of Directors' Decree No.005/SK/DIR/2019 on Principal Policies of Performance Assessment, Position/Rank and Payroll.</p>
E INFORMATION DISCLOSURE		
8th Fundamental Improving the Implementation of Information Disclosure.		
8.1	The Public Company shall use information technology more widely aside from its Website as a medium of information disclosure.	<p>Implementation : Comply</p> <p>The use of information technology as a medium of BCA information disclosure:</p> <p>a. External, such as:</p> <ul style="list-style-type: none"> Website (www.bca.co.id), HaloBCA, Twitter Account (@XpresiBCA, @GoodLife, @BizGuideBCA, @HaloBCA, @KartuKreditBCA), Facebook Account (/XpresiBCA, /GoodLifeBCA, /BizGuideBCA, /BankBCA, /KartukreditBCA), Youtube (www.youtube.com/solusibca), Slideshare (www.slideshare.net/SolusiBCA), LinkedIn PT Bank Central Asia Tbk, Instagram (@goodlifeBCA), Line (BankBCA). <p>b. Internal</p> <p>Internal Information Disclosure through MyBCA Intranet portal, Employee Facebook Group (BCA Semua Beres), Instagram @bcasemuaberes, Info BCA Magazine, and Plasma TV.</p> <p>More info on page 479</p>
8.2	The Public Company's Annual Report discloses the ultimate beneficiary of Company's shareholding ownership of at least 5% (five percent), in addition to the disclosure of the final beneficial owner in the share ownership of Public Company through the major/controlling shareholders.	<p>Implementation : Comply</p> <p>BCA Annual Report has disclosed:</p> <p>a. List of BCA Shareholders with share ownership of 5% or more,</p> <p>b. Ultimate beneficiary in the BCA's shareholding ownership,</p> <p>c. BCA's major/controlling shareholders.</p> <p>More info on page 334</p>

BCA has complied with all recommendations in the implementation of Corporate Governance Guidelines for Public Companies. As of December 31, 2020, there are no recommendations in the table above that have not been implemented.

c. OECD Corporate Governance Principles

In addition to OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Governance Guidelines for Public Companies and OJK Circular Letter No.32/SEOJK.04/2015 concerning the Guidelines for Corporate Governance, BCA also adopts the principles of corporate governance published by the Organization for Economic Co-operation and Development (OECD).

BCA implements the principles of corporate governance from OECD as the following:

No	Principle	Detail
1.	Corporate Governance Framework.	BCA has a governance framework that is reflected in the action plan and organizational structure.
2.	Rights of Shareholders.	In accordance with the Fulfillment of Recommendation Table OJK Circular Letter No.32/SEOJK.04/2015 - Principle A (Relationship Between Public Company with its Shareholders in Guaranteeing Rights of Shareholders).
3.	Equal Treatment of Shareholders.	Under the principle of fairness and equal treatment, BCA provides an opportunity for all shareholders to convey opinions and have access to information in accordance with the principle of transparency.
4.	The Role of Stakeholders in Corporate Governance.	In accordance with Fulfillment of Recommendation Table OJK Circular Letter No.32/SEOJK.04/2015 - Principle D (Stakeholder Participation).
5.	Disclosure and Transparency	In accordance with the Fulfillment of Recommendation Table OJK Circular Letter No.32/SEOJK.04/2015 – Principle E (Information Disclosure).
6.	Roles and Responsibilities of Board of Commissioners and Board of Directors.	In accordance with the Fulfillment of Recommendation Table OJK Circular Letter No. 32/SEOJK.04/2015 – Principle B (Functions and Roles of Board of Commissioners) and Principle C (Functions and Roles of Board of Directors).

BCA has adopted the principles of corporate governance published by OECD. As of December 31, 2020, there are no principles in the table above that have not been implemented.

3 Internalization

One of BCA's efforts to encourage the implementation of Good Corporate Governance is through internalization at all levels of the organization. Internalization activities to support the implementation of BCA's Good Corporate Governance include:

a. Statement of Commitment to the Implementation of Good Corporate Governance.

As a concrete manifestation of BCA's commitment to continuously improving the implementation of Good Corporate Governance principles in accordance with the applicable regulations, BCA requires employees at least echelon 5 and above to sign an Annual Disclosure.

The written statement in this Annual Disclosure is as follows:

- 1) State the presence or absence of ownership of shares/investments of 10% or more in a company in the name of self or wife/husband and/or children, individually or jointly;
- 2) State whether the person concerned serves as commissioner/director/employee/partner/ally/management in company in paragraph 1) above and/ or other companies;
- 3) State whether during the reporting period, any company referred to in paragraph 1) or 2) received credit from or became a partner of BCA;

- 4) State the presence or absence of involvement in the process of granting credit/transactions as partners;
- 5) State the presence or absence of family relations with owners, Commissioners/ Directors and/or BCA partners;
- 6) State whether the person concerned is the management/member of another organization that poses a conflict of interest;
- 7) State whether or not the person concerned has received gifts/rewards/ gifts from parties related to the BCA that can have a negative impact and affect the BCA's decisions and/or has value exceeding the reasonable limit;
- 8) Other statements in regards to conflict of interest not mentioned in the above paragraphs.

b. BCA Values Socialization.

BCA values or corporate values that are embedded in each employee include:

- 1) Customer Focus;
- 2) Integrity;
- 3) Teamwork; and
- 4) Continuous Pursuit of Excellence.

The principles of Good Corporate Governance are embodied in all BCA values, specifically in the value of Integrity and the value of Continuous Pursuit of Excellence.

Socialization activities are carried out through sharing sessions, face-to-face meetings with leaders and colleagues in one division (Community of Practice/ COP), creating comics on values, intranets, and showing videos on values on the internal portal, which are downloadable by employees.



Values promotion via video on the internal portal

In addition to socialization, efforts to internalize BCA's values are also conducted through the SMART SOLUTION program. This program aims to achieve excellent service in meeting customer needs and providing financial solutions. The SMART SOLUTION program is supported by reward programs in an effort to encourage the implementation and evaluation of BCA's Values and to increase team and customer engagement. Cultural internalization programs are expected to encourage the behavior of BCA personnel to support the implementation of BCA's values, innovative, risk-conscious and productive.

- c. Socialization on Good Corporate Governance. Socialization on Good Corporate Governance is conducted through:

- 1) Socialization on Principles and Implementation of Good Corporate Governance.

This socialization was carried out through the Corporate Governance bulletin (GCG series bulletin) on MyBCA internal portal that can be accessed by all BCA employees, displaying infographics, for example with the theme of affiliated transactions and conflicts of interest, the mechanism for filling in the annual disclosures, etc.

- 2) Socialization on Anti Fraud Awareness (AFA).

BCA has guidelines for implementing anti-fraud strategies that contain implementation of strategies,

implementation of risk management, mandatory reports to the regulators, and sanctions provided. BCA also actively promotes fraud awareness and anti-gratification through the distribution of anti-fraud themed comics, anti-fraud statements, slides of anti-fraud implementation, and a whistleblowing system that can be downloaded by employees on My BCA internal portal, AFA videos and comics, posters, COP implementation of anti-fraud strategies, e-learning that must be followed by employees, etc.

BCA implements the AFA program so that every employee is able play an active role in implementing an anti- fraud culture in an effort to apply the principles of accountability and independence in Good Corporate Governance, to create a working environment that is conducive and free from fraud.



AFA comic



Anti-Fraud e-learning campaign

- 3) Socialization on Affiliated Transactions and Conflicts of Interest BCA has an active role in implementing disclosure of information or reports on affiliated transactions and conflicts of interest in its effort to apply the principles of Good Corporate Governance. Policies related to reports of affiliated transaction and

conflicts of interest are stipulated in Board of Directors' Decree No. 214/ SK/ DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions containing Conflict of Interest and Circular Letter No. 319/ SE/POL/2019 dated December 27, 2019 on the Implementation Manual for Affiliated Transactions and Transactions Containing Conflicts of Interest. The policy can be downloaded on MyBCA intranet portal which is accessible for all BCA employees nationwide. The material disseminated is held through sharing sessions, GCG series bulletins, creation and broadcast of infographics on the internal portal MyBCA.

- 4) Socialization on Code of Ethics
To encourage positive values and uphold the standards of ethical business conduct, BCA has a Code of Ethics as a reference for BCA employees in acting and making decisions in a professional and ethical manner. BCA always ensures that the Code of Ethics is communicated and disseminated to all levels of the organization as well as ensuring that the understanding of the Code of Conduct is reinforced periodically. The Code of Ethics is socialized through the Pocket-Book which is distributed to all employees, broadcast of infographics on the internal portal MyBCA, and sharing sessions or a COP in every Division/Work Unit in BCA.

C. ASSESSMENT OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

Key performance indicators of good corporate governance implementation are assessed both internally and externally.

1. Internal Assessment

BCA performs an internal assessment of Good Corporate Governance implementation every semester by using a self-assessment working paper method referring to OJK Regulation No. 55/POJK.03/2016 and OJK Circular Letter No.13/ SEOJK.03/2017 concerning Implementation of Good Corporate Governance for Commercial Banks.

a. Procedure

BCA's Secretariat and Corporate Communications Division collects data and relevant information to perform the self-assessment related to the adequacy and effectiveness of the implementation of Good Corporate Governance. The assessment is carried out covering all aspects of governance by observing the principles of significance and materiality. After the data is collected, positive and negative factors from each aspect of governance can be concluded, such as:

1. Governance structure
Assess the adequacy of the structure and infrastructure of BCA Governance so that the process of implementing the principles of Good Corporate Governance produces outcomes that are in line with the expectations of BCA's Stakeholders.
2. Governance process
Assess the effectiveness of the process of implementing the principles of Good Corporate Governance which is supported by the adequacy of the structure and infrastructure of Governance BCA.
3. Governance outcome
Assess the quality of outcomes that meet the expectations of BCA's stakeholders, which is the result of the process of implementing the principles of Good Corporate Governance and is supported by an adequate structure and infrastructure of BCA Governance.

b. Assessment Criteria

The criteria used in the assessment are as stipulated in OJK Circular Letter No. 13/ SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks that include at least 11 (eleven) assessment factors for the implementation of Good Corporate Governance, namely :

1. Implementation of the duties and responsibilities of the Board of Directors;
2. Implementation of duties and responsibilities of Board of Commissioners;
3. Completeness and implementation of Committee's duties;
4. Handling conflicts of Interest;
5. Implementation of compliance function;

6. Implementation of internal audit function;
7. Implementation of external audit function;
8. Implementation of risk management including internal control system;
9. Provision of funds to related parties and large exposure/funds;
10. Transparency of the bank's financial and non-financial conditions, reports on the implementation of governance and internal reporting; and
11. Bank's strategic plan.

c. The parties conducting the assessment.

Self-assessment of 11 (eleven) assessment factors is performed by related functions or units, including the Board of Commissioners, the Board of Directors, Committees, Internal Audit Division, Compliance Work Unit, Risk Management Work Unit, Corporate Secretary, and other related units.

d. The Result of Self-Assessment.

The result of self-assessment of the implementation of 2020 Good Corporate Governance in 1st semester was rank 2 (two) and 2nd semester was rank 1 (one), with the following details:

The Result of Self-Assessment of the Implementation of Good Corporate Governance on 1st Semester – 2020:

	Rank	Definition of Rank
Individual	2	BCA management has applied good governance in general. The results are reflected in the adequate implementation of principles of governance. If flaws exist in the implementation of the principles of governance, generally they are less significant and can be resolved by normal actions by BCA management.

The Result of Self-Assessment of the Implementation of Good Corporate Governance on 2nd Semester – 2020

	Rank	Definition of Rank
Individual	1	BCA management has applied very good governance in general. The results are reflected in the adequate over the principles of governance. If flaws exist in the implementation of the principles of governance, generally they are insignificant and can be resolved by normal actions by BCA management.

2. External Assessment

In 2020, apart from conducting its self-assessment, the implementation of corporate governance in BCA was also assessed by independent external parties i.e. RSM Indonesia as a Domestic Ranking Body (DRB) of Indonesia for the assessment of the ASEAN Corporate Governance (CG) Scorecard.

ASEAN Corporate Governance (CG) Scorecard

The ASEAN CG Scorecard is one of the initiatives of the ASEAN Capital Market Forum (ACMF) supported by the Asian Development Bank (ADB) to improve the governance practices of listed companies in the ASEAN. Indonesia is one of the 6 (six) ASEAN countries participating in this initiative. BCA is committed to implementing aspects of the assessment of the ASEAN CG Scorecard in order to improve the practice of good corporate governance.

In 2019, 100 (one hundred) of the Listed Companies with the largest market capitalization value in each of the ASEAN countries (Indonesia, the Philippines, Malaysia, Singapore, Thailand, and Vietnam) were assessed based on the criteria of the ASEAN CG

Scorecard, and BCA was one of the Indonesia's assessed Listed Companies.

a. The parties performing the assessment

The party who performed the assessment was RSM Indonesia, which was appointed by OJK and Indonesia Stock Exchange (IDX) to be Indonesia's Domestic Ranking Body (DRB).

b. Assessment aspects

The assessment of the ASEAN CG Scorecard is based on information that can be accessed by the public. In general, aspects of the assessment of the ASEAN CG Scorecard were created based on the corporate governance principles published by the Organisation for Economic Cooperation and Development (OECD).

Aspects of the assessment of the ASEAN CG Scorecard include:

1. Rights of Shareholders,
2. Equitable Treatment of Shareholders,
3. Roles of Stakeholders,
4. Disclosure and Transparency, and
5. Responsibilities of the Board.

c. Assessment result

Based on the IDX's publication on June 9, 2020, BCA was successfully named as one of Indonesia's 10 Listed Companies, included in ASEAN Asset Class category.

The implementation of the ASEAN CG Scorecard indicators is the benchmark results of the assessment. BCA has been applying every indicator and has exceeded the standard implementation, which is further described as follows:

- 1) Summary of the AGM results is published on the next working day after the date of the Annual General Meeting of Shareholders and Extraordinary General Meeting of Shareholders.
- 2) Have implemented the framework for the Sustainability Report which is internationally recognised.
- 3) BCA may utilize third-party services in order to search for the candidates of the Board of Commissioners and/or Board of Directors.
- 4) Policies and completeness of the related governance processes around information technology issues including the handling of interference, cyber security, and disaster recovery.

BCA has also conducted a self-assessment based on the ASEAN CG Scorecard indicators to facilitate assessors in assessing and measuring the implementation of the indicators. The self assessment result can be accessed through the BCA website at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/ACGS>

- d. BCA has carried out good corporate governance practices in accordance with applicable regulations. Matters of concern to ASEAN CG Scorecard are still being discussed internally within BCA.

GENERAL MEETINGS OF SHAREHOLDERS

The General Meeting of Shareholders (GMS) is the highest organ in BCA's Corporate Governance structure, functions as a tool for shareholders to exercise their rights and obligations. The GMS has its own authority, which is not granted to the Board of Directors or the Board of Commissioners, within the limits specified in the laws and/or BCA's Articles of Association.

The legal basis for organizing the BCA refers to:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. OJK Regulation No. 32/POJK.04/2014 dated December 8, 2014 concerning Planning and Holding General Meetings of Shareholders of Public Limited Companies.
3. OJK Regulation No. 15/POJK.04/2020 dated April 20, 2020 concerning Planning and Holding General Meetings of Shareholders of Public Limited Companies.
4. BCA's Articles of Association.

1. Shareholders' Rights

The rights of the shareholders, among others:

- a. Attend at the GMS.
- b. Propose GMS agenda in accordance to prevailing regulations.
- c. Obtain the release of the GMS material no later than 28 days prior to the GMS.
- d. Receive the opportunity to raise questions and/or opinions on each GMS agenda.
- e. Receive the equal treatment from BCA.
- f. Voting at the GMS.
- g. Nominates candidates for the Board of Commissioners and/or the Board of Directors.
- h. Appoint a member of the Board of Directors and/or the Board of Commissioners or more to increase the number of existing members of the Board of Directors and/or the Board of Commissioners or to replace members of the Board of Directors and/or the Board of Commissioners who are dismissed.
- i. Dismiss members of the Board of Directors and the Board of Commissioners at any time before ending term through GMS.
- j. Receive dividend payments in accordance with applicable procedures and regulations.

- k. Execute other rights and/or authorities pursuant to the BCA's Articles of Association and applicable laws and regulations, including the right to participate in case of authorizing the increase of capital, amend BCA's Articles of Association, and transfer all or part of assets that cause the sale of the company.

The rights, authorities and responsibilities of the Shareholders are regulated in BCA's Articles of Association that can be accessed directly to the BCA website www.bca.co.id, BCA reminds to all shareholders and/or their attorneys to attend the General Meeting of Shareholders held by BCA.

2. 2020 Annual GMS and Extraordinary GMS

In 2020, BCA held Annual GMS (AGMS) on April 9, 2020 and Extraordinary GMS (EGMS) on July 30, 2020. The agenda (along with an explanation of each agenda) discussed at the AGMS and EGMS is available at the Secretariat and Corporate Communication Division - BCA head office, and has been uploaded on the BCA website on the same date as the notice for GMS was released with the following details:

1. AGMS:

Day/Date	Thursday, April 9, 2020	
Time	10.11 – 11.55 WIB	
Venue	Menara BCA Grand Indonesia, 19 th Floor Jl. MH. Thamrin No. 1, Jakarta 10310	
Quorum	The number of share present or represented in the 2020 AGMS was 20,857,227,032 shares or equal to 84.596% of the total outstanding shares of BCA with valid voting rights, namely 24,655,010,000 shares, therefore the quorum as required by Article 23 Paragraph 1 letter a of the BCA's Articles of Association has been met.	
Attendance of : the Board of Commissioners	Djohan Emir Setijoso	President Commissioner
	Tonny Kusnadi*	Commissioner
	Cyrrillus Harinowo	Independent Commissioner
	Raden Pardede*	Independent Commissioner
	Sumantri Slamet*	Independent Commissioner
	* Due to pandemic COVID-19, attend the AGMS through a video conference which allows them to see and listen to one another in the AGMS.	
	All members of the Board of Commisioners are present at the AGMS (100%)	
Attendance of : the Board of Directors	Jahja Setiaatmadja	President Director
	Armand Wahyudi Hartono*	Deputy President Director
	Suwignyo Budiman	Deputy President Director
	Tan Ho Hien/Subur or also called Subur Tan	Director
	Henry Koenafi	Director
	Erwan Yuris Ang*	Independent Director
	Rudy Susanto	Director
	Lianawaty Suwono*	Director
	Santoso*	Director
	Inawaty Handojo	Director (concurrently serving as Director of Compliance)
	Vera Eve Lim	Director
	* Due to pandemic COVID-19, attend the AGMS through a video conference which allows them to see and listen to one another in the AGMS.	
	All members of the Board of Directors are present at the AGMS (100%)	

Attendance of : the Audit Committee	Cyrrillus Harinowo	Chairman
	Ilham Ikhsan	Member
	Tjen Lestari	Member
	All members of the audit committee are present at the AGMS via video conference (100%).	
Attendance of : the Risk Oversight Committee	Due to the COVID-19 pandemic that occurred in early March and OJK issued the OJK Letter No. S-4/D.03/2020 dated March 16, 2020 concerning Measures to Prevent the Impact of COVID-19 in Banking Industry which appeal to social distancing to prevent the spread and transmission of COVID-19. Therefore, BCA did not invite other Committees under the Board of Commissioners to attend the AGMS.	
Attendance of : the Remuneration and Nomination Committee		
Attendance of : the Integrated Governance Committee		

2. EGMS:

Day/Date	Thursday, July 30, 2020	
Time	10.23 s.d 11.13 WIB	
Venue	Menara BCA Grand Indonesia, 19 th Floor Jl. MH. Thamrin No. 1, Jakarta 10310	
Quorum	The number of shares present or represented in the 2020 EGMS was 22,170,860,467 shares or equal to 89.924% of the total outstanding shares of BCA with valid voting rights, namely 24,655,010,000 shares, therefore the quorum as required by Article 23 Paragraph 1 letter a of BCA's Articles of Association has been met.	
Attendance of : the Board of Commissioners	Djohan Emir Setijoso	President Commissioner
	Tonny Kusnadi*	Commissioner
	Cyrrillus Harinowo*	Independent Commissioner
	Raden Pardede*	Independent Commissioner
	Sumantri Slamet*	Independent Commissioner
	* Due to pandemic COVID-19, attend the EGMS through a video conference which allows them to see and listen to one another in the EGMS.	
	All members of the Board of Commissioners are present at the EGMS (100%)	
Attendance of : the Board of Directors	Jahja Setiaatmadja	President Director
	Armand Wahyudi Hartono*	Deputy President Director
	Suwignyo Budiman	Deputy President Director
	Tan Ho Hien/Subur or also called Subur Tan	Director
	Henry Koenafi	Director
	Erwan Yuris Ang*	Independent Director
	Rudy Susanto	Director
	Lianawaty Suwono*	Director
	Santoso*	Director
	Vera Eve Lim	Director
	Gregory Hendra Lembong*	Director
	Haryanto Tiara Budiman*	Director (concurrently as Director of Compliance)
	* Due to pandemic COVID-19, attend the EGMS through a video conference which allows them to see and listen to one another in the EGMS.	
	All members of the Board of Directors are present at the EGMS (100%)	
Attendance of : Committees under the Board of Commissioners	Due to the COVID-19 pandemic that occurred in early March and OJK issued the OJK Letter No. S-4/D.03/2020 dated March 16, 2020 concerning Measures to Prevent the Impact of COVID-19 in Banking Industry which appeal to social distancing to prevent the spread and transmission of COVID-19. Therefore, BCA did not invite Committees under the Board of Commissioners to attend the EGMS.	

3. Procedures for Organizing AGMS and EGMS

The AGMS and EGMS at BCA are organized with the following procedures:

a. Notification

- No later than 5 (five) working days prior to the announcement of the AGMS and EGMS, notification of the AGMS and EGMS agenda must be submitted clearly and in detail to the OJK.

b. Announcement

- In accordance with Article 21 Paragraph 2 of BCA's Articles of Association, announcements of the AGMS and EGMS are made no later than 14 (fourteen) days prior the notice of AGMS and EGMS. In accordance with Article 127 of Law No. 40 of 2007, announcement of EGMS regarding acquisition plan summary is made no later than 30 (thirty) days prior the notice of EGMS. This time period does not take into account the announcement date and the date of the notice of GMS.
- Announcements of the AGMS and EGMS are submitted to BCA's shareholders through at least 1 (one) Indonesian language national daily newspaper, the Indonesia Stock Exchange (IDX) website, and the BCA website. Moreover, the EGMS can be announced at eASY.KSEI, an electronic facility for the implementation of the GMS provided by KSEI.
- Individual or more shareholders who jointly represent 1/20 (one twentieth) or more of the total number of BCA shares and have valid voting rights issued by BCA can propose agendas for the GMS. Proposals from shareholder must be received no later than 7 (seven) days prior the notice of GMS and will be included in the agenda of the GMS if they meet the provisions of Article 21 Paragraph 6 of the BCA Articles of Association and Article 12 of the OJK Regulation No. 32/POJK.04/2014 dated December 8, 2014 on Planning and Holding General Meetings of Shareholders of Public Limited Companies.

c. Notice of GMS

- The time period for the notice of GMS is 21 days prior to the day of GMS. The notice of GSM does not take into account the date of the notice as well as the date of the GMS. BCA also submitted an explanation for each agenda that requires shareholder approval.

- Notice of the AGMS and EGMS shall be made in at least 1 (one) Indonesian language national daily newspaper, the Indonesia Stock Exchange (IDX) website, and the BCA website. Moreover, the notice of the EGMS can be announced at eASY.KSEI where Shareholders can provide power of attorney electronically.
- To facilitate shareholders, proxy forms can be downloaded on the BCA website in the corporate governance section or can be obtained from PT Raya Saham Registra, BCA's Securities Administration Bureau, on working days and hours at Plaza Sentral Building 2nd Floor Jalan Jendral Sudirman Kavling 47 - 48, Jakarta, 12930.

d. Implementation

- Shareholders or shareholders' representatives who were entitled to attend the AGMS are shareholders whose names are registered in the Register of Shareholders on March 10, 2020 at 16:15 WIB. Shareholders or shareholders' representatives who were entitled to attend the EGMS are shareholders whose names are recorded in the register of holders of shares on July 7, 2020 at 16:15 WIB.
- In accordance with Article 23 Paragraph 1 of BCA's Articles of Association, the GMS is valid and entitled to make binding decisions if BCA's shareholders or their authorized representatives, who represent more than 1/2 (one half) of the total shares of BCA with valid voting rights issued by BCA are present and/or represented in the GMS, unless otherwise specified.
- Each share issued has 1 (one) right to vote, the provisions in the BCA Articles of Association do not divide more than one classification of shares that can affect different voting rights.

e. Minutes of Meeting

- Summary minutes of the AGMS and EGMS are announced to the public through the BCA website within 1 (one) working day after the AGMS and EGMS are held and through a national daily newspaper and the IDX website no later than 2 (two) working days after the AGMS and EGMS are held.

- The proof of announcements of the summary minutes of the AGMS and EGMS are submitted to the OJK no later than 2 (two) working days after the announcement is made.
- The minutes of the AGMS and EGMS are submitted to OJK and IDX no later than 30 (thirty) days after the AGMS and EGMS are held. A copy of the minutes can be accessed and downloaded by the public on the BCA website under the corporate governance section.

AGMS and EGMS Procedures

Activity	AGMS	EGMS
Notification	Notified to OJK by sending letter No. 141/DIR/2020 dated February 18, 2020.	Notified to OJK by sending letter No. 431/DIR/2020 dated June 16, 2020.
Announcement	<ul style="list-style-type: none"> • Published the AGMS Announcement through daily newspaper namely Bisnis Indonesia and The Jakarta Post, and BCA website on February 25, 2020. • Proof of the AGMS Announcement was submitted by sending hardcopy and e-reporting to OJK and IDX on February 27, 2020. 	<ul style="list-style-type: none"> • Published the EGMS Announcement through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI website, and BCA website on June 23, 2020. • Proof of the EGMS Announcement was submitted by sending hardcopy and e-reporting to OJK and IDX on June 25, 2020. • Proof of Acquisition Plan Summary of PT Bank Rabobank International Indonesia was published through daily newspapers namely Investor Daily on June 8, 2020.
Notice of GMS	<ul style="list-style-type: none"> • The time period for the notice of AGMS was 28 (twenty-eight) days prior to the day of AGMS. • Published through daily newspapers namely Bisnis Indonesia and The Jakarta Post, and BCA website on March 11, 2020. • Proof of the Notice of AGMS was submitted by sending hardcopy and e-reporting to OJK and IDX on March 13, 2020. • At the time of the Notice of AGMS, BCA also submitted the hardcopy and softcopy 2019 BCA Annual Report to the OJK. In addition, the 2019 BCA Annual Report is also available on the BCA website that can be accessed by stakeholders. 	<ul style="list-style-type: none"> • The time period for the notice of EGMS was 21 (twenty-one) days prior to the day of EGMS. • Published through daily newspapers namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI website and BCA website on July 8, 2020. • Proof of the Notice of EGMS was submitted by sending hardcopy and e-reporting to OJK and IDX on July 10, 2020.
Revised to Notice of AGMS	<ul style="list-style-type: none"> • Revised Notice of AGMS was published through daily newspapers namely Bisnis Indonesia and The Jakarta Post, and BCA website on April 2, 2020 (change of location of AGMS from Hotel Indonesia Kempinski to Menara BCA). 	-
Implementation	Thursday - April 9, 2020	Thursday - July 30, 2020
Summary of Minutes of Meeting	<ul style="list-style-type: none"> • Published through BCA website on April 13, 2020. • Published through daily newspapers, Bisnis Indonesia and The Jakarta Post on April 14, 2020. • Proof of publication was submitted by sending hardcopy and e-reporting to OJK and IDX on April 14, 2020. 	<ul style="list-style-type: none"> • Published through BCA website on August 3, 2020. • Published through KSEI website on August 4, 2020. • Published through daily newspapers namely Bisnis Indonesia and The Jakarta Post on August 4, 2020. • Proof of publication was submitted by sending hardcopy and e-reporting to OJK and IDX on August 4, 2020.
Minutes of Meeting	<ul style="list-style-type: none"> • Published through BCA website on April 29, 2020. • Minutes of meeting was submitted by sending hardcopy and e-reporting to OJK and IDX on April 29, 2020. 	<ul style="list-style-type: none"> • Published through BCA website on August 10, 2020. • Minutes of meeting was submitted by sending hardcopy and e-reporting to OJK and IDX on August 10, 2020.

4. Attendance of Management, Committees and Shareholders

A further description on the attendance of the management, committees, and shareholders in the AGMS and EGMS is listed on page 316-317 of this Annual Report.

5. Chairperson of AGMS and EGMS

The GMS was chaired by Mr. Ir. Djohan Emir Setijoso as the President Commissioner, in accordance with Article 22 Paragraph 1 (a) of BCA Articles of Association.

6. Rules of Conduct of GMS and Procedure for Vote Count

BCA also provides information related to voting procedures at the AGMS and EGMS in the rules of the meeting which are always read out before starting the AGMS and EGMS.

Shareholders or their representatives who attend the AGMS and EGMS are advised to observe the following rules:

- 1) Procedure for bringing up matters relating to the Meeting agenda:
 - a) The shareholder or his/her proxy may ask questions and/or express opinions to the extent that they are directly related to the Meeting agenda item under discussion and require the Meeting resolution, subject to the following provisions:
 - i. The questions and/or opinions are submitted in writing by completing a form, which is provided to all the shareholders or their proxies before they enter the Meeting room, and the shareholder or his/her proxy must complete the form with the shareholder's name, the number of shares held/represented and the questions and/or opinions to be asked or expressed; and
 - ii. The questions and/or opinions are submitted at the time the Chairperson of the Meeting gives the shareholders or their proxies the opportunity to ask questions before conducting voting on the relevant agenda item, by raising hand and submitting the form to the Meeting helpers.
 - b) In the EGMS, to give fair opportunity for all shareholders, each shareholder or his/her proxy may only ask and/or express not more than 1 (one) question/opinion on each Meeting agenda item.

- c) Only the shareholders or their legitimate proxies that are present at the Meeting may ask questions and/or express opinions in writing on the Meeting agenda item under discussion.
 - d) The questions and/or opinions submitted in writing must have a direct bearing on the Meeting agenda item under discussion.
 - e) All questions in the AGMS will be answered in writing and will be sent to the shareholders' address that is registered at PT Raya Saham Registra as the Securities Administration Bureau within 3 (three) working days after the date of the Meeting
 - f) In the EGMS, the completed question forms will be forwarded by the Meeting helpers to the Notary, who will confirm their legality. After the Notary confirms the legality of the forms, the Notary will read out the questions from the shareholders or their proxies.
 - g) The Chairperson of the EGMS may request the members of the Board of Directors or other parties to answer or respond to the questions and/or opinions from the shareholders or their proxies.
- 2) In respect of all the Meeting agenda items that require a resolution, the vote count will be carried out with reference to the provisions of the Company's Articles of Association, OJK Regulation No. 32/POJK.04/2014 and OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding General Meetings of Shareholders of Public Limited Companies (the "OJK REG ON GMS"), and The Law on Limited Liability Companies, namely as follows:
 - a) The Meeting resolutions shall be adopted on the basis of deliberation for consensus;
 - b) If the Meeting cannot adopt a resolution by deliberation for consensus, the resolution will be adopted by voting. During the voting, the Shareholders or their proxies will have the right to cast their votes as AGREE, DISAGREE, or ABSTAIN on each meeting agenda item of the Company;
 - c) Quorum for passing resolutions:
 - (1) The resolution on the proposal put forward at the AGMS shall be valid if approved by more than ½ (one half) of the total voting shares present at the Meeting

- (2) For the EGSM's agenda:
- i. In respect of the first Meeting agenda item, namely Approval of the Acquisition Plan, the resolution on the proposal put forward at the Meeting shall be valid if approved by more than 3/4 (three-quarters) of the total votes present at the Meeting; and
 - ii. In respect of the second Meeting agenda item, namely Approval of the Amendment of the Company's Articles of Association, the resolution on the proposal put forward at the Meeting shall be valid if approved by more than 2/3 (two-thirds) of the total votes present at the Meeting.
- d) The Chairperson of the Meeting will ask the shareholders or their proxies that DISAGREE or ABSTAIN on the relevant proposal to raise their hands and submit their ballots to the Meeting helpers. Especially for the EGMS, in respect of the proxies for the shareholders that have been granted the power of attorney through KSEI Electronic General Meeting System (eASY.KSEI), the votes that will be counted are the votes cast by the shareholders through eASY.KSEI, and therefore they do not need to submit their ballots to the Meeting helpers;
- e) Any shareholders or their proxies that do not raise their hands to submit their ballots to cast DISAGREEMENT or ABSTENTION votes on the relevant proposal shall be deemed to have approved the relevant proposal without the Chairperson of the Meeting having to ask each of the shareholders or their proxies to raise their hands to indicate agreement, except for the EGMS to the proxies for the shareholders that have been granted the power of attorney through KSEI Electronic General Meeting System (eASY.KSEI), in which case their votes will be counted in accordance with the provisions of point d of this section 2) above;
- f) The ballots submitted by shareholders or their proxies will be counted by PT Raya Saham Registra as the Company's Securities Administration Bureau and will be verified by the Notary as an independent public official;
- g) In accordance with OJK REG ON GMS, any shareholders that ABSTAIN shall be deemed to cast the same votes as the majority votes cast by the shareholders at the Meeting;
- h) Vote count shall be carried out by scanning the barcodes on the ballots of the shareholders or the proxies for the shareholders that DISAGREE and ABSTAIN, which have been submitted to the Meeting officials, by using a barcode scanner. The total number of votes will appear on the screen provided in the Meeting room;
- i) The shareholders or their proxies that have registered their attendance but leave the Meeting room without reporting to the registration staff before the meeting is closed will be deemed to be present and approve the proposals put forward at the Meeting.

Independent Parties who Conducts Counting and/or Validation of the Votes in the AGMS and EGMS

The independent parties that count and/or validate the votes at the 2020 AGMS and EGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Christina Dwi Utami, SH, M.Hum., M.Kn., as the Public Notary who verified the vote count.

7. 2020 AGMS Decision and its Realizations

The decision of the 2020 AGMS and its realization are as follows:

No	Agenda	2020 Annual GMS Decision	Realization												
1.	First Agenda Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2019 and grant of release and discharge of liability (acquit et decharge) to all members of the Board of Directors and the Board of Commissioners of the Company for all actions taken in relation to the management and supervision of the Company in the financial year ended 31 December 2019	<p>I. Approving the Annual Report, including:</p> <ol style="list-style-type: none"> 1. The Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2019, audited by the Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis and Rekan (a member firm of PwC Global Network), as evident from its report Number 00039/2.1025/AU.1/07/0229-3/1/II/2020 dated February 6, 2020 with unmodified opinion, as contained in the 2019 Annual Report; and 2. The Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2019, as contained in the 2019 Annual Report; <p>II. Granting a release and discharge of liability (acquit et decharge) to members of the Company's Board of Directors and Board of Commissioners for their respective management and supervisory actions taken during the financial year ended 31 December 2019, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended 31 December 2019 and any relevant supporting documents thereof.</p> <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>20,818,476,288 (99.814%)</td><td>9,195,600 (0.044%)</td><td>29,555,144 (0.142%)</td><td>1</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,818,476,288 (99.814%)	9,195,600 (0.044%)	29,555,144 (0.142%)	1	Realized
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,818,476,288 (99.814%)	9,195,600 (0.044%)	29,555,144 (0.142%)	1												
2.	Second Agenda Appropriation of the Company's Net Profits for the financial year ended 31 December 2019	<p>I. Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2019, audited by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network), the Company's net profits for the financial year ended 31 December 2019 amounted to Rp28,565,053,289,341,- (twenty-eight trillion five hundred sixty-five billion fifty-three million two hundred eighty-nine thousand three hundred forty-one rupiah) ("Net Profits for 2019");</p> <p>II. Appropriating the Company's Net Profits for 2019 as follows:</p> <ol style="list-style-type: none"> 1. An amount of Rp555,- (five hundred fifty-five rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2019 to the shareholders entitled to receive cash dividends; such amount includes the interim dividends of Rp2,465,501,000,000,- (two trillion four hundred sixty-five billion five hundred one million rupiah) or equal to Rp100,- (one hundred rupiah) per share paid out by the Company on 20 December 2019; accordingly, the remaining amount of dividends is Rp11,218,029,550,000,- (eleven trillion two hundred eighteen billion twenty-nine million five hundred fifty thousand rupiah) or equal to Rp455,- (four hundred fifty-five rupiah) per share. <p>As regards such dividend payments, the following terms and conditions shall apply:</p> <ol style="list-style-type: none"> (i) the remaining amount of dividends for the financial year 2019 will be paid out for each share issued by the Company as recorded in the Company's Register of Shareholders as at the record date, which will be determined by the Board of Directors; (ii) as regards the payments on the remaining dividends for the financial year 2019, the Board of Directors shall withhold the tax on such dividends in accordance with the tax regulations in force; 	Realized												

No	Agenda	2020 Annual GMS Decision	Realization												
	Second Agenda (continued)	<p>(iii) the Board of Directors is granted the power and authority to stipulate any matters concerning the payment of the remaining dividends for the financial year 2019, including (but not limited to):</p> <p>(aa) stipulating the record date as referred to in item (i) to determine the shareholders of the Company eligible to receive payments on the remaining dividends for the financial year 2019; and</p> <p>(bb) stipulating the date of payment of the remaining dividends for the financial year 2019, and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed;</p> <p>2. An amount of Rp285,650,532,893,- (two hundred eighty-five billion six hundred fifty million five hundred thirty-two thousand eight hundred ninety-three rupiah) will be appropriated as reserve fund;</p> <p>3. The remainder of the Net Profits for 2019 that has not been appropriated for any particular use will be determined as retained earnings.</p> <p>III. Stating that such power and authority as described in point II item 1 of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>20,763,926,119 (99.553%)</td><td>58,293,413 (0.279%)</td><td>35,007,500 (0.168%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,763,926,119 (99.553%)	58,293,413 (0.279%)	35,007,500 (0.168%)	-	
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,763,926,119 (99.553%)	58,293,413 (0.279%)	35,007,500 (0.168%)	-												
3.	Third Agenda Change in the composition of the Board of Directors of the Company	<p>I. Approving the resignation of Mrs. INAWATY HANDOJO as a Director (concurrently serving as the Director in charge of the compliance function) of the Company with effect from the date on which the appointment of the new Director in charge of the compliance function becomes effective;</p> <p>II. Expressing the highest appreciation and gratitude to Mrs. INAWATY HANDOJO for her service during her term of office as Director (concurrently serving as Director in charge of the compliance function);</p> <p>III. Appointing Mr. HARYANTO TIARA BUDIMAN as Director (concurrently serving as the Director in charge of the compliance function) of the Company, which will be effective on the first business day of the following month after the Company receives the approval of such appointment from the Financial Services Authority, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one), provided that if the appointment of Mr. HARYANTO TIARA BUDIMAN as Director (concurrently serving as the Director in charge of the compliance function) of the Company is not approved by the Financial Services Authority, such appointment shall automatically become void without requiring cancellation by the Company's General Meeting of Shareholders, and Mrs. INAWATY HANDOJO will temporarily continue to hold her office as a Director (concurrently serving as the Director in charge of the compliance function) of the Company;</p> <p>IV. Appointing Mr. GREGORY HENDRA LEMBONG as Director of the Company, which will be effective on the first business day of the following month after the Company receives the approval of such appointment from the Financial Services Authority, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one), provided that if the appointment of Mr. GREGORY HENDRA LEMBONG as Director of the Company is not approved by the Financial Services Authority, such appointment shall automatically become void without requiring cancellation by the Company's General Meeting of Shareholders;</p>	Realized												

No	Agenda	2020 Annual GMS Decision	Realization												
	Third Agenda (continued)	<p>V. Granting power and authority to the Board of Commissioners of the Company to determine the duties and authorities of and among the members of the Board of Directors of the Company in accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association, and;</p> <p>VI. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to cause the resolution on the composition of the Board of Commissioners and the Board of Directors as described above to be expressed in a deed made before a Notary, including the composition of the Board of Commissioners and the Board of Directors after obtaining the Approval Letter from the Financial Services Authority in respect of the above-mentioned Meeting resolution, and subsequently file any notice with the competent authorities, and take any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations;</p> <p>VII. Stating that the grant of power and authority under point VI of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>													
<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>20,638,518,467 (98.951%)</td><td>196,855,265 (0.944%)</td><td>21,853,300 (0.105%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	20,638,518,467 (98.951%)	196,855,265 (0.944%)	21,853,300 (0.105%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,638,518,467 (98.951%)	196,855,265 (0.944%)	21,853,300 (0.105%)	-												
4.	Fourth Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2020 as well as bonus payments (tantieme) for the financial year 2019 payable to members of the Board of Directors and the Board of Commissioners of the Company	<p>I. (a) PT DWIMURIA INVESTAMA ANDALAN as the current majority shareholder of the Company is granted the power and authority to determine the amount of honorarium and benefits to be paid by the Company to the members of the Board of Commissioners serving the Company over the financial year 2020, with due regard to the recommendations from the Board of Commissioners, which will take into account the recommendations from the Remuneration and Nomination Committee;</p> <p>(b) the Board of Commissioners is granted the power and authority to determine the amount of honorarium and benefits to be paid by the Company to the members of the Board of Directors of the Company serving the Company over the financial year 2020, with due regard to the recommendations from the Remuneration and Nomination Committee;</p> <p>II. Upon considering the performance of the Company and the performance of the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2019, and with due observance of Regulation of the Financial Services Authority No. 55/POJK.03/2016 on the Implementation of Good Corporate Governance for Commercial Banks in conjunction with article 71 paragraph 1 of Law Number 40 of 2007 on Limited Liability Companies, and after receiving inputs from the Board of Commissioners, which also took into account the inputs from the Company's Board of Directors and the recommendations from the Remuneration and Nomination Committee, the Meeting further determined by the shareholders in the form of legal entities that a maximum amount of Rp445,180,000,000,- (four hundred forty-five billion one hundred eighty million rupiah) will be paid as bonuses (tantieme) to the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2019.</p> <p>In relation to such bonus payments (tantieme), we proposed that PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, is granted the power and authority to determine the amount of bonuses (tantieme) to be paid and to determine the distribution thereof among the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2019, including all matters related to such bonus payments;</p>	Realized												

No	Agenda	2020 Annual GMS Decision	Realization												
	Fourth Agenda (continued)	<p>III. The amount of salary or honorarium and benefits to be paid by the Company to the members of the Board of Directors and the Board of Commissioners serving the Company in and over the financial year 2020 and the amount of bonuses (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners who served in and over the financial year 2019 will be set out in the Annual Report for the financial year 2020.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>19,952,472,663 (95.662%)</td><td>883,592,722 (4.236%)</td><td>21,161,647 (0.102%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	19,952,472,663 (95.662%)	883,592,722 (4.236%)	21,161,647 (0.102%)	-	
Voting Results:															
Agree	Disagree	Abstain	Questions												
19,952,472,663 (95.662%)	883,592,722 (4.236%)	21,161,647 (0.102%)	-												
5.	Fifth Agenda Appointment of the Registered Public Accounting Firm (including the Registered Public Accountant practising through such Registered Public Accounting Firm) to audit/examine the Company's books and accounts for the financial year ended 31 December 2020	<p>I. Granting power and authority to the Board of Commissioners to appoint and/or replace the Public Accounting Firm registered with the Financial Services Authority (including the Public Accountant registered with the Financial Services Authority practicing through such Registered Public Accounting Firm) that will audit the books and records of the Company for the financial year ended 31 December 2020 and to determine the amount of fee and other requirements in relation to the appointment of such Registered Public Accounting Firm registered with the Financial Services Authority including the Public Accountant registered with the Financial Services Authority practicing through such Registered Public Accounting Firm) with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations;</p> <p>II. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>20,145,292,450 (96.587%)</td><td>664,516,182 (3.186%)</td><td>47,418,400 (0.227%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,145,292,450 (96.587%)	664,516,182 (3.186%)	47,418,400 (0.227%)	-	Realized
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,145,292,450 (96.587%)	664,516,182 (3.186%)	47,418,400 (0.227%)	-												
6.	Sixth Agenda Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2020	<p>I. Granting power and authority to the Company's Board of Directors (subject to the approval of the Board of Commissioners), to the extent the financial condition of the Company permits and with observance of the prevailing laws and regulations, to determine and pay out interim dividends for the financial year ended 31 December 2020, provided that to ensure compliance with Article 72 of Law No. 40 of 2007 on Limited Liability Companies, if the interim dividends are to be distributed, then the distribution must be made to the shareholders before the end of the financial year 2020, including to determine the form, amount and method of payment of such interim dividends;</p> <p>II. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>20,762,532,719 (99.546%)</td><td>58,293,413 (0.279%)</td><td>36,400,900 (0.175%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,762,532,719 (99.546%)	58,293,413 (0.279%)	36,400,900 (0.175%)	-	Realized
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,762,532,719 (99.546%)	58,293,413 (0.279%)	36,400,900 (0.175%)	-												
7.	Seventh Agenda Approval of the Revised Recovery Plan of the Company	<p>Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 2020, which has been recorded in the supervisory administrative system of the Financial Services Authority, as evident from the letter from the Financial Services Authority Number S-1/PB.3/2020 dated 17 January 2020 on the Update of the Recovery Plan of PT Bank Central Asia Tbk 2020.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>20,814,587,319 (99.795%)</td><td>31,661,313 (0.152%)</td><td>10,978,400 (0.053%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,814,587,319 (99.795%)	31,661,313 (0.152%)	10,978,400 (0.053%)	-	Realized
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,814,587,319 (99.795%)	31,661,313 (0.152%)	10,978,400 (0.053%)	-												

8. 2020 EGMS Decision and its Realization

The decision of the 2020 EGMS and its realization are as follows:

No	Agenda	2020 Extraordinary GMS Decision	Realization												
1.	First Agenda Approval of the Company's plan to acquire the shares in PT Bank Rabobank International Indonesia;	<p>I. Approving the Company's action to purchase or acquire 3,719,069 (three million seven hundred nineteen thousand sixty-nine) shares from the shareholders of PT Bank Rabobank International Indonesia or equal to 99.999973% (ninety-nine point nine nine nine seven three percent) of the total subscribed and paid-up shares of PT Bank Rabobank International Indonesia.</p> <p>II. Approving the relevant acquisition plan in relation to the Company's plan to acquire the shares in PT Bank Rabobank International Indonesia, the summary of which was published in Investor Daily newspaper, on the website of the Indonesia Stock Exchange and the Company's website on 8 June 2020, and approving the draft acquisition deed, which has been provided by the Company as the Meeting materials.</p> <p>III. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to take any and all actions required or deemed necessary in relation to the acquisition by the Company of the subscribed and paid-up shares in PT Bank Rabobank International Indonesia in accordance with the Meeting resolutions, including but not limited to determining the terms and conditions for the acquisition, as well as preparing, drawing up, making, procuring to be made, and signing the necessary documents including the acquisition deed, filing applications, requesting approvals and/or filing a notice of these Meeting resolutions with the competent authorities, in accordance with the prevailing laws and regulations.</p> <p>IV. Stating that the grant of power and authority under point III of this resolution will be effective as of the date on which the proposal in this agenda item is approved by this Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>18,439,676,241 (83.171%)</td><td>3,692,397,211 (16.654%)</td><td>38,787,015 (0.175%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	18,439,676,241 (83.171%)	3,692,397,211 (16.654%)	38,787,015 (0.175%)	-	Realized
Voting Results:															
Agree	Disagree	Abstain	Questions												
18,439,676,241 (83.171%)	3,692,397,211 (16.654%)	38,787,015 (0.175%)	-												
2.	Second Agenda Amendment of the Company's Articles of Association	<p>I. Approving the amendment of certain provisions of the Company's Articles of Association and the addition of 1 new article to the Company's Articles of Association as contained in the Proposed Amendment to the Articles of Association, which has been provided for the shareholders or their proxies as the Meeting materials, the highlights of which have been explained and presented using the slides, as well as restating and rewriting the other provisions of the Company's Articles of Association that are not amended and/or deleted as contained in Deed Number 125, dated 18 April 2018, made before Notary Dr. Irawan Soerodjo, S.H., M.Si., such deed having been notified to the Minister of Law and Human Rights of the Republic of Indonesia, as evident from Letter of Acknowledgment of Receipt of Notice of Amendment of the Articles of Association Number AHU-AH.01.03-0153848 dated 18 April 2018, and published in the Official Gazette (Berita Negara) of the Republic of Indonesia number 73 dated 10 September 2018, Supplement thereto Number 2934/L year 2018.</p>	Realized												

No	Agenda	2020 Extraordinary GMS Decision	Realization												
	Second Agenda (continued)	<p>II. Granting power and authority to the Board of Directors of the Company with the right of substitution, to take any and all actions deemed necessary in relation to the above resolutions, including, without limitation, stating/expressing the resolutions before a Notary in order to be incorporated in a notarial deed, amending and/or restating all the provisions of the Company's Articles of Association in accordance with such resolutions including adjusting the wording of any article and the references to the articles, as may be deemed necessary with due regard for the resolution contained in point I, making or causing to be made and signing all deeds, letters or documents deemed necessary, and further filing a request for approval and/or the notice of the amendment of these Articles of Association under these Meeting resolutions with the competent authorities and making further amendments and/or additions as may be required to obtain the approval for such amendment and ensure the acceptance of the notice, and filing and signing any and all applications and other documents, electing a domicile and taking any other actions deemed necessary.</p> <p>III. Stating that the grant of power and authority under point II of this resolution will be effective as of the date on which the proposal in this agenda item is approved by this Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>17,829,823,261 (80.420%)</td><td>4,134,906,735 (18.650%)</td><td>206,130,471 (0.930%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	17,829,823,261 (80.420%)	4,134,906,735 (18.650%)	206,130,471 (0.930%)	-	
Voting Results:															
Agree	Disagree	Abstain	Questions												
17,829,823,261 (80.420%)	4,134,906,735 (18.650%)	206,130,471 (0.930%)	-												

9. 2019 AGMS and EGMS Decision and its Realization

BCA has implemented all recommendations from the Annual GMS decision and Extraordinary GMS decision in the 2019 financial year, therefore, there is no information pertaining to any reason with regards to decisions that has not been realized.

No	Agenda	2019 Annual GMS Decision	Realization												
1.	First Agenda Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2018 and grant of release and discharge of liability (acquit et discharge) to all members of the Board of Directors and the Board of Commissioners of the Company for all actions taken in relation to the management and supervision of the Company in the financial year ended 31 December 2018	<p>I. Approving the Annual Report, including:</p> <ol style="list-style-type: none"> the Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended December 31, 2018, audited by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network), as evident from its report Number 00037/2.1025/ AU.1/07/0229-2/1/II/2019 dated February 11, 2019 with unmodified opinion, as contained in the 2018 Annual Report; and the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended December 31, 2018, as contained in the 2018 Annual Report; <p>II. Granting a release and discharge of liability (acquit et discharge) to members of the Company's Board of Directors and Board of Commissioners for their respective management and supervisory actions taken during the financial year ended December 31, 2018, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended December 31, 2018 and any relevant supporting documents thereof.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> <tr> <td>21,328,133,721 (99.82%)</td><td>11,580,200 (0.05%)</td><td>27,098,300 (0.13%)</td><td>2</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Question	21,328,133,721 (99.82%)	11,580,200 (0.05%)	27,098,300 (0.13%)	2	Realized
Voting Results:															
Agree	Disagree	Abstain	Question												
21,328,133,721 (99.82%)	11,580,200 (0.05%)	27,098,300 (0.13%)	2												

No	Agenda	2019 Annual GMS Decision	Realization												
2.	Second Agenda Appropriation of the Company's Net Profits for the financial year ended 31 December 2018	<p>I. Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended December 31, 2018, audited by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network), the Company's net profits for the financial year ended December 31, 2018 amounted to Rp25,855,154,148,976 (twenty-five trillion eight hundred fifty-five billion one hundred fifty-four million one hundred forty-eight thousand nine hundred seventy-six rupiah) ("Net Profits for 2018").</p> <p>II. Appropriating the Company's Net Profits for 2018, which amounted to Rp25,855,154,148,976 (twenty-five trillion eight hundred fifty-five billion one hundred fifty-four million one hundred forty-eight thousand nine hundred seventy-six rupiah) as follows:</p> <ol style="list-style-type: none"> 1. An amount of Rp340 (three hundred forty rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2018 to the shareholders entitled to receive cash dividends, such amount includes the interim dividends of Rp85 (eighty-five rupiah) share or a total amount of Rp2,095,675,850,000 (two trillion ninety-five billion six hundred seventy-five million eight hundred fifty thousand rupiah) paid out by the Company on 21 December 2018, accordingly, the remaining amount of dividends is Rp255 (two hundred fifty-five rupiah) per share or a total amount of Rp6,287,027,550,000 (six trillion two hundred eighty-seven billion twenty-seven million five hundred fifty thousand rupiah). <p>As regards such dividend payments, the following terms and conditions shall apply:</p> <ol style="list-style-type: none"> i. the remaining amount of dividends for the financial year 2018 will be paid out for each share issued by the Company as recorded in the Company's Register of Shareholders as at the record date, which will be determined by the Board of Directors; ii. as regards the payments on the remaining dividends for the financial year 2018, the Board of Directors shall withhold the tax on such dividends in accordance with the tax regulations in force; iii. the Board of Directors is granted the power and authority to stipulate any matters concerning the payment of the remaining dividends for the financial year 2018, including (but not limited to): <ol style="list-style-type: none"> (aa) stipulating the record date as referred to in item (i) to determine the shareholders of the Company eligible to receive payments on the remaining dividends for the financial year 2018; and (bb) stipulating the date of payment of the remaining dividends for the financial year 2018, and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; 2. An amount of Rp258,551,541,490 (two hundred fifty-eight billion five hundred fifty-one million five hundred forty-one thousand four hundred ninety rupiah) will be appropriated as reserve fund; 3. The remainder of the Net Profits for 2018 that has not been appropriated for any particular use will be determined as retained earnings. <p>III. Stating that such power and authority as described in point II item 1 of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> </thead> <tbody> <tr> <td>21,309,214,794 (99.73%)</td><td>20,134,127 (0.09%)</td><td>37,463,300 (0.18%)</td><td>1</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Question	21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)	1	Realized
Voting Results:															
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21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)	1												

No	Agenda	2019 Annual GMS Decision	Realization												
3.	Third Agenda Change in the composition of the Board of Directors of the Company	<p>I. Approving the honourable dismissal of Mr. Eugene Keith Galbraith as Deputy President Director with effect from the close of this Meeting.</p> <p>II. Expressing the highest appreciation and gratitude to Mr. Eugene Keith Galbraith for his services during his term of office as Deputy President Director of the Company.</p> <p>III. Appointing Mr. Suwignyo Budiman as Deputy President Director, which will be effective only to the extent of and as from the approval of such appointment by the Financial Services Authority until the close of the Company's Annual General Meeting of Shareholders which will be held on 2021 (two thousand twenty-one), provided that if the approval for such appointment from the Financial Services Authority has not been obtained, Mr. Suwignyo Budiman will remain in office as a Director until his appointment as Deputy President Director is approved by the Financial Services Authority. If his appointment as Deputy President Director is not approved by the Financial Services Authority, Mr. Suwignyo Budiman will remain in office as a Director until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one).</p> <p>IV. Replacing the Company's Director of Compliance by appointing Mrs. Inawaty Handojo to replace Mr. Tan Ho Hien/Subur a.k.a. Subur Tan, which will be effective only to the extent of and as from the approval of such appointment by the Financial Services Authority until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one). Before the approval for the appointment of Mrs. Inawaty Handojo as the Company's Director of Compliance is obtained from the Financial Services Authority or if such approval is not given by the Financial Services Authority, Mr. Tan Ho Hien/Subur a.k.a. Subur Tan will remain in office as the Company's Director of Compliance until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one), and Mrs. Inawaty Handojo will retain her current office as the Company's Director.</p> <p>V. Stating that accordingly the composition of the Board of Commissioners and the Board of Directors of the Company as from the close of this Meeting shall be as follows:</p> <table><tr><th colspan="2">Board of Commissioners</th></tr><tr><td>Tuan Insinyur Djohan Emir Setijoso</td><td>President Commissioner</td></tr><tr><td>Tuan Tonny Kusnadi</td><td>Commissioner</td></tr><tr><td>Tuan Cyrillus Harinowo</td><td>Independent Commissioner</td></tr><tr><td>Tuan Doktor Insinyur Raden Pardede</td><td>Independent Commissioner</td></tr><tr><td>Tuan Sumantri Slamet</td><td>Independent Commissioner</td></tr></table>	Board of Commissioners		Tuan Insinyur Djohan Emir Setijoso	President Commissioner	Tuan Tonny Kusnadi	Commissioner	Tuan Cyrillus Harinowo	Independent Commissioner	Tuan Doktor Insinyur Raden Pardede	Independent Commissioner	Tuan Sumantri Slamet	Independent Commissioner	Realized
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No	Agenda	2019 Annual GMS Decision	Realization																																				
3.	Third Agenda (continued)	<table><tr><th colspan="2">Board of Directors</th></tr><tr><td>Tuan Jahja Setiaatmadja</td><td>President Director</td></tr><tr><td>Tuan Armand Wahyudi Hartono</td><td>Deputy President Director</td></tr><tr><td>Tuan Insinyur Suwignyo Budiman</td><td>Director</td></tr><tr><td>Tuan Tan Ho Hien/Subur or called Subur Tan</td><td>Director (concurrently serving as Director of Compliance)</td></tr><tr><td>Tuan Henry Koenafi</td><td>Director</td></tr><tr><td>Tuan Erwan Yuris Ang, Sarjana Hukum, Magister Hukum</td><td>Independent Director</td></tr><tr><td>Tuan Rudy Susanto</td><td>Director</td></tr><tr><td>Nyonya Lianawaty Suwono</td><td>Director</td></tr><tr><td>Tuan Santoso</td><td>Director</td></tr><tr><td>Nyonya Inawaty Handojo</td><td>Director</td></tr><tr><td>Nona Vera Eve Lim</td><td>Director</td></tr></table> <p>without prejudice to the right of the General Meeting of Shareholders to at any time dismiss any member of the Board of Commissioners and the Board of Directors of the Company as mentioned above.</p> <p>In accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association, the Meeting further granted authority to the Board of Commissioners to determine the duties and authorities of and among the members of the Board of Directors.</p> <p>VI. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to cause the resolution on the composition of the Board of Commissioners and the Board of Directors as described above to be expressed in a deed made before a Notary, including the composition of the Board of Commissioners and the Board of Directors after obtaining the Approval Letter from the Financial Services Authority in respect of the above-mentioned Meeting resolution, and subsequently file any notice with the competent authorities, and take any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations.</p> <p>VII. Stating that the grant of power and authority under point VI of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table><tr><th colspan="4">Voting Results:</th></tr><tr><th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr><tr><td>21,182,881,652 (99.14%)</td><td>168,293,669 (0.79%)</td><td>15,636,900 (0.07%)</td><td>1</td></tr></table>	Board of Directors		Tuan Jahja Setiaatmadja	President Director	Tuan Armand Wahyudi Hartono	Deputy President Director	Tuan Insinyur Suwignyo Budiman	Director	Tuan Tan Ho Hien/Subur or called Subur Tan	Director (concurrently serving as Director of Compliance)	Tuan Henry Koenafi	Director	Tuan Erwan Yuris Ang, Sarjana Hukum, Magister Hukum	Independent Director	Tuan Rudy Susanto	Director	Nyonya Lianawaty Suwono	Director	Tuan Santoso	Director	Nyonya Inawaty Handojo	Director	Nona Vera Eve Lim	Director	Voting Results:				Agree	Disagree	Abstain	Question	21,182,881,652 (99.14%)	168,293,669 (0.79%)	15,636,900 (0.07%)	1	
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No	Agenda	2019 Annual GMS Decision	Realization								
4.	Fourth Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2019 as well as bonus payments (tantieme) for the financial year 2018 payable to members of the Board of Directors and the Board of Commissioners of the Company	<p>I. a. Granting full power and authority to PT DWIMURIA INVESTAMA ANDALAN, as the majority shareholder of the Company, to determine the amount of honorarium and benefits to be paid by the Company to the members of the Board of Commissioners serving the Company over the financial year 2019;</p> <p>b. Granting full power and authority to the Company's Board of Commissioners to determine the amount of salary and benefits to be paid by the Company to the members of the Board of Directors of the Company serving the Company over the financial year 2019.</p> <p>In exercise of the power and authority mentioned above:</p> <p>aa. PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, will consider the recommendations from the Board of Commissioners, which will take into account the recommendations from the Remuneration and Nomination Committee;</p> <p>bb. The Board of Commissioners will consider the recommendations from the Remuneration and Nomination Committee.</p> <p>II. Upon considering the performance of the Company and the performance of the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2018, and with due observance of Regulation of the Financial Services Authority No. 55/POJK.03/2016 on the Implementation of Corporate Governance for Commercial Banks in conjunction with article 71 paragraph 1 of Law Number 40 of 2007 on Limited Liability Companies, and after receiving the recommendations from the Board of Commissioners, which also took into account the recommendations from the Company's Board of Directors and the inputs from the Remuneration and Nomination Committee, the Meeting further determined that a maximum amount of Rp413,500,000,000 (four hundred thirteen billion five hundred million rupiah) will be paid as bonuses (tantieme) to the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2018. In relation to such bonus payments (tantieme), PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, is hereby granted the power and authority to determine the amount of bonuses (tantieme) to be paid and to determine the distribution of such bonuses (tantieme) among the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2018, including all matters related to such bonus payments.</p> <p>III. Stating that the grant of power and authority under point I and point II of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <p>IV. The amount of salary or honorarium and benefits to be paid by the Company to the members of the Board of Directors and the Board of Commissioners serving the Company over the financial year 2019 and the amount of bonuses (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners who served in and over the financial year 2018 will be set out in the Annual Report for the financial year 2019.</p>	Realized								
Voting Results: <table> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> <tr> <td>20,647,772,218 (96.64%)</td><td>536,995,413 (2.51%)</td><td>182,044,590 (0.85%)</td><td>-</td></tr> </table>				Agree	Disagree	Abstain	Question	20,647,772,218 (96.64%)	536,995,413 (2.51%)	182,044,590 (0.85%)	-
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20,647,772,218 (96.64%)	536,995,413 (2.51%)	182,044,590 (0.85%)	-								

No	Agenda	2019 Annual GMS Decision	Realization												
5.	Fifth Agenda Appointment of the Registered Public Accounting Firm (including the Registered Public Accountant practising through such Registered Public Accounting Firm) to audit/examine the Company's books and accounts for the financial year ended 31 December 2019	<p>I. Granting power and authority to the Board of Commissioners to appoint and/or replace the Public Accounting Firm registered with the Financial Services Authority (including the Public Accountant registered with the Financial Services Authority practicing through such Registered Public Accounting Firm) that will audit the books and records of the Company for the financial year ended 31 December 2019 and to determine the amount of fee and other requirements in relation to the appointment of such Registered Public Accounting Firm registered with the Financial Services Authority (including the Public Accountant registered with the Financial Services Authority practicing through such Registered Public Accounting Firm) with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations.</p> <p>II. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> <tr> <td>20,854,616,849 (97.60%)</td><td>416,406,381 (1.95%)</td><td>95,788,99 (0.45%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Question	20,854,616,849 (97.60%)	416,406,381 (1.95%)	95,788,99 (0.45%)	-	Realized
Voting Results:															
Agree	Disagree	Abstain	Question												
20,854,616,849 (97.60%)	416,406,381 (1.95%)	95,788,99 (0.45%)	-												
6.	Sixth Agenda Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2019	<p>I. Granting power and authority to the Company's Board of Directors (subject to the approval of the Board of Commissioners), to the extent the financial condition of the Company permits and with observance of the prevailing laws and regulations, to determine and pay out interim dividends for the financial year ended 31 December 2019, provided that to ensure compliance with Article 72 of Law No. 40 of 2007 on Limited Liability Companies, if the interim dividends are to be distributed, then the distribution must be made to the shareholders before the end of the financial year 2019, including to determine the form, amount and method of payment of such interim dividends.</p> <p>II. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> <tr> <td>21,309,214,794 (99.73%)</td><td>20,134,127 (0.09%)</td><td>37,463,300 (0.18%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Question	21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)	-	Realized
Voting Results:															
Agree	Disagree	Abstain	Question												
21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)	-												
7.	Seventh Agenda Approval of the Revised Recovery Plan of the Company	<p>I. Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 2019, which has been filed with the Financial Services Authority for its supervision, as evident in letter from the Financial Services Authority Number S-21/PB.3/2019 dated 8 March 2019 on the Recovery Plan of PT Bank Central Asia Tbk 2019 ("the Company's Recovery Plan").</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> <tr> <td>21,355,521,921 (99.94%)</td><td>1,386,600 (0.01%)</td><td>9,903,700 (0.05%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Question	21,355,521,921 (99.94%)	1,386,600 (0.01%)	9,903,700 (0.05%)	-	Realized
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21,355,521,921 (99.94%)	1,386,600 (0.01%)	9,903,700 (0.05%)	-												

The decision of the 2019 EGMS and its realization

No	Agenda	2019 Extraordinary GMS Decision	Realization												
1.	Approving the acquisition plan to acquire shares of PT Bank Royal Indonesia by The Company.	<p>I. Approving the acquisition plan in relation to the Company's plan to acquire all the subscribed and paid-up shares of PT Bank Royal Indonesia (whether directly or indirectly through the Company's controlled subsidiary, i.e. PT BCA Finance), including the draft acquisition deed, as appended to the acquisition plan, which had been distributed to the shareholders or proxies for the shareholders as materials for discussion at the Meeting.</p> <p>II. Approving the Company's action to purchase 2,871,999 (two million eight hundred seventy-one thousand nine hundred ninety-nine) shares from the shareholders of PT Bank Royal Indonesia or representing 99.99% (ninety-nine point nine nine percent) of the total subscribed and paid-up shares of PT Bank Royal Indonesia.</p> <p>III. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to take any and all actions required or deemed necessary in relation to the acquisition of the subscribed and paid-up shares of PT Bank Royal Indonesia in accordance with the Meeting's resolution, including but not limited to determining the terms and conditions for the acquisition, as well as preparing, drawing up, making, procuring to be made, and signing the necessary documents including the acquisition deed, filing applications, and/or requesting approvals and/or filing the Meeting's resolution with the competent authorities, in accordance with the prevailing laws and regulations.</p> <p>IV. Stating that the grant of power and authority under point III of this resolution will be effective as of the date on which the proposal on this agenda is approved by the Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> <tr> <td>17,919,918,203 (82.562%)</td><td>3,407,313,822 (15.698%)</td><td>377,571,925 (1.74%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Question	17,919,918,203 (82.562%)	3,407,313,822 (15.698%)	377,571,925 (1.74%)	-	Realized
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Agree	Disagree	Abstain	Question												
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Independent Parties who Conducts Counting and/or Validation of the Votes in the AGMS

The independent parties that count and/or validate the votes at the 2019 AGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Fathiah Helmi, S.H. as the Notary who verified the vote count.

Independent Parties who Conducts Counting and/or Validation of the Votes in the EGMS

The independent parties that count and/or validate the votes at the 2019 EGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Christina Dwi Utami, SH, M.Hum., M.Kn., as the Public Notary who verified the vote count.

10. Realization of Dividend Payment

- Information related to the procedure of proposal and dividend distribution or payment, shareholders who are entitled to receive dividends, and related tax provisions are regulated in the BCA Dividend Distribution Policy. The main policy can be downloaded on the BCA website in the Corporate Governance-Corporate Action-Dividend section.

- Dividend payments (interim or final/annual) were made by BCA punctually and based on the principle of fairness. All shareholders are treated equally and dividends are paid no later than 30 (thirty) days after the announcement of an interim dividend and/or GMS approving the distribution of the final dividend.
- Payment of cash dividends for financial year 2019 was paid on May 11, 2020 and interim dividend payments for financial year 2020 were made on December 22, 2020.
- BCA published the announcement and procedure for payment of cash dividends 2019 on May 11, 2020 in daily newspaper namely Bisnis Indonesia and The Jakarta Post. The announcement and procedure for payment of the 2020 interim dividend was published on December 1, 2020 in daily newspaper namely Bisnis Indonesia and The Jakarta Post.
- The historical amount of dividend distribution can be seen on page 20 of this Annual Report.

11. Statement Regarding the Unrealized Decision of the GMS

BCA has implemented all recommendations from the Annual GMS decision and Extraordinary GMS decision in the 2020 financial year, therefore, there is no information pertaining to any reason with regards to decisions that has not been realized.

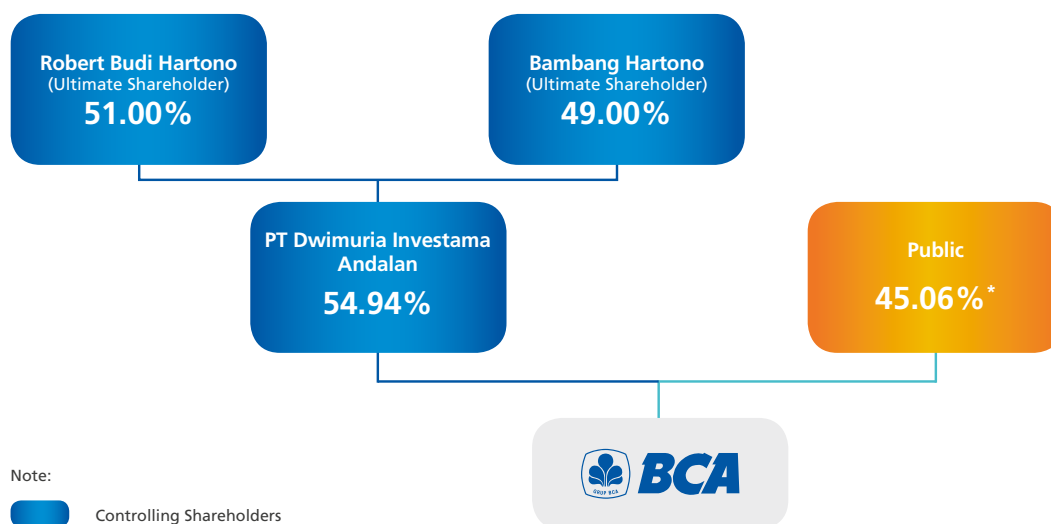
INFORMATION ON CONTROLLING SHAREHOLDER

The BCA's Controlling Shareholder since November 11, 2016 is PT Dwimuria Investama Andalan. BCA has approved the amendment to the BCA's Controlling Shareholder through letter No. KEP-15/D.03/2017 dated February 1, 2017 regarding the assessment of PT Dwimuria Investama Andalan to be fit and proper as a Potential Controlling Shareholder of the BCA.

In connection with the change in the controlling shareholders, there has been no change in control where the BCA's ultimate Controlling Shareholders remain Robert Budi Hartono and Bambang Hartono.

Information schemes or diagrams regarding the BCA's Controlling Shareholders, both directly and indirectly, to the individual owners are as follows:

Scheme/Diagram on Controlling Shareholders of BCA



* Of the portion of shares belonging to public shareholders as of December 31, 2020, 2.49% is owned by affiliated parties of PT Dwimuria Investama Andalan. In addition, 0.18% is owned by certain members of the current Board of Commissioners and Board of Directors of BCA.

Information regarding BCA's Controlling Shareholder can be seen on the BCA's website (www.bca.co.id) in the investor relations section.

BOARD OF COMMISSIONERS

Based on Law No. 40 of 2007 concerning Limited Liability Companies, the Board of Commissioners is the corporate organ that has duties and responsibilities to conduct supervision in general and/or specifically in accordance with Articles of Association, provide advice to the Board of Directors, and ensure the implementation of the principles of corporate governance in all business activities at all levels of the organization.

1. The Board of Commissioners' Charter

In carrying out duties and responsibilities, the Board of Commissioners' of BCA is guided by The Board of Commissioners' Charter so each member can perform the supervisory function effectively, efficiently, accountably, transparently and independently. The Board of Commissioners' Charter refers to OJK Regulation No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks and OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies. These guidelines are evaluated and updated periodically with reference to the prevailing laws and regulations.

The Board of Commissioners' Charter is listed in the BCA Governance Guidelines and can be accessed by the public through the BCA website in the Corporate Governance Section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>). In general, The Board of Commissioners' Charter regulates the following:

- a. Legal basis.
- b. Values.
- c. Composition and Criteria of the Board of Commissioners.
- d. Independent Commissioners.
- e. Terms of Duties of the Board of Commissioners.
- f. Appointment of the Board of Commissioners.
- g. Dual Positions of the Board of Commissioners.
- h. Obligations, Duties, Responsibilities, and Authority of the Board of Commissioners.
- i. Transparency and Prohibition for the Board of Commissioners.
- j. Orientation and Training of the Board of Commissioners.
- k. Ethics and Working Hours of the Board of Commissioners.
- l. Board of Commissioners Meeting.
- m. Reporting and Accountability.
- n. Remuneration.
- o. The Board of Commissioners' Self-Assessment.

2. Duties and Responsibilities of the Board of Commissioners

The duties and responsibilities of the BCA Board of Commissioners include the following:

- a. Supervise BCA management policies and the running management in general, for the interest of BCA in accordance with BCA's purposes and objectives.
- b. Directing, monitoring and evaluating the implementation of BCA's strategic policies and advising the Board of Directors in accordance with the purposes and objectives of the BCA Articles of Association.
- c. Ensure the principles of Corporate Governance are implemented in every business activity at all levels of the organization, at least through monitoring of the following:
 - Implementation of the duties and responsibilities of the Board of Commissioners and Directors.
 - Completeness and implementation of the duties of the committees and work units that carry out the internal control function.
 - Implementation and periodic evaluation of the remuneration policy;
 - Implementation of the compliance, internal auditor and external auditor functions.
 - Implementation of risk management, including internal control systems;
 - Provision of funds to related parties and provision of funds in large amount;
 - BCA's strategic plan;
 - Transparency of BCA's financial and non-financial conditions;
 - Approval and periodic review of BCA's vision, mission and core values.
- d. Supervise the implementation of Integrated Governance.
- e. Ensure that the Board of Directors has followed up on audit findings and recommendations from the Internal Audit Division, external auditors, and the results of supervision by the authorities, including but not limited to OJK, Bank of Indonesia, and/or the Indonesia Stock Exchange.
- f. Notifying OJK/Bank Indonesia within 7 (seven) working days after the violation of laws and regulations in the financial and banking sector has been discovered, and/or circumstances or predicted condition that may endanger BCA's business continuity.

- g. Establish:
 - 1) Audit Committee;
 - 2) Risk Oversight Committee;
 - 3) Remuneration and Nomination Committee;
 - 4) Integrated Governance Committee;

The Board of Commissioners must ensure that the committees established perform their duties effectively and evaluate the performance of the committees at the end of the financial year.
 - h. Hold meetings and prepare minutes of meeting for the following:
 - 1) Regular meetings of the Board of Commissioners in accordance with applicable laws and regulation;
 - 2) Regular meetings of the Board of Commissioners with the Board of Directors at least once in 4 (four) months.
 - i. Under certain conditions, holding the Annual GMS and other GMS in accordance with respective powers as stipulated in the applicable laws and regulations, and BCA's Articles of Association.
 - j. Submit reports on supervisory tasks that have been carried out during the previous financial year to the Annual GMS and set forth in the Annual Report.
 - k. Approve the Sustainable Financial Action Plan prepared by the Board of Directors.
- All members of the Board of Commissioners are given the opportunity to contribute effectively;
 - Each member of the Board of Commissioners receives relevant information in a timely manner, including a brief explanation of the issues that will be discussed at the Board of Commissioners' meeting;
 - Meetings of the Board of Commissioners produce clear decisions and are recorded in the minutes of meeting.
- h. Ensure that the Board of Commissioners behaves in accordance with the Board of Commissioners' Charter.
 - i. Strive to meet the development needs of the Board of Commissioners.
 - j. Conduct a final evaluation, taking into account the recommendations of the Remuneration and Nomination Committee, on the results of the collective evaluation of the Board of Commissioners and Committees, as well as individual evaluation of members of the Board of Commissioners and committee members.

In accordance with their duties and responsibilities, throughout 2020 the Board of Commissioners of BCA was not involved in making decisions of operational activities.

Duties and Responsibilities of President Commissioner

The President Commissioner carries out the same duties and responsibilities as the Board of Commissioners above, plus other duties and responsibilities, as follows:

- a. Lead the Board of Commissioners in carrying out supervisory and assurance duties.
- b. Coordinate the implementation of the duties and responsibilities of the Board of Commissioners.
- c. Propose to hold Board of Commissioners meetings, including meeting agendas
- d. Initiate and lead the Board of Commissioners' meeting
- e. Submit a supervisory report to obtain the approval of the Annual GMS for the implementation of the duties and supervision of the Board of Commissioners
- f. Ensure that the responsibilities of the Board of Commissioners have been carried out according to procedures.
- g. Ensure that meetings of the Board of Commissioners make decisions effectively based on true and complete information, including ensuring that:
 - All strategic and important issues are taken into consideration by the Board of Commissioners;
 - Problems are discussed carefully and thoroughly;

3. Authorities of the Board of Commissioners

In carrying out its duties and responsibilities, the BCA Board of Commissioners has the authority to:

- a. Access to all buildings or other premises used or controlled by BCA.
- b. Check all bookkeeping, letters and other evidence.
- c. Request clarifications from the Board of Directors regarding all matters concerning BCA
- d. Temporarily terminate one or more members of the Board of Directors, should any member of the Board of Directors act contrary to BCA's Articles of Association, cause harm to the Bank, neglect obligations, and/or violate the prevailing laws and regulations.
- e. Propose replacement and/or appointment of members of the Board of Directors to the GMS taking into account the recommendations of the Remuneration and Nomination Committee.
- f. Evaluate and decide upon Directors' requests related to transactions that require the approval of the Board of Commissioners in accordance with BCA's Articles of Association:

- 1) Lending money or providing credit facilities or other banking facilities that correspond to or result in money borrowing:
 - i. To related parties as stipulated in the provisions of Bank Indonesia or OJK or other authorized agencies concerning the legal lending limit for commercial banks.
 - ii. Which exceeds a certain amount that periodically shall be determined by the Board of Commissioners.
 - 2) Provide a guarantee or debt security (borgtocht):
 - i. In order to guarantee payment obligations of related parties to other parties as stipulated in the provisions of Bank Indonesia or OJK or other authorized agencies concerning the legal lending limit for commercial banks.
 - ii. In order to guarantee the obligations of other parties for amounts exceeding a certain amount which will be determined periodically by the Board of Commissioners.
 - 3) Purchase or otherwise acquire immovable property, except for the purpose of implementing what is stipulated in point q paragraph 2 Article 3 of the BCA Articles of Association which exceeds a certain amount that determined periodically by the Board of Commissioners, that is to carry out other activities that are commonly carried out by banks as long as they are not contrary to prevailing laws and regulations, including but not limited to actions in the context of restructuring or saving credit including buying collateral, either in whole or in part, through an auction or other means, in the event that the debtor does not fulfill his obligations to the bank provided that the collateral purchased is must disbursed as soon as possible.
 - 4) Establish a new company, undertake or dispose or reduce capital participation or increase capital participation, except:
 - i. Additional capital participation from BCA stock dividends, or;
 - ii. Equity participation in the context of credit rescue,
 with regard to the prevailing laws and regulation.
 - 5) Borrow money that is not included in regulations that refer to the Articles of Association of BCA, namely collecting funds from the public in the form of deposits such as current accounts, time deposits, certificates of deposit, savings, and/or other equivalent forms.
 - 6) Transfer or relinquish BCA claim rights that have been written off, either in part or wholly, the amount of which will be determined periodically by the Board of Commissioners.
 - 7) Sell or transfer or relinquish rights or pledge/guarantee BCA's assets above a certain value that will be determined periodically by the Board of Commissioners but less than or equal to ½ (one half) of the total net worth of BCA recorded in the BCA balance sheet, either in one transaction or in several independent transactions or related to each other in 1 (one) financial year.
 - 8) Carry out legal actions or strategic transactions and may have a significant impact on BCA's business continuity. The type of legal action or transaction being determined periodically by the Board of Commissioners.
- The Board of Commissioners shall be aware of the provisions of BCA's Articles of Association, the Board of Commissioners' Charter, as well as the prevailing laws and regulations in order to carry out its duties, responsibilities and authority.

4. Criteria for Members of the Board of Commissioners

Members of the Board of Commissioners of BCA are individuals who meet the criteria and requirements in accordance with OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies, OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks, and OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for Primary Parties of Financial Service Institutions.

The Criteria for members of the Board of Commissioners are as follows:

1. Have good character, morals and integrity.
2. Be competent in carrying out legal actions.
3. Within 5 (five) years before appointment and during their tenure:

- a. Have not been convicted of a criminal offense that is detrimental to the state finances and/or related to the financial sector; and
- b. Have not been a member of the Board of Directors and/or a member of the Board of Commissioners who during their tenure:
 - did not held an Annual GMS
 - accountability as a member of the Board of Directors and/or a member of the Board of Commissioners has been rejected by the GMS, or did not provide accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and
 - had caused a company obtaining permits, approvals, or registrations from OJK to fail to comply with its obligation to submit annual reports and/or financial reports to OJK.
- 4. Has a commitment to comply with laws and regulations.
- 5. Has knowledge and/or expertise in the fields required by BCA.
- 6. Meets the following requirements for integrity, competence and financial reputation:
 - a. Integrity, includes:
 - 1) capable of carrying out legal actions;
 - 2) has good character and morals, at least shown through compliance with applicable provisions, including having not been convicted of a crime in a certain period before being nominated;
 - 3) has a commitment to comply with laws and regulations and uphold OJK policies;
 - 4) has a commitment towards the development of a healthy financial services institution;
 - 5) is not included as an individual principal prohibited from being a main party.
 - b. Competency, includes:
 - 1) knowledge in banking which is adequate and relevant to the position;
 - 2) knowledge of the duties and responsibilities of the Main Entity as well as the main business activities and main risks of the Subsidiary;
 - 3) experience and expertise in banking and/or finance;
 - 4) ability to carry out strategic management in developing a healthy bank;
 - 5) minimum 5 (five) years experience in the operational field and at least as an bank's Executive Officer.

- c. Financial reputation, at least proved by:
 - 1) not having bad credit and/or non performing loans; and
 - 2) has never been declared bankrupt and/or has never been a shareholder, controller of an insurance company who is not a shareholder, a member of the Board of Directors, or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt within the last 5 (five) years before being nominated.

5. Nomination for Members of the Board of Commissioners

The holding of nominations for members of the Board of Commissioners refers to Article 7 and Article 26 of OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies and Article 27 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.

Nomination Mechanism

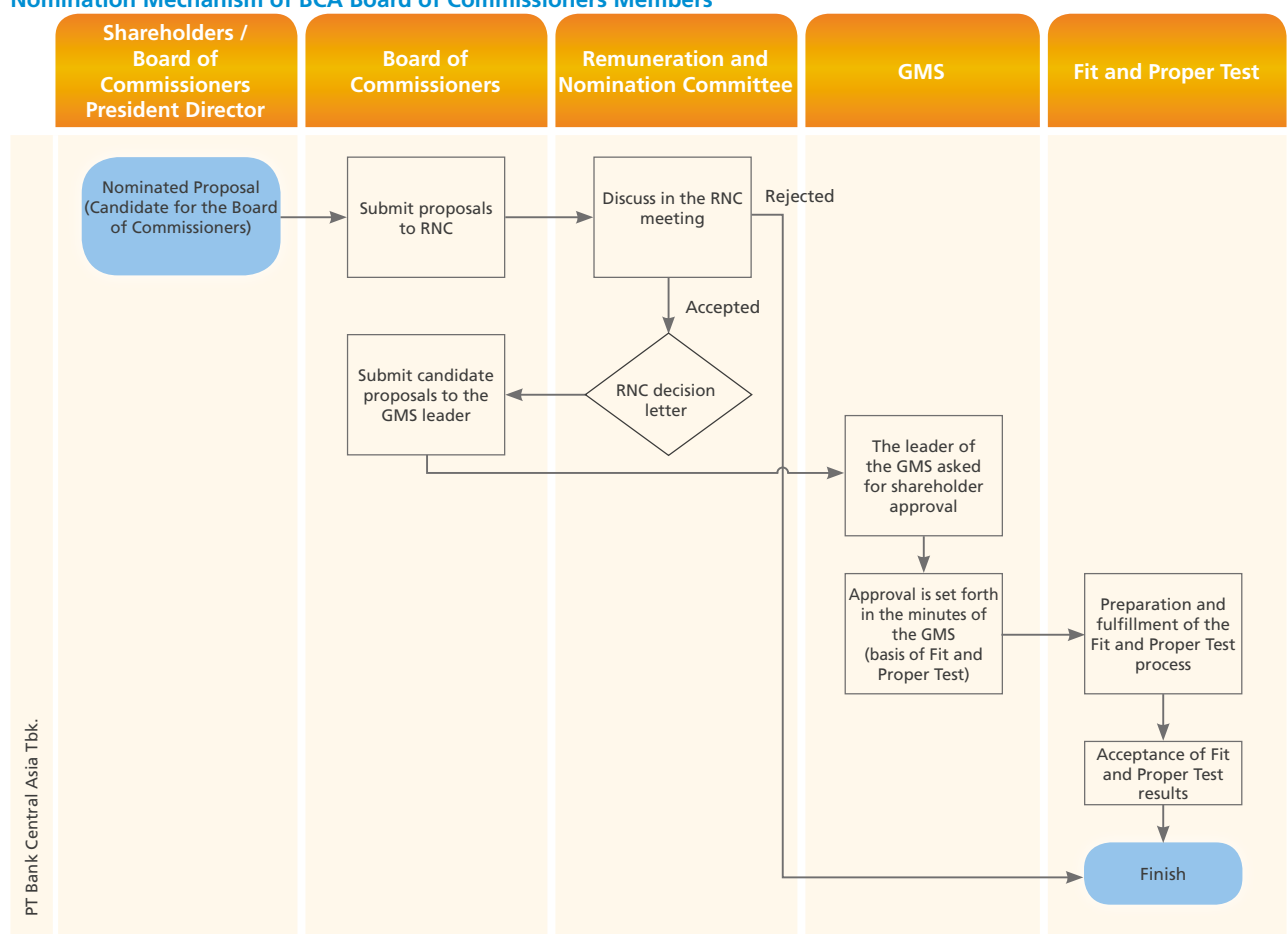
BCA has arrangements related to the nomination mechanism in the Mechanism for Nomination of Members of Board of Commissioners and Board of Directors document which can be accessed by the public through the BCA website in the Corporate Governance Section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

The flow of the nomination mechanism for members of the Board of Commissioners is as follows:

1. Proposals from Shareholders/Board of Commissioners/President Director related to the nominations of the Board of Commissioners are submitted to the Board of Commissioners.
2. The Board of Commissioners requests the Remuneration and Nomination Committee (RNC) to discuss proposals related to the nomination of the Board of Commissioners.
3. The Remuneration and Nomination Committee conducts discussions related to the proposal in the Remuneration and Nomination Committee meeting. The discussion is outlined in the minutes of the RNC meeting. Matters to be considered in the meeting include:
 - a. Reasons and/or considerations of proposals;
 - b. Criteria and qualifications of candidates in accordance with the direction of the BCA strategy;
 - c. The Remuneration and Nomination Committee takes the following steps:

- Pay attention to external and internal conditions.
 - Communicate with the Controlling Shareholder (if the proposal is not from the Controlling Shareholder).
4. After conducting the discussion, the Remuneration and Nomination Committee provides recommendations to the Board of Commissioners as outlined in the Remuneration and Nomination Committee Decision Letter.
 5. Based on the Remuneration and Nomination Committee recommendations, the Board of Commissioners submits candidates for the Board of Commissioners to the chairman of the GMS through the Decision Letter of the Board of Commissioners.
 6. The GMS leader requests for Shareholders' approval in the GMS agenda related to the nominations of the Board of Commissioners.
 7. After obtaining approval from the GMS, the approval shall be set forth in the minutes of the GMS which form the basis of the Fit and Proper Test of the candidates for the Board of Commissioners.
 8. BCA may use third parties services to seek candidates for the Board of Commissioners.

Nomination Mechanism of BCA Board of Commissioners Members



6. Number and Composition of the Members of the Board of Commissioner

BCA has determined the number and composition of members of the Board of Commissioners in accordance with OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.

OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks

Have at least 3 (three) people and at most the same as the number of members of the Board of Directors.

Have at least 1 (one) member of the Board of Commissioners domiciled in Indonesia.

Have Independent Commissioners represent at least 50% (fifty percent) of the total members of the Board of Commissioners.

Implementation at BCA

There are 5 (five) members of the Board of Commissioners

All members of BCA's Board of Commissioners are domiciled in Indonesia

The number of BCA Independent Commissioners is 3 (three) people or 60% (sixty percent) of the total members of the Board of Commissioners of BCA.

As of December 31, 2020, BCA has 5 (five) members of the Board of Commissioners, consisting of 1 (one) President Commissioner, 1 (one) Commissioner, and 3 (three) Independent Commissioners. The number of members of the BCA Board of Commissioners does not exceed the number of members of the BCA Board of Directors. The number of Independent Commissioners of BCA is 60% (sixty percent) of the total members of the BCA Board of Commissioners. All members of the BCA Board of Commissioners are domiciled in Indonesia.

Throughout 2020 there was no change in the composition of the Board of Commissioners, so in this Annual Report, BCA does not present the reasons for change in composition of the Board of Commissioners. The composition of the BCA Board of Commissioners' membership in 2020 is contained in The Meeting Resolution Deed of PT Bank Central Asia Tbk No. 162 dated May 28, 2020, made in the presence of Christina Dwi Utami, S.H. M.Hum., M.Kn., Notary in Jakarta.

The Composition of BCA Board of Commissioners as of December 31, 2020

Name	Position	No. Letter of Agreement	Position Period
Djohan Emir Setijoso	President Commissioner	13/99/GBI/DPIP/Rahasia dated August 25, 2011	2016 – 2021
Tonny Kusnadi	Commissioner	5/4/DpG/DPIP/Rahasia dated September 4, 2003	2016 – 2021
Cyrrillus Harinowo	Independent Commissioner	5/4/DpG/DPIP/Rahasia dated September 4, 2003	2016 – 2021
Raden Pardede	Independent Commissioner	8/84/DPB3/TPB3-2 dated August 16, 2006	2016 – 2021
Sumantri Slamet	Independent Commissioner	SR-117/D.03/2016 dated July 11, 2016	2016 – 2021

All members of the Board of Commissioners of BCA have obtained approval from Bank Indonesia or OJK and have passed the Fit and Proper Test from Bank Indonesia or OJK before carrying out their duties and functions. This is in accordance with Bank Indonesia Regulation No. 12/23/PBI/2010 concerning Fit and Proper Test and Bank Indonesia Circular Letter No. 13/8/DPNP concerning Fit and Proper Test as amended by Bank Indonesia Circular Letter No. 13/26/DPNP dated November 30, 2011.

7. Term of Office of the Board of Commissioners

In accordance with BCA's Articles of Association, the term of office of members of the Board of Commissioners is 5 (five) years from the date specified in the GMS. The term of office of the members of the Board of Commissioners for this period will end when BCA Annual GMS is closed in 2021. The GMS still has the authority to dismiss one or more members of the Board of Commissioners at any time before their term ends.

8. Orientation Program for New Board of Commissioners Members

New members of the Board of Commissioners participate in the orientation program in order to carry out their duties and responsibilities as members of the Board of Commissioners properly.

The Board of Commissioners orientation program are regulated in:

- The BCA corporate governance guidelines in Part B concerning procedures for implementing corporate governance principles-chapter 2 on guidelines and code of conduct for the Board of Commissioners.

- Board of Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020 concerning Orientation Guidelines for New Members of the Board of Directors and Board of Commissioners of PT Bank Central Asia Tbk.

The orientation program includes, among others:

- a. Knowledge about BCA's Vision, Mission, Values, Strategy;
- b. BCA's mid term and long term plans (current year's Bank Business Plan)
- c. BCA's performance and finances; and
- d. Relevant matters in the banking sector.

Orientation Procedures

The orientation procedures for the new members of the Board of Commissioners may be conducted by:

- Explanation by work units of head office
- Visits to various BCA's activity locations.
- Meetings and discussions with other members of the Board of Directors and the Board of Commissioners to discuss various issues related to BCA or other information needed.
- Learn various information regarding BCA that is available electronically.

In 2020, there was no orientation program for members of the Board of Commissioners because there was no appointment of new members of the Board of Commissioners.

9. Training Programs to Enhance the Board of Commissioners Competence

BCA has established the training program policy for the Board of Commissioners, stipulated in the Guidelines and Code of Conduct for the Board of the Commissioners. BCA obliges the member of the Board of Commissioners to take a part in training programs at least 1 (one) time in a year to support the implementation of their duties and responsibilities. The list of training programs attended by the Board of Commissioners in 2020 is shown below:

Training Programs that Participated by the Board of Commissioners Members in 2020

No	Name	Training Program	Organizer	Location	Date
1.	Djohan Emir Setijoso	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Obligations that must be fulfilled by the Issuer, the role of members of the Board of Directors and members of the Board of Commissioners in running the company to meet expectations and protect the interests of shareholders	FSA and IDX	Jakarta, Indonesia	September 8, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		BCA Trade Webinar 2020: Indonesia Healthy. Indonesia Recovers. Indonesia Rises	BCA	Jakarta, Indonesia	November 24, 2020
2.	Tonny Kusnadi	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Risk Management Certification Refreshment: PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Tax Stimulus related to the COVID-19 Pandemic	BCA	Jakarta, Indonesia	July 13, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
3.	Cyrillus Harinowo	Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Economic Crisis in the Covid-19 Pandemic Era	Pusat Studi BUMN	Jakarta, Indonesia	August 24, 2020
		Obligations that must be fulfilled by the Issuer, the role of members of the Board of Directors and members of the Board of Commissioners in running the company to meet expectations and protect the interests of shareholders	FSA and IDX	Jakarta, Indonesia	September 8, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Economic Outlook 2021: Remain Optimistic during the Pandemic	BCA	Jakarta, Indonesia	November 4, 2020
		BCA Trade Webinar 2020: Indonesia Healthy. Indonesia Recovers. Indonesia Rises	BCA	Jakarta, Indonesia	November 24, 2020

No	Name	Training Program	Organizer	Location	Date
4.	Raden Pardede	Speed Meter of Economy Outlook 2021	BCA	Jakarta, Indonesia	December 3, 2020
		Economy Outlook 2021: Winter or Spring?	BCA	Jakarta, Indonesia	December 11, 2020
		Trading Trends 2020	BCA	Jakarta, Indonesia	Januari 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Smart Outlook Economic: Business and Investment In Getting Around the Global Economic Recession	Indonesian Journalist Association	Jakarta, Indonesia	January 31, 2020
		CNBC Indonesia Economic Outlook 2020: Indonesia Responds to Global Economic Challenges	CNBC Indonesia	Jakarta, Indonesia	February 26, 2020
		Global Economic and Geopolitical Developments and Their Impact on the Indonesian Economy in 2020	BNI	Jakarta, Indonesia	March 13, 2020
		Financing Industry in the midst of the Covid-19 Pandemic	Indonesia Corporate Finance Association	Jakarta, Indonesia	May 28, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Maintaining Positive Expectations of Indonesia's Economic Prospects	BCA	Jakarta, Indonesia	October 23, 2020
		CEO Forum Bank: 2021 Banking Industry Outlook, What Next?	Perbanas	Jakarta, Indonesia	November 19, 2020
		BCA Trade Webinar 2020: Indonesia Healthy. Indonesia Recovers. Indonesia Rises	BCA	Jakarta, Indonesia	November 24, 2020
5.	Sumantri Slamet	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Tax Stimulus related to the COVID-19 Pandemic	BCA	Jakarta, Indonesia	July 13, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Obligations that must be fulfilled by the Issuer, the role of members of the Board of Directors and members of the Board of Commissioners in running the company to meet expectations and protect the interests of shareholders	FSA and IDX	Jakarta, Indonesia	September 8, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		BCA Trade Webinar 2020: Indonesia Healthy. Indonesia Recovers. Indonesia Rises	BCA	Jakarta, Indonesia	November 24, 2020

Pursuant to Bank Indonesia Regulation No. 11/19/PBI/2009 dated June 4, 2009 as amended by Bank Indonesia Regulation No. 12/7/PBI/2010 dated April 19, 2010 concerning Risk Management Certification for Management and Official of Commercial Banks, all members of the Board of Commissioners attained the Risk Management Certification and/or Refreshment in accordance with applicable regulations.

10. The Board of Commissioners Share Ownership amounted to 5% or more of the paid-up capital

BCA policy that regulates the share ownership report for the Board of Commissioners refers to Article 39 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks and Article 2 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes to Share Ownership in Public Companies.

Implementation of the Share Ownership or Any Changes of Share Ownership Policy

The Board of Commissioners' guidelines sets forth the following matters:

- a. The Board of Commissioner is obliged to disclose the share ownership of 5% or more of the paid-up capital, which includes the type and number of shares in BCA, other banks, non-bank financial institutions and other companies, which are domiciled in and outside the country. In addition to the above, BCA has also held and stored a Special List as regulated in Article 50 of the Limited Liability Companies Law.
- b. The Board of Commissioners is obliged to submit information regarding the ownership and any changes in ownership of the BCA's shares no later than 3 (three) working days. This policy is in accordance with Article 3 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes to Share Ownership in Public Companies and has been socialized through Memorandum No. 120/MO/DCS/2017 dated April 25, 2017 by the Corporate Secretary to the entire Board of Directors and Board of Commissioners.

BCA has also delivered a report on any changes in share ownership of the Board of Commissioners in 2020 through the e-reporting system and hardcopy document to OJK the Indonesia Stock Exchange (IDX) in compliance with internal and external policies regarding share ownership reports.

Table of the Board of Commissioners Share Ownership Amounted 5% or more of Paid-up Capital as of December 31, 2020

Name	The Board of Commissioners Share Ownership amounted 5% or more of paid-up capital on:			
	BCA	Other Banks	Non-Bank Financial Institution	Other Companies
Djohan Emir Setijoso	-	-	-	√
Tonny Kusnadi	-	-	-	√
Cyrillus Harinowo	-	-	-	√
Raden Pardede	-	-	-	√
Sumantri Slamet	-	-	-	-

Note:

√ Owns shares amounted 5% (five percent) or more.

Table of the BCA Shareholding for the Board of Commissioners in 2020

Name	Total Ownership in the beginning of the year (as of January 1, 2020)	Total Ownership at the end of year (as of December 31, 2020)
Djohan Emir Setijoso	22,147,163	21,200,121
Tonny Kusnadi	1,175,285	1,217,653
Cyrillus Harinowo	-	-
Raden Pardede	-	-
Sumantri Slamet	-	-

11. Dual Positions Held by Members of the Board of Commissioners

Throughout 2020, BCA ensured that the Board of Commissioners complied with the regulations related to Board of Commissioners dual positions in accordance with OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies and OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.

- a. Members of BCA's Board of Commissioners do not hold concurrent positions as the members of the Board of Directors, the Board of Commissioners, or executive officers:
- In financial institutions or financial company, neither banks nor non-banks;
 - In more than one non-financial institution or non-financial company, both domestic and abroad.

- b. The following conditions are not considered concurrent positions, as referred to in the paragraph above (paragraph a.):

- Members of the Board of Commissioners serve as members of the Board of Directors, members of the Board of Commissioners, or executive officers who perform supervisory functions in 1 (one) non-bank subsidiary company controlled by BCA;
- Non-Independent Commissioners perform functional tasks from bank shareholders in the form of legal entities in the BCA's business group; and/or
- Members of the Board of Commissioners hold positions in non-profit organizations or institutions.

- c. BCA's Board of Commissioners members do not hold concurrent positions in more than 5 (five) Committees within the institutions/companies where they function as the member of the Board of Directors or Board of Commissioners.

Tabel of the Dual Position of the Board of Commissioners of BCA in 2020

Name	Position at BCA	Position at Other Banks	Position at Other Institutions/Companies	Industry
Djohan Emir Setijoso	President Commissioner	-	-	-
Tonny Kusnadi	Commissioner	-	President Commissioner of PT Sarana Menara Nusantara Tbk	Operator Telkom Tower
Cyrillus Harinowo	Independent Commissioner	-	-	-
Raden Pardede	Independent Commissioner	-	- Independent Commissioner of PT Adaro Energy Tbk - Executive Secretary I of the Committee for Handling COVID-19 and National Economic Recovery	Coal mining
Sumantri Slamet	Independent Commissioner	-	- Independent Commissioner of PT Multibintang Indonesia Tbk (*) - Member of Risk Committee of Universitas Indonesia	- Beverages Company - Education

(*) Serve until September 1, 2020

Tabel of the Dual Position of the Board of Commissioners in the BCA's Committee in 2020

Name	Position at BCA	Period	Position in the Committee
Djohan Emir Setijoso	President Commissioner	2016 – 2021	• Remuneration and Nomination Committee (RNC) member
Tonny Kusnadi	Commissioner	2016 – 2021	
Cyrillus Harinowo	Independent Commissioner	2016 – 2021	• Chairman of Audit Committee (AC)
Raden Pardede	Independent Commissioner	2016 – 2021	• Chairman of Remuneration and Nomination Committee (RNC)
Sumantri Slamet	Independent Commissioner	2016 – 2021	• Chairman of Risk Oversight Committee (ROC) • Chairman of Integrated Governance Committee (IGC)

12 Report on the Board of Commissioners Committees Assessment and the Impementation of their Duties

The Committes under the Board of Commissioners that have supported the duties of the Board of Commissioner include:

1. Audit Committee (AC)
2. Risk Oversight Committee (ROC)
3. Remuneration and Nomination Committee (RNC)
4. Integrated Governance Committee (IGC)

The Board of Commissioners conducts the assessment or those committees with the following conditions:

1. Criteria

The assessment criteria for the committees under the Board of Commissioners are based on their compliance with the guidelines and code of conduct, as well as the realization of work/ implementation of the duties of each committee.

2. Process

The assessment is performed by the Board of Commissioners once in every year.

3. Result

The Board of Committees considers that all of the committees under the Board of Commissioners have carried out their duties and responsibilities effectively and have been worked accordingly by upholding competency standards and with a good quality of work in 2020.

The Assessment Result of the Committees under the Board of Commissioners

Committee	Assessment
1. Audit Committee	<p>Audit Committee (AC) has ensured the implementation of internal control and assists the Board of Commissioners effectively in supervising the implementation of the internal audit function internally and externally, corporate governance implementation and compliance with the prevailing rules and regulations.</p> <p>Throughout 2020, the Audit Committee has carried out its duties effectively and held 23 (twenty three) meetings. Aside from this, the Audit Committee has also implemented work programs as follows:</p> <ol style="list-style-type: none"> a. Convened meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to discuss the final results of the audit of BCA's financial statements for the 2020 financial year, along with the Management Letter. b. Evaluated and Recommended to the Board of Commissioners on reusing KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to conduct an audit of BCA's financial statements for fiscal year 2020. c. Convened meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to discuss the plan and scope of the audit of BCA's financial statements for fiscal year 2020. d. Convened meetings with the Finance and Planning Division to: <ol style="list-style-type: none"> i. Review BCA's financial report, which will be published quarterly. ii. Review the adjustments and additional notes on the Consolidated Financial Statement in relation to some of the new Financial Accounting Standards (PSAK) issuance. e. Convened 6 (six) meetings with the Internal Audit Division to: <ol style="list-style-type: none"> i. Evaluate annual planning; ii. Evaluate the implementation of internal audits every semester; and iii. Discuss results of the audit considered significant. f. Attended internal audit exit meeting at 1 (one) of BCA's subsidiaries (BCA Multi Finance) as part of the internal audit quality assessment process. g. Reviewed internal audit reports and monitored their follow ups. h. Reviewed BCA's compliance with provisions, regulations, and applicable laws in the banking sector, through a review of reports on compliance with prudential provisions reported every semester. i. Reviewed credit portfolio reports issued every semester. j. Monitored the implementation of risk management through quarterly report on the BCA's risk profile and monthly report on Operation Risk Management Information System (ORMIS). k. Conducted studies on: <ol style="list-style-type: none"> i. Audit results of the OJK and their follow ups, and ii. Management letter from KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) and its follow up. l. Reported the results of routine studies and evaluations of governance aspects, risk management, and compliance and control to the Board of Commissioners every quarter. m. Attended Analyst Meeting and National Work Meeting in 2021 through virtual meeting. n. Assessed DAI and the results were reported to the Board of Commissioners, to be further submitted to the Nomination and Remuneration Committee (KRN) according to OJK Regulation No. 1/POJK.03/2019.

Committee	Assessment
2. Risk Oversight Committee	<p>The Risk Oversight Committee (ROC) has ensured the risk management system for BCA that provides the protection against the risks faced by the BCA.</p> <p>Throughout 2020, the Risk Oversight Committee held 9 (nine) meetings. Aside from this, the Risk Oversight Committee has also implemented work programs as follows:</p> <ol style="list-style-type: none"> Monitored the implementation of its duties, and those of the Risk Management Work Unit and ITSC (Information Technology Steering Committee). Conducted on analysis of BCA's risk profile and specifically explored credit risk, operational, market, liquidity and reputation risk. Conducted on analysis of the results of stress tests for credit, market and liquidity risk. Ensured GCG was implemented well and in an appropriate manner. The committee also attended Analyst Meetings and National Work Meeting in 2021 through virtual conferencing. Monitored of the implementation of risk management, specifically on credit risk, liquidity and market risk, and operational risk control and limit on monthly basis. Conducted impact analysis and risk mitigation related to the COVID-19 pandemic.
3. Remuneration and Nomination Committee	<p>The Remuneration and Nomination Committee (RNC) has performed its duties in providing recommendations to the Board of Commissioner related to BCA's remuneration policy as a whole.</p> <p>Throughout 2020, the Remuneration and Nomination Committee held 5 (five) meetings. Aside from this, the Remuneration and Nomination Committee also implemented work programs as follows:</p> <ol style="list-style-type: none"> Formulated recommendation on the nomination of new Directors for the year 2020-2021. Formulated recommendation related to remuneration of new Directors for the year 2020-2021. Formulated recommendation related to the proposed tantien to the Board of Commissioners and Board of Directors for 2019 performance. Conducted the evaluation on the self assessment result of Board of Directors and Board of Commissioners.
4. Integrated Governance Committee	<p>The Integrated Governance Committee (IGC) assists the Board of Commissioners of the main entity in supervising the implementation of Integrated Governance in BCA and Subsidiaries.</p> <p>Throughout 2020, the Integrated Governance Committee held 5 (five) meetings. Aside from this, the Integrated Governance Committee also implemented work programs such as, evaluating the implementation of integrated governance in the BCA financial conglomerate. The evaluations were carried out, among others, through the presentation and discussion of the Integrated Internal Audit Report and the Integrated Compliance Report.</p>

Explanations regarding the Committees under the Board of Commissioners are detailed in the Board of Commissioners Committees chapter on page 391 - 412 of this Annual Report.

13. The Implementation of the Board of Commissioners' Duties Report

A full Report on the Implementation of the Duties of the Board of Commissioners is presented on page 34 under the Board of Commissioners' report section in this Annual Report.

The policies and the frequency of Board of Commissioners' meetings, including joint meetings with the Board of Directors, and the attendance of the individual members of the Board of Commissioners in those meetings are presented on page 370-373 and 377-379 under the section, Board of Commissioners, Directors, and Joint Meetings in this Annual Report.

14. Performance Assessment of the Members of the Board of Commissioners

Performance assessment of the members of the Board of Commissioners, which related to the procedures in carrying out performance appraisals, the criteria used, and the parties who conduct the assessment, can be seen on page 383 - 384 under Performance Assessment of the Board of Commissioners and the Board of Directors in this Annual Report.

INDEPENDENT COMMISSIONERS

As of December 31, 2020, Three out of five members of the Board of Commissioners are Independent Commissioners representing 60% (sixty percent) of the total members of the Board. As such, the composition of the Board of Commissioners complies with OJK Regulation No. 55/POJK.03/2016 concerning The Implementation of Corporate Governance for Commercial Banks and OJK Circular Letter No. 13/SEOJK.03/2017 concerning The Implementation of Governance for Commercial Banks, which states that the number of Independent Commissioners must be at least 50% (fifty percent) of the total members of the Board of Commissioners.

1. Independent Commissioners' Criteria

The criteria that need to be met by all Independent Commissioners of BCA:

1. Is not employed by BCA, and has not had the authority or responsibility to plan, lead, control, or oversee BCA activities within the last 6 (six months), except for re-appointment as an Independent Commissioner of BCA in the following period;
2. Have no share in BCA, directly or indirectly;
3. Have no affiliation with BCA, other members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of BCA;
4. Have no direct or indirect business relationships related to BCA business activities;
5. Meet other requirements for Independent Commissioners in accordance with prevailing regulations;

6. Prospective Independent Commissioners who are former members of the Board of Directors or BCA executive officers or other parties having a relationship with BCA must undergo a cooling off period of at least 1 (one) year before becoming an Independent Commissioner;
7. Non-Independent Commissioners who will shift to Independent Commissioners must undergo a cooling off period of at least 6 (six) months.

In addition to the criteria already mentioned above, Independent Commissioners also have to meet the general requirements of candidates for the members of Board of Commissioners.

2. Term of Duty of Independent Commissioners

Term of duty of Independent Commissioners follow the general terms of the Board of Commissioners. Independent Commissioners who have served for 2 (two) consecutive terms may be reappointed as Independent Commissioners in the next period in the case that:

- The Board of Commissioners Meetings assess that the Independent Commissioners remain able to act independently; and
- Independent Commissioners declare their independence at the GMS.

BCA has Independent Commissioners who have been appointed for more than 2 (two) periods, namely Cyrillus Harinowo and Raden Pardede. Based on the meeting of the members of the Board of Commissioners, both can still act independently and each has prepared a Statement of Independence, which was read at the appointment of the Independent Commissioner at the 2016 BCA Annual GMS.

3. Independent Statement of Independent Commissioners

The current BCA Independent Commissioners were appointed in 2016 and this will remain effective until 2021. Each Independent Commissioner has prepared a statement of independence and has submitted to OJK.

Independency Aspects	Cyrillus Harinowo	Raden Pardede	Sumantri Slamet
Is not employed by BCA, and has not had the authority or responsibility to plan, lead, control, or oversee BCA activities within the last 6 (six months), except for re-appointment as an Independent Commissioner of BCA in the following period.	✓	✓	✓
Have no share in BCA, directly or indirectly.	✓	✓	✓
Have no affiliation with BCA, other members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of BCA.	✓	✓	✓
Have no direct or indirect business relationships related to BCA business activities.	✓	✓	✓

BOARD OF DIRECTORS

Based on to Law No. 40 Year 2007 concerning Limited Liability Companies, the Board of Directors is the organ of the company that has the authority and full responsibility to manage the company in the interests of the company, in accordance with the purposes and objectives of the company as well as to represent the company, either in or out of court in accordance with the provisions of the articles of association and the applicable laws and regulations.

1. Guidelines and Code of Conduct of the Board of Directors (*Board of Directors' Charter*)

In performing its duties and responsibilities, the Board of Directors of BCA have been guided by the Board of Directors' Charter that is formulated based on to Article 18 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks and Article 35 of OJK Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies. The Board of Directors' Charter has been evaluated and updated periodically with reference to prevailing laws and regulations.

Guideline and Code of Conduct of the Board of Directors are included in Corporate Governance Guideline and can be viewed on the BCA website (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>). In general, Guidelines and Code of Conduct of the Board of Directors regulate:

- a. Legal basis;
- b. Values;
- c. Composition, Criteria, and Independence of the Board of Directors;
- d. Terms of duties of the Board of Directors;
- e. Dual Positions of the Board of Directors;
- f. Appointment of the Board of Directors;
- g. Obligation, Duties, Responsibilities and Authorities of the Board of Directors;
- h. Transparency and Prohibitions for the Board of Directors;
- i. Orientation and Training of the Board of Directors;
- j. Ethics and Working hours of the Board of Directors;
- k. Board of Directors' Meetings;
- l. Reporting and Accountability; and
- m. Board of Directors' self-assessment.

2. Duties and Responsibilities of the Board of Directors

The duties and responsibilities of the Board of Directors include the following:

- a. Lead and manage BCA in accordance with the purposes and objectives of the BCA Articles of Association.
- b. Control, maintain, and manage BCA's assets in its interests.

- c. Create internal control structure, ensure the implementation of internal audit function in every level of management, and follow up on internal audit findings in accordance with policies or directions given by the Board of Commissioners.
- d. Review BCA's Vision and Mission at the beginning of appointment of his position.
- e. Prepare and submit Work Plan and Annual Budget, including other plans related to implementation of BCA's business, to the Board of Commissioners for approval, prior to the commencement of the forthcoming financial year, taking into account applicable regulations.
- f. Implement Good Corporate Governance principles in all BCA's business activities at all levels and stages of the organization, including implementation of Integrated Governance.
- g. Follow up on audit findings and recommendations from the External Auditor, the results of supervision of OJK, Bank Indonesia and/or the results of supervision of other authorities, including but not limited to the Indonesia Stock Exchange.
- h. Establish, at the very least, Internal Audit Division, Risk Management Work Unit, Risk Management Committee, and Compliance Work Unit.
- i. Appoint the members of Supporting Committees of the Board of Commissioners based on the Board of Commissioners' Meeting Decision.
- j. Establish Executive Committees of the Board of Directors to help the Board of Directors in carrying out their duties and responsibilities, if necessary, and evaluate the committees' performance at the end of each financial year.
- k. Conduct meetings, and record minutes of meetings as follows:
 - 1) The Board of Directors' meetings regularly, at least once in a month;
 - 2) The Board of Directors and the Board of Commissioners' meeting in accordance with applicable laws and regulations.
- l. Conduct and keep List of Shareholders, Special List, Minutes of Shareholders' General Meetings, Minutes of the Board of Directors' Meetings, Annual Report, BCA financial document, and other BCA document.
- m. Provide accountability and complete information regarding the Bank's situation and operation, including BCA's activity report, inclusive of financial report, either through the Annual Report or other documents with consideration to BCA Articles of Association and in accordance with prevailing laws and regulations.
- n. Provide accurate, relevant, and timely data and information to the Board of Commissioners.
- o. Perform Annual GMS and/or Extraordinary GMS or other GMS according to BCA's need and in accordance with applicable regulations.

- p. Carry out its duties and responsibilities to shareholders through GMS.
- q. Carry out other responsibilities with consideration to BCA Articles of Association or based on the Board of Commissioners Meetings or GMS.

Throughout 2020, the Board of Directors did not allow general power of attorney to the employees or other parties related to their duties and functions, as regulated in OJK Regulations with regard to Governance.

3. Authorities of the Board of Directors

Based on BCA's Articles of Association and other relevant regulations, the Board of Directors' authorities include:

- a. Represent BCA inside and outside Court concerning whole situations, binding BCA with other parties and vice versa, and perform many actions regarding management or ownership, with consideration to restrictions in BCA Articles of Association.
- b. Arrange the Board of Directors' handover of power to represent BCA inside and outside the Court to one or several members of the Board of Directors specifically appointed for that purpose, or to one or more BCA employees, either those employees itself or with other people or other entities.
- c. The Board of Directors, with its authorities, shall be entitled to appoint one or more persons to perform certain acts according to terms that have been stipulated by the Board of Directors using special power of attorney.
- d. Establish policies in leading and managing BCA.
- e. Regulate provisions on employment, including determination of salary, pension, and old age security, and other income for employees, based on applicable laws and/or GMS resolutions.
- f. Hire and dismiss employees based on personnel regulations. The Board of Directors also disclose to employees regarding BCA's personnel policies, including the recruitment, promotion and remuneration system, through communication facilities that can be accessed by employees.
- g. Perform other actions, either on management or on ownership, in accordance with provisions further regulated by the Board of Commissioners with due regard to the provisions of the prevailing laws and regulations.

In performing its duties, responsibilities and authorities, the Board of Directors shall take actions in good faith, with full responsibility and prudence, with regard to BCA's Articles of Association, the Board of Directors Code of Conduct and prevailing laws and regulations.

4. Criteria for the Board of Directors

Those who may be appointed as a member of the Board of Directors are individuals who meet the criteria and requirements in accordance with OJK Regulations No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies, Article 6 of OJK Regulations No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks, and OJK Regulations No. 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.

Criteria for the Board of Directors are as follows:

1. Have good ethics, morals, and integrity.
2. Be proficient in performing legal actions.
3. Within 5 (five) years before appointment and during the term of office:
 - a. Not have been punished for committing a crime detrimental to state finances or relating to the financial sector; and
 - b. Have not been a member of the Board of Directors and/or a member of the Board of Commissioners who during their tenure:
 - did not held an Annual GMS
 - accountability as a member of the Board of Directors and/or a member of the Board of Commissioners has been rejected by the GMS, or did not provide accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and
 - had caused a company obtaining permits, approvals, or registrations from OJK to fail to comply with its obligation to submit annual reports and/or financial reports to OJK.
4. Has a commitment to comply with laws and regulations.
5. Has knowledge and/or expertise in the fields required by BCA.
6. Meets the following requirements for integrity, competence and financial reputation:
 - a. Integrity, includes:
 - 1) capable of carrying out legal actions;
 - 2) has good character and morals, at least shown through compliance with applicable provisions, including having not been convicted of a crime in a certain period before being nominated;
 - 3) has a commitment to comply with laws and regulations and uphold OJK policies;
 - 4) has a commitment towards the development of a healthy financial services institution;
 - 5) is not included as an individual principal prohibited from being a main party.

- b. Competency, includes:
 - 1) knowledge in banking which is adequate and relevant to the position;
 - 2) Knowledge of the duties and responsibilities of the Main Entity as well as the main business activities and main risks of the Subsidiary;
 - 3) experience and expertise in banking and/or finance;
 - 4) ability to carry out strategic management in developing a healthy bank
 - 5) at least 5 (five) years experience in the operational field and at least as an bank's Executive Officer.
- c. Financial reputation, at least evidenced by:
 - 1) not having bad credit and/or non performing loans; and
 - 2) has never been declared bankrupt and/or has never been a shareholder, controller of an insurance company who is not a shareholder, a member of the Board of Directors, or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt within the last 5 (five) years before being nominated.

5. Nomination for Members of the Board of Directors

The holding of nominations for members of the Board of Directors refers to Article 7 of OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies and Article 6 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.

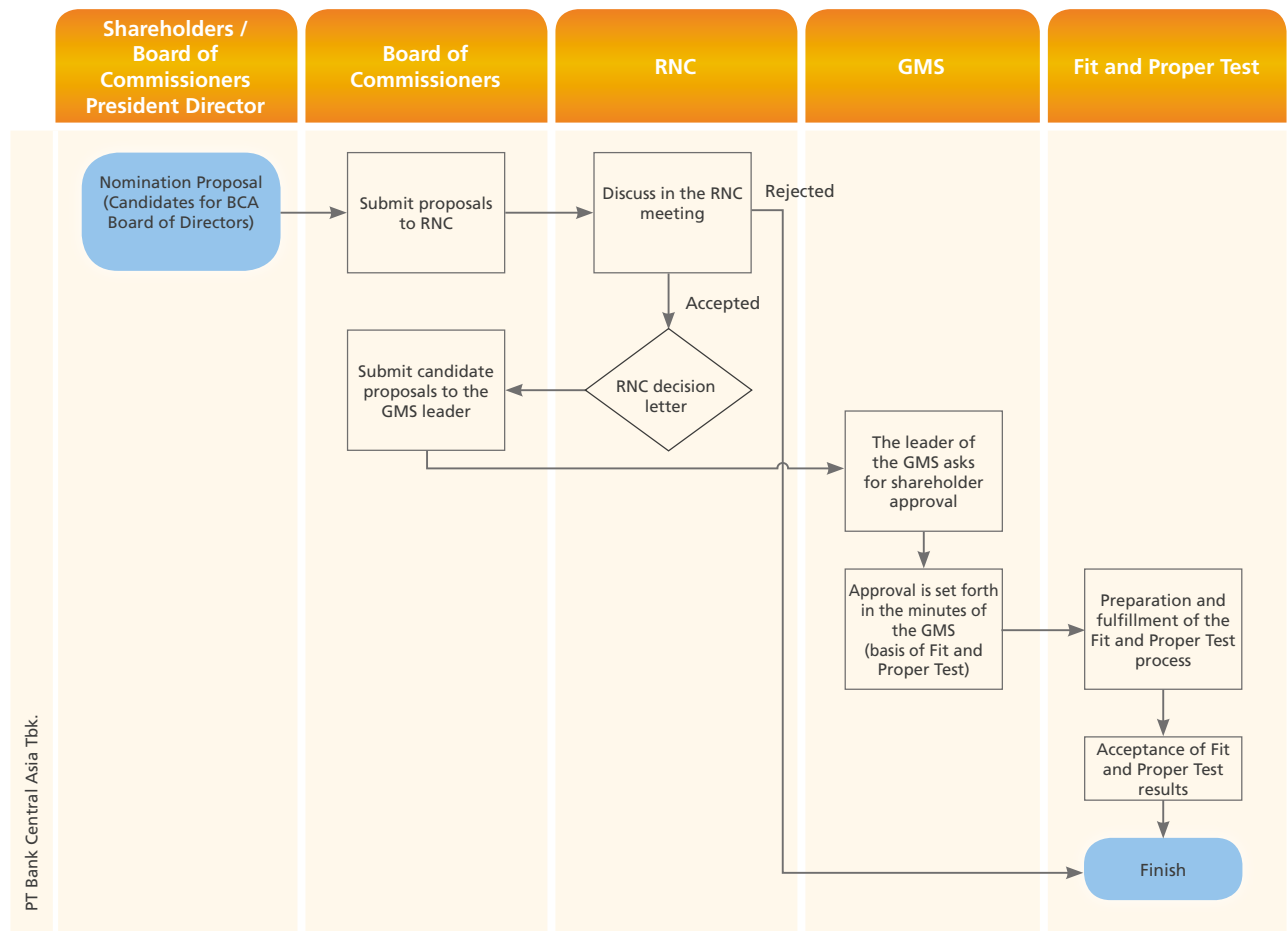
Nomination Mechanism

BCA has regulations related to nomination mechanism in document of Nomination Mechanism of the Board of Commissioners and the Board of Directors which is accessible to public through BCA website in Corporate Governance Section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

The flow of nomination mechanism for members of the Board of Directors is as follows:

1. Proposal from shareholders/Board of Commissioners/President Directors related to the nomination of Directors is submitted to the Board of Commissioners.
2. The Board of Commissioners request Remuneration and Nomination Committee (RNC) to discuss the proposal related to nomination of the Board of Directors.
3. RNC conducts discussions related to the proposal in RNC meeting, in which the summary is stated in minutes of RNC meeting. There are several things to considered in the meeting, among others:
 - a. Reasons and/or considerations of proposal;
 - b. Criteria and qualification of candidates according to direction of BCA strategy;
 - c. The steps taken by RNC include:
 - Pay attention to external and internal conditions.
 - Communicate with Controlling Shareholder (if the proposal is not from Controlling Shareholder).
4. After conducting the discussion, RNC provides recommendations to the Board of Commissioners, stated in RNC Decision letter.
5. Based on RNC recommendation, the Board of Commissioners decides to submit candidate(s) of the Board of Commissioners and/or Board of Directors to the chairman of the GMS through Board of Commissioners' Decision Letter.
6. The Chairman of GMS requests shareholders' approval in the GMS agenda related to the nominations of the Board of Directors.
7. After obtaining approval from the GMS, the approval is stated in minutes of GMS and becomes the basis for Fit and Proper Test of candidates for the Board of Directors.
8. BCA may use third-parties services in looking for candidates for the Board of Directors.

Nomination Mechanism of Members of the Board of Directors of BCA



The succession policy of the Board of Directors is prepared by RNC BCA. Implementation of the succession policy of the Board of Directors includes providing recommendations regarding system, procedures, and selection of candidates for the Board of Directors and/or replacement of members of the Board of Directors becoming the Board of Commissioners for submission to GMS. Succession policy of the Board of Directors can be viewed in the RNC section of this Annual Report.

6. Number and Composition of the Members of the Board of Directors

BCA has complied with the provisions regarding number and composition of the members of the Board of Directors in accordance with Article 4 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks, which states that banks are required to have at least 3 (three) members of the Board of Directors.

As of December 31, 2020, the Board of Directors has twelve members, comprising:

- 1 (one) President Director;
- 2 (two) Deputy of President Directors;

- 1 (one) Compliance Director;
- 1 (one) Independent Director; and
- 7 (seven) other Directors.

Of the above, one member also serves as Compliance Director. The President Director is independent from Controlling Shareholders. BCA also has appointed an Independent Director who is responsible for supervising Regional and Branch Management, Network and Regional Development, and Procurement.

In 2020, the Board of Directors' composition changed based on The decision regarding the third item of the 2020 AGMS agenda. Changes to the Board of Directors' composition can be seen in General Meeting of Shareholders section of this Annual Report. The composition of BCA Board of Directors in 2020 has been written in Deed of Resolution of PT Bank Central Asia Tbk No. 162 dated 28 May 2020, of Notary Public Christina Dwi Utami, S.H., M.Hum., M.Kn., Notary in Jakarta.

Composition of BCA Board of Directors after AGMS 9 April 2020 (as of 31 December 2020)

Name	Position	No. Letter of Agreement BI/OJK	Position Period
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011	2016-2021
Suwigno Budiman	Deputy President Director	38/KDK.03/2019 dated August 14, 2019	2019-2021
Armand Wahyudi Hartono	Deputy President Director	SR-106/D.03/2016 Dated June 21, 2016	2016-2021
Tan Ho Hien/Subur/Subur Tan	Director	4/69/DpG/DPIP/Rahasia dated August 13, 2002	2016-2021
Henry Koenafi	Director	10/32/DPB3/TPB3-2 dated February 13, 2008	2016-2021
Erwan Yuris Ang	Independent Director	13/99/GBI/DPIP/Rahasia dated August 25, 2011	2016-2021
Rudy Susanto	Director	SR-119/D.03/2014 dated July 21, 2014	2016-2021
Lianawaty Suwono	Director	SR-137/D.03/2016 dated July 27, 2016	2016-2021
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016	2016-2021
Vera Eve Lim	Director	SR-79/PB.12/2018 dated April 23, 2018	2018-2021
Gregory Hendra Lembong	Director	13/KDK.03/2020 dated May 14, 2020	2020-2021
Haryanto Tiara Budiman	Director (concurrently as Compliance Director)	14/KDK.03/2020 dated May 14, 2020	2020-2021

Composition of BCA Board of Directors before AGMS 9 April 2020

Name	Position	No. Letter of Agreement BI/OJK	Position Period
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011	2016-2021
Suwigno Budiman	Deputy President Director	38/KDK.03/2019 dated August 14, 2019	2019-2021
Armand Wahyudi Hartono	Deputy President Director	SR-106/D.03/2016 Dated June 21, 2016	2016-2021
Tan Ho Hien/Subur/Subur Tan	Director	4/69/DpG/DPIP/Rahasia dated August 13, 2002	2016-2021
Henry Koenafi	Director	10/32/DPB3/TPB3-2 dated February 13, 2008	2016-2021
Erwan Yuris Ang	Independent Director	13/99/GBI/DPIP/Rahasia dated August 25, 2011	2016-2021
Rudy Susanto	Director	SR-119/D.03/2014 dated July 21, 2014	2016-2021
Lianawaty Suwono	Director	SR-137/D.03/2016 dated July 27, 2016	2016-2021
Inawaty Handojo	Director (concurrently as Compliance Director)	39/KDK.03/2019 dated August 14, 2019	2019-2021
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016	2016-2021
Vera Eve Lim	Director	SR-79/PB.12/2018 dated April 23, 2018	2018-2021

All members of the Board of Directors have obtained approval from Bank Indonesia or OJK and have passed the Fit and Proper Test before performing the duties and functions of their positions, in accordance with Bank Indonesia Regulations No. 12/23/PBI/2010 concerning Fit and Proper Tests and Bank Indonesia Circular Letter No. 13/8/DPNP concerning Fit and Proper Tests that has been amended to Bank Indonesia Circular Letter No. 13/26/DPNP dated November 30, 2011 or OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Tests for Primary Parties of Financial Services Institutions.

At present, there is no BCA Directors who was former by BCA President Director in the last 2 (two) years.

7. Terms of Office for Board of Directors

Terms of office for BCA Board of Directors will expire when the fifth AGMS is closed since the GMS appointed the relevant members of the Board of Directors, without reducing the authority of GMS to dismiss one or more members of the Board of Directors any time before the position ends. BCA Article of Association state that members of the Board of Directors whose terms of office have ended can be reappointed.

8. Division of Duties and Responsibilities of the Board of Directors

The division of tasks and authorities among members of the Board of Directors is determined based on the decision of the Board of Directors with approbation by Board of Commissioners' Decree No. 067/SK/KOM/2020 dated June 2, 2020 concerning Division of the Duties and Responsibilities of the Board of Directors of PT Bank Central Asia Tbk, which is explained in the table as follows:

No.	Name	Position	Duties and Responsibilities	Alternative Director I	Alternative Director II	Alternative Director III
1.	Jahja Setiaatmadja (JS)	President Director (PD)	<ul style="list-style-type: none"> Internal Audit^{*)} Anti-Fraud Corporate Social Responsibility 	DHC DCR DTP	DCR DHC DCR	DJW DJW DJW
2.	Suwigno Budiman (SB)	Deputy President Director (WP1) ^{**) (}	<ul style="list-style-type: none"> Consumer Business Credit Individual Customer Business Development Wealth Management BCA Syariah Asuransi Umum BCA (BCA Insurance) Asuransi Jiwa BCA (BCA Life) Bank Digital BCA 	DKS DKR DTP DTP DKR	DBK DTP DKR DJW DKS	DTP WP2 WP2 WP2 DBK DBK DFC
3.	Armand W. Hartono (AH)	Deputy President Director (WP2) ^{**) (}	<ul style="list-style-type: none"> Strategy and Operation Development Services Domestic Payment Services Electronic Banking Services Trade and International Payment Services Digital Services Central Capital Ventura 	DJW DKR DTP DBK DTP WP1	DHC DJW DJW DTI DJW DHC	DFC DKS DHC DHC DHC DTP
4.	Subur Tan (ST)	Director of Credit and Legal	<ul style="list-style-type: none"> Credit Risk Analysis Credit Recovery Legal 	DJW DJW DJW	PD PD WP1	DHC DHC DCR
5.	Henry Koenafi (HK)	Director of Commercial Banking and SME (DKS) ^{**) (}	<ul style="list-style-type: none"> Commercial and SME Business Cash Management Credit Services BCA Multi Finance BCA Finance 	DBK DBK DKR WP1 WP1	WP1 DTP DJW DKR DKR	DTP DTI DBK DTP DTP
6.	Erwan Yuris Ang (EY)	Director of Regional and Branch Network (DJW) ^{*) (}	<ul style="list-style-type: none"> Regional and Branch Banking Network and Regional Development Logistic and Building 	WP2 DFC DFC	DKS DKS DHC	DFC WP2 WP1
7.	Rudy Susanto (RS)	Corporate Banking Director (DBK) ^{**) (}	<ul style="list-style-type: none"> Corporate Banking and Transaction Corporate Finance Corporate Branch Treasury International Banking BCA Finance Ltd. (Hongkong) BCA Sekuritas 	DKS DKS DKS PD WP1 DTP WP1	WP1 WP1 DKS PD DKR PD	DTP DTP DJW WP1 DKS DFC DFC

No.	Name	Position	Duties and Responsibilities	Alternative Director I	Alternative Director II	Alternative Director III
8.	Lianawaty Suwono (LS)	Director of Human Capital Management/ (DHC)	<ul style="list-style-type: none"> Human Capital Management Learning and Development 	DKR DCR	PD WP2	WP1 WP1
9.	Santoso (SL)	Director of Banking Transaction (DTP)	<ul style="list-style-type: none"> Banking Transactions of Business Development and Marketing Banking Transactions of Partnership Solution Development Banking Transaction of Product Development Banking Transaction of Business Support and Services 	DHC DBK DBK DKS	DTI DTI DTI DBK	DKS DKS DKS DTI
10.	Vera Eve Lim (VL)	Planning and Finance Director (DFC) ****)	<ul style="list-style-type: none"> Corporate Strategy and Planning Corporate Finance Corporate Secretary and Communication 	WP1 PD DCR	DKR DKR DBK	PD WP1 PD
11.	Haryanto T. Budiman (HB)	Compliance and Risk Management Director (DCR) ****)	<ul style="list-style-type: none"> Compliance^{*)} Risk Management^{*)} 	DHC DJW	DKR DKR	DJW DHC
12.	Gregory Hendra Lembong (HL)	Director of Information Technology (DTI)	<ul style="list-style-type: none"> Strategic Technology Information Enterprise Security 	WP2 DHC	DFC DKR	DTP DCR

Note :

- Substitute Director reports to the Field Director regarding all of actions have been done/decisions have been made during replacing the Field Director.
- Substitute Director for credit sector refers to Manual Credit Provisions.
- The Management Functions of Subsidiaries are regulated as follows:
 - Monitor the implementation of internal audit function/risk management/compliance with Subsidiaries in order to establishment of integrated corporate governance and integrated risk management.
 - Perform monitoring function on business development to Subsidiaries.
 - Perform risk monitoring function to Subsidiaries in order to integrated risk management.
 - Perform overall monitoring and alignment function to the management of Subsidiaries and monitoring of Subsidiaries' financial performance.

The implementation of functions above takes to principle in Limited Liability Companies, in which Subsidiary is an independent separate legal entity. The Board of Directors and/or Board of Commissioners of Subsidiaries have responsibility to GMS of Subsidiaries. Parent Company as a shareholder performs its authority and function through the GMS of Subsidiaries.
- ^{a)} Director of Regional and Branch Network as daily executors, supervisors, and mentors of regional and branch management. Head of Regional Office has responsibility to the Board of Directors.

9. Orientation Program for New Members of the Board of Directors

New members of the Board of Directors attend an orientation program in order to carry out their duties and responsibilities as members of the Board of Directors properly.

Policy of orientation program of the Board of the Directors is regulated in:

- BCA Corporate Governance Guidelines in Part B concerning Procedures for Implementation of Corporate Governance Principles – Chapter 4 on Guidelines and Code of Conduct of the Board of Directors ; and
- Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020 concerning Orientation of New Members of the Board of Directors and Board of Commissioners Guidelines of PT Bank Central Asia Tbk.

The orientation program includes:

- Knowledge about Vision, Mission, Values, and Strategy of BCA;
- Medium and long term plans of BCA (Bank Business Plan current years);
- Performance and financial of BCA; and
- Other cases relevant to banking.

Orientation Procedures

The orientation procedures for new members of the Board of Directors may be conducted by:

- Presentation by Work Units of Head Office.
- Visiting to various locations of BCA's activities.
- Meetings and discussion with other members of the Board of Directors and Board of Commissioners to discuss various issues in BCA and other information needed.
- Learning various information of BCA available electronically.

Orientation program for new members of the Board of Directors that appointed based on AGMS dated April 9, 2020 have been implemented in 2020 as follows:

No.	Date	Topic	Participant
1.	May 4 - November 6, 2020	Overview, Duties and Responsibilities of Related Division/ Work Unit/Regional Offices and Subsidiaries.	Haryanto Tiara Budiman
2.	April 17- September 4, 2020	Overview, Duties and Responsibilities of Related Division/ Work Unit and Related Subsidiaries.	Gregory Hendra Lembong

10. Training Programs to Enhance Competency of Members of the Board of Directors

BCA has a Board of Directors training program policy in Guidelines and Code of Conduct of the Board of Directors.

BCA requires members of the Board of Directors to attend training programs at least once a year in order to improve competency and support implementation of duties and obligations of the Board of Directors. The list of training programs that attended by members of the Board of Directors throughout 2020 is as follows:

Training Programs that Attended by Members of the Board of Directors in 2020

No.	Name	Training Program	Organizer	Location	Date
1	Jahja Setiaatmadja	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Economic Outlook 2020 - Examine the Economic of Indonesia in Jokowi Era	CNBC	Jakarta, Indonesia	February 26, 2020
		Strategy to improve quality of human resources on SPPUR sector in facing digitalization era and global competition	BI	Jakarta, Indonesia	March 9, 2020
		Issuer greet New Normal, Challenges and Opportunity	AEI	Jakarta, Indonesia	June 11, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		Discussing PT Kalbe Farma	Samuel Sekuritas	Jakarta, Indonesia	August 11, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		How to Invest in Equity Market	BCA	Jakarta, Indonesia	August 18, 2020
		Shipping Company Perspective: Asia Pacific's Trade Outlook 2020	BCA	Jakarta, Indonesia	August 25, 2020
		2020 National Seminar: Efforts to Promote Inclusive Economy in the New Normal Era	ISEI	Jakarta, Indonesia	August 26, 2020
		High Impact Seminar: Realizing MSMEs as new force in national economy; synergy of the MSMEs transformation program into digital ecosystem	Gubernur BI	Jakarta, Indonesia	August 30, 2020
		Economic Growth of Indonesia and COVID-19	BCA	Jakarta, Indonesia	October 23, 2020
		Urban Farming	BCA	Jakarta, Indonesia	November 17, 2020
		Post COVID-19 Economies: The Growing and The Sunset Sectors, What and How to Adapt	ISEI	Jakarta, Indonesia	November 23, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020

No.	Name	Training Program	Organizer	Location	Date
2	Suwignyo Budiman	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Indonesia Macroeconomic Update : Drawing a Silver Lining on Post COVID-19 Era	BCA	Jakarta, Indonesia	May 4, 2020
		Indonesia Macroeconomic Update : Invest During Pandemic "Hiding or Add More"	BCA	Jakarta, Indonesia	May 15, 2020
		BCA Young Community : How Business Stand Still in Pandemic Era, What's Strategy and For How Long	BCA	Jakarta, Indonesia	May 29, 2020
		Indonesia Macroeconomic Update : Against the COVID-19 Pandemic, The New Normal	BCA	Jakarta, Indonesia	June 3, 2020
		Capital Market Community Gathering : Banking and Capital Market in The New Normal	BCA	Jakarta, Indonesia	July 7, 2020
		Tax Stimulus During Pandemic of COVID-19	BCA	Jakarta, Indonesia	July 13, 2020
		The Effectiveness of Crisis Response and Digitalization	InfoBank	Jakarta, Indonesia	July 23, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling (session 1)	BCA	Jakarta, Indonesia	July 27, 2020
		How to Invest in Equity Market	BCA	Jakarta, Indonesia	August 18, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling (session 2)	BCA	Jakarta, Indonesia	August 27, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling (session 3)	BCA	Jakarta, Indonesia	September 17, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Economic Growth of Indonesia and COVID-19	BCA	Jakarta, Indonesia	October 23, 2020
		Urban Farming	BCA	Jakarta, Indonesia	November 17, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020
		BCA Young Community : Ensuring Family Business Legacy	BCA	Jakarta, Indonesia	November 27, 2020
		Banking and Financial Outlook 2021 : How Banking Leaders Manage Strategy to Reborn From Crisis	INFOBANK	Jakarta, Indonesia	December 1, 2020
		Investor Gathering DJPPR : Synergy in Supporting State Budget Financing for Handling the COVID-19 Pandemic and Economic Recovery	KemenKeu RI	Jakarta, Indonesia	December 17, 2020

No.	Name	Training Program	Organizer	Location	Date
3	Armand Wahyudi Hartono	Sharia Business and Academic Synergy (SBAS) : Grand Strategy for Human Resources Development of Islamic Economy Based on Link and Match Superior HR Solutions, Indonesia Advanced	IAEI	Jakarta, Indonesia	December 29, 2020
		Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		IT Town Hall Prime	BCA	Jakarta, Indonesia	May 18, 2020
		A Conversation with Geoffrey Moore	Salesforce Virtual Executive Roundtable	Jakarta, Indonesia	May 20, 2020
		The Future of 5G	Goldman Sach	Jakarta, Indonesia	May 20-21, 2020
		Advertising During a Crisis	CMO Club - Hermawan Kertajaya	Jakarta, Indonesia	June 9, 2020
		In the People We Trust	BCA	Jakarta, Indonesia	June 10, 2020
		The Impact of the COVID-19 Pandemic on E-Commerce Businesses	BCA	Jakarta, Indonesia	June 17, 2020
		New Normal is Here	BCA	Jakarta, Indonesia	June 17, 2020
		Work From Home and Contact Center Experience	Bain	Jakarta, Indonesia	June 17, 2020
		Building Digital Factory with Low-Code	BCA	Jakarta, Indonesia	June 19, 2020
		Building Business Resilience: Achieving operational excellence to drive transformation	Vmware - A CIO Peer to Peer Roundtable	Jakarta, Indonesia	July 15, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Economic Growth of Indonesia and COVID-19	BCA	Jakarta, Indonesia	October 23, 2020
		APAC Gartner Symposium	Gartner	Jakarta, Indonesia	October 27-29, 2020
		BCA Young Community : Challenging New Era in Banking Industry	BCA	Jakarta, Indonesia	November 13, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020
		Cyber Fraud and Handling Management	BRI	Jakarta, Indonesia	December 1, 2020
		BCA Young Community : Accelerate Your Start Up	BCA	Jakarta, Indonesia	December 16, 2020
4	Tan Ho Hien/Subur/ Subur Tan	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Capital Market Community Gathering : Banking and Capital Market in The New Normal	BCA	Jakarta, Indonesia	July 7, 2020

No.	Name	Training Program	Organizer	Location	Date
5	Henry Koenaifi	Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		How to Invest in Equity Market	BCA	Jakarta, Indonesia	August 18, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		SME Banking and Council	EFFMA	Jakarta, Indonesia	October 20, 2020
		Payment System Sharing in Indonesia	Bank Indonesia	Jakarta, Indonesia	December 15, 2020
		Omnibus Law and Government Plan to Combat COVID-19 Pandemic	BCA	Jakarta, Indonesia	December 16, 2020
		Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Capital Market Community Gathering : Banking and Capital Market in The New Normal	BCA	Jakarta, Indonesia	July 7, 2020
		Banking Challenges : The Effectiveness of Crisis Response and Digitalization	InfoBank	Jakarta, Indonesia	July 23, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		The 6th Indonesian Finance Association International Conference	BEI	Jakarta, Indonesia	September 18, 2020
		Economic Situation and Policy during Pandemic	ABDINEGARA RCRS	Jakarta, Indonesia	September 19, 2020
		Challenges and strategies during the pandemic, omnibus law application, and support needed by BCA debtor	BCA	Jakarta, Indonesia	October 23, 2020
		Economic Outlook : Stay optimistic during the pandemic	BCA	Jakarta, Indonesia	November 4, 2020
		Urban Farming	BCA	Jakarta, Indonesia	November 17, 2020
		SME Banking eCouncil - Supporting SMEs during and after the Crisis #3: Spotlighting Asian Leaders (Part 1)	EFMA	Jakarta, Indonesia	November 24, 2020
		Economy Outlook 2021 "Winter or Spring?"	BCA	Jakarta, Indonesia	December 11, 2020
		Effective Online Learning	BCA	Jakarta, Indonesia	December 15, 2020
6	Erwan Yuris Ang	World Environment Day and World Ocean Day 2020	BCA	Jakarta, Indonesia	June 21, 2020
		Business Banking: New Challenges and Strategies to Keep Growing	Koran Tempo	Jakarta, Indonesia	June 25, 2020
		Capital Market Community Gathering : Banking and Capital Market in The New Normal	BCA	Jakarta, Indonesia	July 7, 2020

No.	Name	Training Program	Organizer	Location	Date
7	Rudy Susanto	Tax Stimulus During Pandemic of COVID-19	BCA	Jakarta, Indonesia	July 13, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Economic Growth of Indonesia and COVID-19	BCA	Jakarta, Indonesia	October 23, 2020
		Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Economic Outlook 2020 - Examine the Economic of Indonesia in Jokowi Era	CNBC	Jakarta, Indonesia	February 26, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		How to Invest in Equity Market	BCA	Jakarta, Indonesia	August 18, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Appreciation of Treasury Customers 2020	BCA	Jakarta, Indonesia	November 20, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020
		Payment System Sharing in Indonesia	Bank Indonesia	Jakarta, Indonesia	December 15, 2020
		Omnibus Law and Government Plan to Combat COVID-19 Pandemic	BCA	Jakarta, Indonesia	December 16, 2020
		Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
8	Lianawaty Suwono	Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Safe Tips for Using Video Conference Application	BCA	Jakarta, Indonesia	May 8, 2020
		Post COVID-19 Business Recovery 2020 (Defining Your Target Markets)	Firstclass	Jakarta, Indonesia	May 11, 2020
		Women and Realizations in The "New Normal" Beyond COVID-19	Britcham Indonesia	Jakarta, Indonesia	May 12, 2020
		The Agility Mindset: Change is the New Normal	BCA	Jakarta, Indonesia	May 13, 2020
		Building Strong Employee Motivation and Engagement During and Beyond COVID-19	Future HR	Jakarta, Indonesia	May 14, 2020
		The Next Journey of Human Working Experience	Future HR	Jakarta, Indonesia	May 16, 2020
		Miracle of Coaching: A Real Story of COVID-19 Survivor	Vanaya	Jakarta, Indonesia	May 16, 2020
		Maintaining The Human Touch in A Virtual World oleh IBM	IBM	Jakarta, Indonesia	May 19, 2020
		Unboxing Your Talent (Recognize Strength and Self Potential)	Future HR and GenMuda ID	Jakarta, Indonesia	May 21, 2020
		How to Get Out of Your Comfort Zone	TICMI	Jakarta, Indonesia	May 22, 2020
		Supporting Managers in Times of Distress	LinkedIn and Glint	Jakarta, Indonesia	May 26, 2020

No.	Name	Training Program	Organizer	Location	Date
		Accepting Uncertainties	BCA	Jakarta, Indonesia	June 3, 2020
		New Normal and Mitigating Banking Business During COVID-19 Pandemic	Bisnis Indonesia	Jakarta, Indonesia	June 10, 2020
		In the People We Trust	BCA	Jakarta, Indonesia	June 10, 2020
		Grow Beyond The Pandemic: Develop Your Growth Mindset	OneHR Indonesia	Jakarta, Indonesia	June 12, 2020
		New Normal is Here	BCA	Jakarta, Indonesia	June 17, 2020
		Model of Apprenticeship of Students and Lecturers in Industry for Indonesia Excels	GNIK	Jakarta, Indonesia	June 27, 2020
		Next Level of Bank Digitalization for the New Era	Perbanas	Jakarta, Indonesia	July 3, 2020
		Capital Market Community Gathering : Banking and Capital Market in The New Normal	BCA	Jakarta, Indonesia	July 7, 2020
		Tax Stimulus During Pandemic of COVID-19	BCA	Jakarta, Indonesia	July 13, 2020
		Facing the Era of Compulsory Certification for HR Practitioners	GNIK	Jakarta, Indonesia	August 15, 2020
		Global Leadership E-Summit	ITD World	Jakarta, Indonesia	September 23-24, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Omnibus law : Implications for Workers and the Business	BCA	Jakarta, Indonesia	October 9, 2020
		Leadership Energy Summit Asia 2020	ICLIF	Jakarta, Indonesia	November 16-19, 2020
		Service Leader Webinar Series : Humanity in Organization during New Normal	SQI	Jakarta, Indonesia	November 19, 2020
		Closing Ceremony Indonesia Fintech Summit 2020 : To Survive and To Thrive	OJK	Jakarta, Indonesia	November 25, 2020
		Inspigo 2021 Outlook : The Year of Possibilities (Session 1)	Yoris Sebastian Creative Circle	Jakarta, Indonesia	December 2, 2020
		HR Director Breakfast Meeting : Organization and Employee Resilience	PMSM Indonesia	Jakarta, Indonesia	December 4, 2020
		Inspigo 2021 Outlook : The Year of Possibilities (Session 2)	Yoris Sebastian Creative Circle	Jakarta, Indonesia	December 7, 2020
		How Can Digitalization Help Financial Sector Coping with Crisis and COVID-19 Impact	The Finance	Jakarta, Indonesia	December 10, 2020
		Inspigo 2021 Outlook : The Year of Possibilities (Session 3)	Yoris Sebastian Creative Circle	Jakarta, Indonesia	December 12, 2020
9	Santoso	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Strategy to Improve the quality of human resources in the field of SPPUR in the face of the era of digitalization and global competition	BI	Jakarta, Indonesia	March 9, 2020

No.	Name	Training Program	Organizer	Location	Date
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		How to Invest in Equity Market	BCA	Jakarta, Indonesia	August 18, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020
10	Inawaty Handojo*	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
11.	Vera Eve Lim	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		The Impact of Coronavirus on Indonesia Credit	Fitch Rating	Jakarta, Indonesia	April 8, 2020
		Global Banking Condition Update during COVID-19	CitiBank	Jakarta, Indonesia	April 16, 2020
		COVID-19: Key Accounting Implication of PSAK 71	PwC Indonesia	Jakarta, Indonesia	April 17, 2020
		Economic Impact and Indonesia Government Measures	KPMG	Jakarta, Indonesia	April 22, 2020
		SEA Bank Capital	Goldman Sachs	Jakarta, Indonesia	May 8, 2020
		Radically reimagining the productivity for banks	McKinsey	Jakarta, Indonesia	June 15, 2020
		Perbanas CFO Forum	Perbanas	Jakarta, Indonesia	June 19, 2020
		Digital Transformation in the age of COVID-19 - Time to Change	Oliverwyman	Jakarta, Indonesia	June 19, 2020
		Micro, Small And Medium Enterprises Guarantee Program Socialization (PMK71)	Perbanas	Jakarta, Indonesia	July 8, 2020
		Robotic Process Automation for Finance Function in Indonesia	PwC Indonesia	Jakarta, Indonesia	August 6, 2020
		The New Normal and Sustainable Finance	IBS	Jakarta, Indonesia	August 7, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Business Hustle	BCA	Jakarta, Indonesia	August 28, 2020
		Realizing MSMEs as a new force of the national economy; synergy of MSME transformation program into digital ecosystem	Gubernur BI	Jakarta, Indonesia	August 30, 2020
		Draft Policy Direction of Short-Term SJK	OJK	Jakarta, Indonesia	September 7, 2020
		Socialization and Dissemination of Regulations and Policies to Indonesian Capital Market industry	OJK	Jakarta, Indonesia	September 8, 2020
		Policy Maker Series - JKT City Government on Latest PSBB Policy	Verdhana Events	Jakarta, Indonesia	September 12, 2020

No.	Name	Training Program	Organizer	Location	Date
12.	Gregory Hendra Lembong**	Traditional Banks vs Challenger Banks in The Era of Open Banking	InfoBank	Jakarta, Indonesia	September 29, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Asia Banking roundtable – AI Bank of Future	Mc Kinsey	Jakarta, Indonesia	October 21, 2020
		Perbanas CFO Forum	Perbanas	Jakarta, Indonesia	October 23, 2020
		APAC Gartner Symposium	Gartner	Jakarta, Indonesia	October 27-29, 2020
		Indonesia Fintech Summit 2020	Fintech	Jakarta, Indonesia	November 11, 2020
		BCA Young Community : Challenging New Era in Banking Industry	BCA	Jakarta, Indonesia	November 13, 2020
		Libor Transition Solution	Intellect Design	Jakarta, Indonesia	November 17, 2020
		CEO Forum Bank: 2021 Banking Industry Outlook, What Next?	Perbanas	Jakarta, Indonesia	November 19, 2020
		How Can Digitalization Help Financial Sector Coping with Crisis and COVID-19 Impact	The Finance	Jakarta, Indonesia	December 10, 2020
		Business Continuity (BCP), The New Paradigm for Financial Institutions (Batch #2)	Aktiv Konsultan Indonesia dan TrueVA Consulting	Jakarta, Indonesia	April 15, 2020
		BCA Ecosystem Enabler : AIT and McPay	Akar Inti Tech dan CCV	Jakarta, Indonesia	May 18, 2020
		A Conversation with Geoffrey Moore	Salesforce Virtual Executive Roundtable	Jakarta, Indonesia	May 20, 2020
		Accepting Uncertainties	BCA	Jakarta, Indonesia	June 3, 2020
		Make Better Decisions During COVID-19	Gartner - Virtual Executive Roundtable	Jakarta, Indonesia	June 5, 2020
		Return To Office: Insights and Best Practices	Gartner - Virtual Executive Roundtable	Jakarta, Indonesia	June 9, 2020
		In the People We Trust	BCA	Jakarta, Indonesia	June 10, 2020
		Building Digital Factory with Low-Code	BCA	Jakarta, Indonesia	June 19, 2020
		Next Level of Bank Digitalization for the New Era	Perbanas	Jakarta, Indonesia	July 3, 2020
		Branch banking post COVID-19 – what banks need to do	Infosys Finacle	Jakarta, Indonesia	July 14, 2020
		Building Business Resilience: Achieving operational excellence to drive transformation	Vmware - A CIO Peer to Peer Roundtable	Jakarta, Indonesia	July 15, 2020
		Banking Challenges : The Effectiveness of Crisis Response and Digitalization	InfoBank	Jakarta, Indonesia	July 23, 2020
		Research and Innovation in the future New Normal	Indonesia Banking School	Jakarta, Indonesia	September 4, 2020
		Women In Tech	MIMPI Movement	Jakarta, Indonesia	September 12, 2020

No.	Name	Training Program	Organizer	Location	Date
		Maintaining Financial System Resilience to the COVID-19 Black Swan: Deposit Insurance Strategic Responses and Policy Options	LPS	Jakarta, Indonesia	September 17, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Economic Growth of Indonesia and COVID-19	BCA	Jakarta, Indonesia	October 23, 2020
		National IT Zoominar and Indonesia IT Award - III - 2020	IITA	Jakarta, Indonesia	November 6, 2020
		Gartner Virtual Symposium/Xpo 2020 EMEA	Gartner	Jakarta, Indonesia	November 9-12, 2020
		Impact of 2020 US Election on Financial Markets	BTPN	Jakarta, Indonesia	November 19, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020
		Fintech, the 2020 industry shift and the way forward	MC. Kinsey	Jakarta, Indonesia	November 26, 2020
		3rd DataGovAi 2020 (day 3)	ABDI	Jakarta, Indonesia	December 1, 2020
13.	Haryanto T. Budiman***	Accepting Uncertainties	BCA	Jakarta, Indonesia	June 3, 2020
		McKinsey Webinar	BCA	Jakarta, Indonesia	June 12, 2020
		New Normal is Here	BCA	Jakarta, Indonesia	June 17, 2020
		Banking Business - New Challenges and Strategies to Keep Growing	Group Tempo	Jakarta, Indonesia	June 25, 2020
		Sharing Session with unions	BCA	Jakarta, Indonesia	June 30, 2020
		Next Level of Bank Digitalization for the New Era	Perbanas	Jakarta, Indonesia	July 3, 2020
		Policy Synergy for National Economic Recovery	BI	Jakarta, Indonesia	July 24, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Capital Market Socialization	OJK	Jakarta, Indonesia	September 8, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Cyber Security	Perbanas	Jakarta, Indonesia	October 7, 2020
		Google for Indonesia	Google	Jakarta, Indonesia	November 18, 2020
		CEO Forum Bank: 2021 Banking Industry Outlook, What Next?	Perbanas	Jakarta, Indonesia	November 19, 2020
		CEO Networking 2020 : Building Resilience to Economic Recovery	Pasar Modal	Jakarta, Indonesia	November 24, 2020

Note:

* Mrs Inawaty Handojo ended her term in the AGMS on April 9, 2020.

** Mr Gregory Hendra Lembong served as the Board of Director based on OJK Circular Letter No.13/KDK.03/2020 dated May 14, 2020.

*** Mr Haryanto T. Budiman served as Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14, 2020.

In accordance with Bank Indonesia Regulation No. 11/19/PBI/2009 dated June 4, 2009 and amendments to Bank Indonesia Regulation No. 12/7/PBI/2010 dated April 19, 2010 concerning Risk Management Certification for Management and Officers of Commercial Banks, all members of the Board of Directors have a Risk Management Certification and/or Refreshment in accordance with applicable regulations.

11. Share Ownership for the Board of Directors that Amounts to 5% or More of Paid-Up Capital

BCA policy in terms of reporting share ownership of members of the board of Directors refers to the Article 21 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Corporate Governance for Commercial Banks and Article 2 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company.

Implementation of the Share Ownership or Any Changes of Share Ownership Policy

Guidelines and Code of Conduct of the Board of Directors have regulate among others:

- Members of the Board of Directors' obligation to disclose share ownership of 5% (five percents) or more of paid-up capital, which includes the type and number of shares in BCA, other banks, non-bank financial institutions and other companies, which are domiciled in and outside the country. In addition, BCA has also held and stored a Special List as regulated in Article 50 of the Limited Liability Companies Law.
- Members of the Board of Directors' obligation to disclose information of ownership and changes of BCA's shares within 3 (three) working days at the latest. This policy is in accordance with Article 3 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company. BCA has been socialized through Corporate Secretary Memo No. 120/MO/DCS/2017 dated 25 April 2017 to all members of the Board of Directors and Board of Commissioners.

BCA has submitted reports on any changes on share ownership of the Board of Directors in 2020 through e-reporting system and hardcopy document to OJK and Indonesia Stock Exchange to comply with internal and external policies regarding share ownership reports.

Table of Share Ownership of the Board of Directors amounting 5% or more as of December 31, 2020

Name	Share Ownership of members of the Board of Directors amounting 5% or more of paid-up capital to:			
	BCA	Other Bank	Non Bank Financial Institution	Other Companies
Jahja Setiaatmadja	-	-	-	√
Suwigno Budiman	-	-	-	-
Armand Wahyudi Hartono	-	-	-	√
Tan Ho Hien/Subur/Subur Tan	-	-	-	-
Henry Koenafi	-	-	-	-
Erwan Yuris Ang	-	-	-	-
Rudy Susanto	-	-	-	-
Lianawaty Suwono	-	-	-	-
Santoso	-	-	-	-
Vera Eve Lim	-	-	-	-
Gregory Hendra Lembong	-	-	-	-
Haryanto T. Budiman	-	-	-	-
Remarks: √ Have share ownership with amount up to 5% (five percents) or more.				

Table of Total BCA Share Ownership by the Board of Directors in 2020

Directors	Total Ownership at the Beginning of the Year (as of January 1, 2020)	Total Ownership at the End of the Year (as of December 31, 2020)
Jahja Setiaatmadja	8,007,628	7,905,463
Suwigno Budiman	7,475,051	7,556,800
Armand Wahyudi Hartono	851,213	851,213
Tan Ho Hien/Subur/Subur Tan	2,773,326	2,849,792
Henry Koenaifi	1,041,883	908,098
Erwan Yuris Ang	1,251,720	1,269,131
Rudy Susanto	480,926	360,411
Lianawaty Suwono	183,694	174,186
Inawaty Handojo ^{*)}	163,374	N/A
Santoso	237,324	264,593
Vera Eve Lim	57,348	115,201
Gregory Hendra Lembong ^{**)}	N/A	1,800
Haryanto T. Budiman ^{***)}	N/A	-

Information:

* Mrs. Inawaty Handojo ended her term in the AGMS on April 9, 2020.

** Mr. Gregory Hendra Lembong assumes the position of Director based on OJK Letter No.13/KDK.03/2020 dated May 14, 2020.

*** Mr. Haryanto T. Budiman assumes the position of Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14, 2020.

12. Dual Positions Held by Members of the Board of Directors

Throughout 2020, BCA has ensured members of the Board of Directors comply with the relevant provisions regarding dual position for the Board of Directors in accordance with Article 6 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and Article 7 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Corporate Governance for Commercial Banks.

- All members of the Board of Directors are prohibited to serving concurrently as members of the Board of Directors, members of the Board of Commissioners or Executive Officers in banks, other companies and/or institutions (exclude dual positions if the of Board of Directors are responsible to supervise participation in subsidiaries, perform functional duties as a member of the Board of Commissioners of a non-bank subsidiary company controlled by BCA).
- Members of the Board of Directors of BCA did not served dual position as a committee member on more than 5 (five) committees in institution/company where he is also served as members of the Board of Directors or the Board of Commissioners.

Table of Dual Positions of BCA Board of Directors in 2020

Name	Position in BCA	Position in Other Bank	Position in Other Company/Institution	Business Line
Jahja Setiaatmadja	President Director	-	-	-
Suwigno Budiman	Deputy President Director	-	-	-
Armand Wahyudi Hartono	Deputy President Director	-	-	-
Tan Ho Hien/Subur/Subur Tan	Director	-	-	-
Henry Koenaifi	Director	-	-	-
Erwan Yuris Ang	Independent Director	-	-	-
Rudy Susanto	Director	-	-	-
Lianawaty Suwono	Director	-	-	-
Santoso	Director	-	-	-
Vera Eve Lim	Director	-	-	-
Gregory Hendra Lembong	Director	-	-	-
Haryanto T. Budiman	Director (concurrently as the Director of Compliance)	-	-	-

Table of Dual Position of BCA Board of Directors in Committee in 2020

Name	Position	Period	Position in Committee
Jahja Setiaatmadja	President Director	2016-2021	<ul style="list-style-type: none"> Chairman of ALCO Chairman of Credit Policy Committee Permanent Members of CC Corporate Permanent Members of Risk Management Committee Permanent Members of Integrated Risk Management Committee
Suwignyo Budiman	Deputy President Director	2019-2021	<ul style="list-style-type: none"> Members of ALCO Members of Credit Policy Committee Permanent Members of CC Corporate Permanent Members of Risk Management Committee Permanent Members of Integrated Risk Management Committee
Armand Wahyudi Hartono	Deputy President Director	2016-2021	<ul style="list-style-type: none"> Members of ALCO Members of Information Technology Steering Committee Permanent Members of Risk Management Committee Permanent Members of Integrated Risk Management Committee
Tan Ho Hien/Subur/Subur Tan	Director	2016-2021	<ul style="list-style-type: none"> Chairman of CC Corporation Members of ALCO Members of Credit Policy Committee Permanent Members of CC Comercial Permanent Members of Risk Management Committee Permanent Members of Integrated Risk Management Committee
Henry Koenafi	Director	2016-2021	<ul style="list-style-type: none"> Members of ALCO Members of Credit Policy Committee Permanent Members of CC Comercial Permanent Members of Risk Management Committee Permanent Members of Integrated Risk Management Committee Non - Permanent Members of CC Comercial
Erwan Yuris Ang	Independent Director	2016-2021	<ul style="list-style-type: none"> Members of ALCO Members of Information Technology Steering Committee Permanent Members of Risk Management Committee Permanent Members of Integrated Risk Management Committee Non - Permanent Members of CC Corporated
Rudy Susanto	Director	2016-2021	<ul style="list-style-type: none"> Members of ALCO Members of Credit Policy Committee Permanent Members of CC Comercial Permanent Members of Risk Management Committee Permanent Members of Integrated Risk
Lianawaty Suwono	Director	2016-2021	<ul style="list-style-type: none"> Permanent Members of Risk Management Committee Permanent Members of Integrated Risk
Santoso	Director	2016-2021	<ul style="list-style-type: none"> Members of ALCO Members of Credit Policy Committee Permanent Members of Risk Management Committee Permanent Members of Integrated Risk

Name	Position	Period	Position in Committee
Vera Eve Lim	Director	2018-2021	<ul style="list-style-type: none"> • Members of ALCO • Permanent Members of Risk Management Committee • Permanent Members of Integrated Risk
Gregory Hendra Lembong	Director	2020-2021	<ul style="list-style-type: none"> • Chairman of Information Technology Steering Committee • Permanent Members of Risk Management Committee • Permanent Members of Integrated Risk
Haryanto Tiara Budiman	Director (concurrently as the Director of Compliance)	2020-2021	<ul style="list-style-type: none"> • Chairman of Risk Management Committee • Chairman of Integrated Risk Management Committee • Members of ALCO • Members of Credit Policy Committee • Members of Information Technology Steering Committee • Non-Permanent Members of CC Corporated • Non-Permanent Members of CC Comercial

13. Performance Assessment of Executive Committee of the Board of Directors

The executive committees of the Board of Directors was established by the Board of Directors to contribute to the fulfilment of BCA's business requirements in accordance with the Board of Directors' duties and responsibilities.

Currently there are 7 (seven) Executive Committees under the Board of Directors, namely:

- 1) Asset and Liability Committee (ALCO)
- 2) Risk Management Committee (RMC)
- 3) Integrated Risk Management Committee (IRMC)
- 4) Credit Policy Committee (CPC)
- 5) Credit Committee (CC)
- 6) Information Technology Steering Committee (ITSC)
- 7) Personnel Case Advisory Committee (PCAC)

The Board of Directors conducted assessment to Executive Committees of the Board of Directors above with the following conditions:

1. **Criteria:**
Criteria evaluation to Executive Committees of the Board of Directors are based on guidelines, code of conducts, and work realization/implementation of duties from each committee.
2. **Process:**
Assessment is conducted collegially by the Board of Directors and performed once in a year.

3. Result:

Throughout 2020, the Board of Directors asses all of Executive Committees who have contribute in accordance with their duties and responsibilities and provide useful opinions, so that it could support the implementation of the Board of Directors' duties. The Committees actively and periodically discuss regarding work programs in accordance with BCA development, economy, and regulations. The Board of Directors convey appreciation for the support and commitment of the committees.

Assessment Result of Committees under the Board of Directors

1) Asset and Liability Committee (ALCO)

Asset and Liability Committee (ALCO) is a permanent committee under the Board of Directors who has mission to achieve optimal level of BCA profitability and liquidity risk, interest rate risk, and controlled foreign exchange risk through the establishment of policies and strategies for BCA assets and liabilities (assets and liabilities management).

Realization of ALCO Work Program During 2020

Throughout 2020, ALCO has realized the following work programs:

- a. Evaluating the strategy and the position of BCA assets and liabilities in accordance with the objective of liquidity risk management, interest rate and exchange rate.

- b. Evaluating and establish the changes in interest rates funds and loans, the interest rate on a credit basis, and the limit related to Asset Liability Management (ALM).
- c. Reviewing of the results of the simulation of the profit/loss in accordance with ALM strategy of BCA.
- d. Establishing policy and strategy in the arrangement of balance sheet structure and investment portfolio.

2) Risk Management Committee (RMC)

The Risk Management Committee (RMC) was established to ensure that the risk management framework has provided adequate protection against all BCA risks.

Realization of Risk Management Committee Work Program 2020

In carrying out its duties during 2020, RMC accomplished the following work programs:

- a. Informing BCA's funding capacity for stressful conditions in the market.
- b. Informing simulation results regarding impact of the implementation of OJK Regulation No. 11/POJK.03/2020 related to national economic stimulus.
- c. Informing condition of BCA portfolio as of June 2020.
- d. Informing development of BCA liquidity up to July 2020 and BCA's funding capacity for stress condition in the market according to the stress test assumptions.
- e. Informing the new OJK Circular Letter regarding the calculation of RWA for Operational Risk.
- f. Informing the Cyber Risk and its mitigation.
- g. Informing the OJK Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates, which includes the criteria and coverage of the financial conglomerate and the Company Charter.

3) Integrated Risk Management Committee (IRMC)

The Integrated Risk Management Committee was established to ensure that the risk management framework provided adequate protection against all risks of BCA and its subsidiaries in an integrated manner.

Realization of Integrated Risk Management Committee Work Program 2020

Throughout 2020, IRMC has realized the following work programs:

- Informing stress test results of integrated Financial Conglomerate BCA 2020.
- Informing integrated limit results.
- Informing the Integrated Risk Profile Report of BCA Financial Conglomerate on second Semester of 2019.
- Informing the Integrated Risk Profile Report of BCA Financial Conglomerate on first Semester of 2020.
- Informing IRMIS development updates.
- Informing as for OJK New Regulation 28/POJK.05/2020 concerning on the Assessment of Soundness Level for Non-Bank Financial Services Institutions.

4) Credit Policy Committee (CPC)

The Credit Policy Committee (CPC) was established to direct the lending through the formulation of credit policies in order to achieve prudent lending targets.

Realization of Credit Committee 2020

Throughout the implementation in 2020, the CPC has implemented the work program, which provides recommendations on the "Credit Restructuring Policy".

5) Credit Committee (CC)

The Credit Committee was established to assist the Board of Directors in evaluating and/or providing credit decisions within the authority limits established by the Board of Directors as stipulated in the BCA articles of association with due regard to business development without abandoning prudent principles. The committee consists of the Corporate Credit Committee and the Commercial Credit Committee.

Realization of CC Corporate and CC Commercial Work Program 2020

In performing its duties throughout 2020, CC Corporate held meetings for 29 times, and CC Commercial held meetings for 4 (four) times.

6) Information Technology Steering Committee (ITSC)

The Information Technology Steering Committee was established to ensure the implementation of information technology (IT) systems in line with BCA's strategic plan. The committee has the mission to enhance BCA's competitive advantage through the utilization of appropriate information technology (IT).

Realization of Information Technology Steering Committee (ITSC) Work Program 2020

Throughout the year 2020, RITSC has been the realization of the program of work, among others:

- Evaluate and oversee implementation of IT strategic projects that are aligned with strategic corporate objective of BCA as well as business direction of BCA.
- Evaluate the implementation process and technology used in IT development's projects.
- Review and oversee strategic plan to minimize risk of IT investment, lower operating costs, and improve IT service level.
- Monitor IT 2020 budget utilization.
- Review and evaluate these following new strategic IT projects:
 - a) New Acquisition through Digital by utilizing channel digital BCA to reduce the cost of acquisition of the customer.
 - b) Customer Retaining With the build Super Apps to keep customer satisfaction using channel digital BCA.
 - c) Proses Efficiency and Automation through the utilization of RPA (Robotic Process Automation) to process efficiency and reduce manual processes.
 - d) Customer Data Integration and Analytics through process data integration, include internal, external, alliance and subsidiary in order to do deeper analyzed by using media storage of Data Warehouse and Big Data.
- Evaluate and supervise IT initiatives that implemented to support the execution of IT strategic projects. These initiatives are:
 - a) Development of Open Banking which part of a digital ecosystem to support the development of the process of development and delivery of a product that is more agile.
 - b) Applying partial release to production to support product delivery faster and minimize the potential implementation failure.
 - c) Development of microservices based on architectural technology through many transactions features of banking that commonly used by focusing on efficiency of development and delivery changes.

- d) Development Work From Home (WFH) infrastructure to support government programs in anticipate the spread of COVID-19 without neglecting the support for customers' transactions.
 - e) Application of work concept "Work From Anywhere" as a culture in the work process of BCA to be more flexible while still upholding the principles of security, both in terms of network and data and experience to works are designed as Work from the Office.
 - f) Development of data architecture to be more efficient and effective and infrastructure automation to support customer data integration and analytics initiatives.
- Review and evaluate development of IT HR capabilities and Management Office to be able to adapt through technology changes.
 - Review and evaluate IT Risk Management process, IT Governance, and IT Compliance to achieve Good IT Governance.

7) Personnel Case Advisory Committee (PCAC)

The Personnel Case Advisory Committee was established to provide recommendations to the Board of Directors on the settlement of cases that meet the principles of justice and equity through reviewing cases of violations and/or crimes committed by employees.

Realization of PCAC Work Program 2020

In performing its duties throughout 2020, the PCAC held 11 (eleven) meetings. PCAC has realized the work program which includes the input in terms of information, analysis and consideration to provide recommendations to the Board of Directors in response to several cases of violations committed by employees that require decision from the Board of Directors to settle them, such as imposition of sanctions and/or improvement of systems and operational procedures and/or legal case processing.

Explanations related to the Executive Committee of the Board of Directors can be seen on page 413 Chapter of the Directors' Executive Committees in this Annual Report.

14. Report of the Board of Directors' Duties Implementation

Report of the Board of Directors' Duties Implementation is presented completely on page 24-33 section of the Board of Directors' Report in this Annual Report.

The Policy and implementation of board of Directors' meetings, including the meeting with the Board of Commissioners, and attendance level of meeting for each member of the Board of Directors are completely presented on page 373-379 section the Board of Commissioners and the Board of Directors Meetings and Joint Meetings in this Annual Report.

15. Performance Evaluation of Members of the Board of Directors

Performance evaluation of Members of the Board of Directors is related to procedure of performance evaluation, criteria used, and the parties who are conduct the evaluation that can be seen on page 383 - 384 section Performance Evaluation of the Board of Commissioners and Board of Directors in this Annual Report.

BOARD OF COMMISSIONERS' MEETINGS, BOARD OF DIRECTORS' MEETINGS, AND JOINT MEETINGS

1. Board of Commissioners' Meeting

Legal Basis

BCA refers to the following rules for holding a Board of Commissioners' meeting:

- a. Article 37 paragraph 1 OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks, states that the Board of Commissioners meetings must be held periodically at least 4 (four) times in 1 (one) year.
- b. Article 31 paragraph 1 OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies, states that the Board of Commissioners must conduct a meeting at least once in 2 (two) months.
- c. Article 31 paragraph 3 OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies, states that The Board of Commissioners should conduct a meeting with the Board of Directors at least once in 4 (four) months.
- d. Article 16 of the BCA's Articles of Association.
- e. Board of Commissioners Charter.

Meeting Policy

The Board of Commissioners Meeting Policy has been regulated in the Corporate Governance Guidelines Part B Chapter 2 concerning Guidelines and Code of Conduct of the Board of Commissioner, which among others regulates:

- 1) Meeting Frequency

Meetings of the Board of Commissioners must be held periodically, at least 1 (one) time in 2 (two) months.
- 2) Scheduling and Meeting Materials
 - The Board of Commissioners schedules meetings for the following year before the end of the financial year.
 - Material for scheduled meetings must be submitted to meeting participants, no later than 5 (five) working days before the meeting is held.
- 3) Minutes of Board of Commissioners' Meeting
 - The results of the meeting of the Board of Commissioners must be stated in the Minutes of Meeting which are signed by all members of the Board of Commissioners who are present in the meeting.

- Meetings held through teleconferencing technology should be recorded and the Minutes of Meeting should be signed by all members of the Board of Commissioners who are present in teleconferencing.
- Minutes of Board of Commissioners' meetings that have been signed by all members of the Board of Commissioners who attended the meeting must be distributed to all members of the Board of Commissioners.

Quorum and Decision Making

Decision making at Board of Commissioners' meeting is considered valid and binding if more than ½ (one half) of the total number of members of the Board of Commissioners are present or represented at the meeting. This provision is in accordance with article 16 paragraph 4 of BCA's Articles of Association.

Decisions are made by consensus agreement. If the deliberation does not reach consensus, then the decision is made based on agreed votes of more than ½ (one half) of the total number of valid votes cast at the meeting. All decisions taken at the Board of Commissioners' meetings are binding. Dissenting opinions that occur in the Board of Commissioners' meeting and the reasons thereof must be clearly stated in the minutes of meeting.

Implementation

Throughout 2020, BCA held 30 (thirty) Board of Commissioners' meetings. BCA has fulfilled the provisions of the OJK Regulation on the minimum frequency of the Board of Commissioners' meetings.

Frequency of Attendance, Schedule and Agenda of the Board of Commissioners' Meetings

The frequency and attendance of members of the Board of Commissioners throughout 2020 are as follows:

Name	Position	Number of Meeting	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	30	29	97%
Tonny Kusnadi	Commissioner	30	30	100%
Cyrellus Harinowo	Independent Commissioner	30	26	87%
Raden Pardede	Independent Commissioner	30	25	83%
Sumantri Slamet	Independent Commissioner	30	30	100%

The Board of Commissioners' meeting schedule in 2020 has been posted on the BCA website and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

The schedule and agenda of the Board of Commissioners' meetings held throughout 2020 are as follows:

No.	Date	Meeting Agenda	Attendees
1.	January 8, 2020	Approval of Credit Request for Related Parties	DES, TK, CH, RP, SS
2.	January 15, 2020	- Presentation of Treasury Division - Presentation of Strategic Information Technology Group - Weekly Credit Decision Review	DES, TK, CH, RP, SS
3.	January 22, 2020	- Presentation of Audit Internal Division - Presentation of Strategic Information Technology Group - Weekly Credit Decision Review	DES, TK, RP, SS
4.	February 5, 2020	- Approval of Credit Request for Related Parties - Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
5.	February 12, 2020	- Presentation of Treasury Division - Weekly Credit Decision Review	TK, CH, SS
6.	February 19, 2020	- Presentation of Risk Oversight Committee - Presentation of Audit Committee - Weekly Credit Decision Review	DES, TK, CH, RP, SS
7.	February 26, 2020	- Presentation of Subsidiary - Presentation of Corporate Secretary and Communication Division - Weekly Credit Decision Review	DES, TK, CH, SS
8.	February 26, 2020	Internal Discussion of the Board of Commissioners	DES, TK, RP, SS
9.	March 4, 2020	- Presentation of Transaction Banking Partnership Solution Development Division - Presentation of Credit Risk Analysis Group and Corporate Banking, Transaction and Finance Group - Weekly Credit Decision Review	DES, TK, CH, RP, SS

No.	Date	Meeting Agenda	Attendees
10	March 11, 2020	- Presentation of Integrated Governance Committee - Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, SS
11	March 19, 2020	Presentation of Remuneration and Nomination Committee	DES, TK, RP, SS
12	April 1, 2020	- Approval of Credit Request for Related Parties - Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
13	April 29, 2020	- Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
14	May 19, 2020	- Presentation of Risk Oversight Committee - Presentation of Audit Committee - Weekly Credit Decision Review	DES, TK, CH, SS
15	June 10, 2020	- Presentation of Consultant - Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
16	July 1, 2020	- Presentation of Legal Group - Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
17	July 15, 2020	- Presentation of Transaction Banking Product Development Division - Presentation of Finance Division - Weekly Credit Decision Review	DES, TK, CH, RP, SS
18	July 22, 2020	- Presentation of Audit Internal Division - Presentation of Corporate Secretary and Communication Division - Weekly Credit Decision Review	DES, TK, CH, SS
19	August 12, 2020	- Approval of Credit Request for Related Parties - Weekly Credit Decision Review	DES, TK, CH, RP, SS
20	August 19, 2020	- Presentation of Risk Oversight Committee - Presentation of Audit Committee - Weekly Credit Decision Review	DES, TK, CH, RP, SS
21	August 26, 2020	- Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
22	September 2, 2020	- Presentation of Risk Management Unit - Weekly Credit Decision Review	DES, TK, CH, RP, SS
23	September 16, 2020	- Presentation of Operation Strategy and Development Division - Weekly Credit Decision Review	DES, TK, CH, RP, SS
24	September 23, 2020	- Presentation of Integrated Governance Committee - Presentation of SME and Commercial Business Division - Weekly Credit Decision Review	DES, TK, CH, RP, SS
25	October 14, 2020	- Presentation of Credit Risk Analysis Group and Corporate Banking, Transaction and Finance Group - Weekly Credit Decision Review	DES, TK, CH, RP, SS
26	October 21, 2020	- Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
27	November 4, 2020	- Presentation of Risk Management Unit - Weekly Credit Decision Review	DES, TK, CH, RP, SS
28	November 18, 2020	- Presentation of Risk Oversight Committee - Presentation of Audit Committee - Weekly Credit Decision Review	DES, TK, CH, RP, SS
29	November 25, 2020	- Presentation of Corporate Strategy and Planning Division - Presentation of Consultant - Weekly Credit Decision Review	DES, TK, CH, RP, SS
30	December 16, 2020	- Approval of Credit Request for Related Parties - Weekly Credit Decision Review	DES, TK, CH, RP, SS

Remark:

Abbreviation	Name
DES	Djohan Emir Setijoso
TK	Tonny Kusnadi
CH	Cyrillus Harinowo
RP	Raden Pardede
SS	Sumantri Slamet

Plans of the Board of Commissioners' Meeting for 2021

BCA has scheduled the Board of Commissioners' meeting in 2021 as follows:

January - April		May - August		September - December	
Month	Date	Month	Date	Month	Date
January	13, 20, 27	May	5	September	1, 8, 15, 22, 29
February	3, 10, 17	June	2, 9, 23, 30	October	6, 13
March	3, 10, 24, 31	July	14, 21	November	3, 10, 17
April	7, 14, 21	August	4, 11, 18	December	1, 8

The schedule of the Board of Commissioners' meetings may change from time to time as deemed necessary.

The schedule of Board of Commissioners' meeting plan for 2021 has been posted on the BCA website since November 2020 and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

2. Board of Directors' Meeting

Legal Basis

The Board of Directors' meetings are held based on the following rules:

- Article 20 paragraph 1 OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks, states that each policy and strategic decision is decided through a Board of Directors meeting with due regard for supervision in accordance with the duties and responsibilities of the Board of Commissioners.
- Article 16 paragraph 1 OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies, states that the Board of Directors must conduct a regular meeting of Board of Directors at least once each month.
- Article 16 paragraph 3 OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies, states that the Board of Directors shall conduct a regular meeting with the Board of Commissioners at least once every 4 (four) months.
- Article 13 of BCA's Articles of Association
- Board of Directors Charter

Meeting Policy

The Board of Directors Meeting Policy has been regulated in the Corporate Governance Guidelines Part B Chapter 4 concerning Guidelines and Code of Conducts of the Board of Director, which among others regulates:

- Meeting Frequency
Meetings of the Board of Directors must be held at least 1 (one) time each month.

2) Scheduling and Meeting Materials

- The Board of Directors schedules meetings for the following year before the end of the financial year.
- Material for scheduled meetings must be submitted to meeting participants, no later than 5 (five) working days before the meeting is held.

3) Minutes of Board of Directors' Meeting

- The results of the meeting of the Board of Directors must be stated in the Minutes of Meeting which are signed by all members of the Board of Directors who are present in the meeting.
- Minutes of Board of Directors' meetings that have been signed by all members of the Board of Directors who attended the meeting must be distributed to all members of the Board of Directors.

Quorum and Decision Making

Decision making at Board of Directors' meeting is considered valid and binding if more than 1/2 (one half) of the total number of members of the Board of Directors are present or represented at the meeting. This provision is in accordance with article 13 paragraph 4 of BCA's Articles of Association.

Decisions are made by consensus agreement. If the deliberation does not reach consensus, then the decision is made based on agreed votes of more than 1/2 (one half) of the total number of valid votes cast at the meeting. All decisions taken at the Board of Directors' meetings are binding. Dissenting opinions that occur in the Board of Directors' meeting and the reasons thereof must be clearly stated in the minutes of meeting.

Implementation

Throughout 2020, the Board of Directors held 57 (fifty-seven) Board of Directors' meetings. BCA has complied with OJK Regulation on the minimum frequency of the Board of Directors' meetings.

Frequency of Attendance, Schedule and Agenda of the Board of Directors' Meetings

The frequency and attendance of members of the Board of Directors throughout 2020 are as follows:

Name	Position	Number of Meeting	Attendance	Percentage
Jahja Setiaatmadja	President Director	57	56	98%
Suwigno Budiman	Deputy President Director	57	57	100%
Armand Wahyudi Hartono	Deputy President Director	57	53	93%
Henry Koenaifi	Director	57	57	100%
Tan Ho Hien/Subur or Subur Tan	Director	57	56	98%
Erwan Yuris Ang	Independent Director	57	49	86%
Rudy Susanto	Director	57	57	100%
Lianawaty Suwono	Director	57	56	98%
Santoso	Director	57	56	98%
Inawaty Handojo*	Director (concurrently serving as Director of Compliance)	24	24	100%
Vera Eve Lim	Director	57	57	100%
Gregory Hendra Lembong**	Director	33	31	94%
Haryanto T. Budiman***	Director (concurrently serving as Director of Compliance)	33	30	91%

Information:

* Mrs. Inawaty Handojo ended her term in the AGMS on April 9, 2020.

** Mr. Gregory Hendra Lembong assumes the position of Director based on OJK Letter No.13/KDK.03/2020 dated May 14, 2020.

*** Mr. Haryanto T. Budiman assumes the position of Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14, 2020.

The Board of Directors' meeting schedule in 2020 has been posted on the BCA website and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

The schedule and agenda of the Board of Directors' meetings held throughout 2020 are as follows:

No.	Date	Meeting Agenda	Attendees
1.	January 9, 2020	Presentation of Wealth Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
2.	January 14, 2020	Internal Discussion	JS, SB, HK, RS, SL, IH, VL
3.	January 23, 2020	- Presentation of Corporate Strategy and Planning Division - Presentation of Corporate Secretary and Communication Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
4.	February 6, 2020	Presentation of Human Capital Management Division	JS, SB, AH, ST, HK, RS, LS, SL, IH, VL
5.	February 11, 2020	- Presentation of Subsidiary Company - Presentation of Risk Management Unit	JS, SB, ST, HK, RS, LS, SL, IH, VL
6.	February 13, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, RS, LS, SL, IH, VL
7.	February 20, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
8.	February 25, 2020	Presentation of Corporate Strategy and Planning Division	JS, SB, ST, HK, RS, LS, SL, IH, VL
9.	February 27, 2020	Internal Discussion	JS, SB, AH, ST, HK, RS, LS, SL, IH, VL
10.	March 5, 2020	- Presentation of Risk Management Unit - Presentation of Network and Regional Development Management Division - Presentation of Subsidiary Company	SB, AH, ST, HK, RS, LS, SL, IH, VL
11.	March 10, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
12.	March 12, 2020	- Presentation of Corporate Secretary and Communication Division - Presentation of Corporate Social Responsibility Unit - Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL

No.	Date	Meeting Agenda	Attendees
13	March 19, 2020	Presentation of Network and Regional Development Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
14	March 26, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
15	April 14, 2020	- Presentation of Risk Management Unit - Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
16	April 16, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
17	April 23, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
18	April 28, 2020	- Presentation of Strategic Information Technology Group - Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
19	April 30, 2020	Presentation of Divisi Wealth Management	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
20	May 12, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
21	May 13, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
22	May 14, 2020	- Presentation of Finance Division - Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
23	May 20, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
24	May 28, 2020	- Presentation of Finance Division - Presentation of Operation Strategy and Development Division - Presentation of International Banking Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
25	June 4, 2020	Presentation of Corporate Banking Group	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
26	June 8, 2020	Internal Discussion	JS, SB, ST, HK, EY, RS, LS, SL, VL, HL, HB
27	June 9, 2020	Presentation of Corporate Strategy and Planning Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
28	June 11, 2020	Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
29	June 18, 2020	- Presentation of Risk Management Unit - Presentation of Network and Regional Development Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
30	June 25, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
31	July 2, 2020	Presentation of Corporate Secretary and Communication Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
32	July 9, 2020	- Presentation of Corporate Secretary and Communication Division - Presentation of Finance Division - Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
33	July 14, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
34	July 16, 2020	- Presentation of Finance Division - Presentation of Corporate Secretary and Communication Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
35	July 21, 2020	- Presentation of Corporate Secretary and Communication Division - Presentation of SME and Commercial Business Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
36	July 28, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
37	August 6, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
38	August 11, 2020	- Presentation of Risk Management Unit - Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
39	August 13, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL
40	August 25, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
41	August 27, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
42	September 3, 2020	- Presentation of Risk Management Unit - Presentation of Learning and Development Division - Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB

No.	Date	Meeting Agenda	Attendees
43	September 8, 2020	Presentation of Domestic Payment Services Center	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
44	September 10, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
45	September 17, 2020	- Presentation of Finance Division - Presentation of Wealth Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
46	September 24, 2020	- Presentation of Treasury Division - Presentation of International Banking Division - Presentation of Corporate Secretary and Communication Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL
47	October 1, 2020	Presentation of Risk Management Unit	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
48	October 7, 2020	Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
49	October 15, 2020	Presentation of Corporate Strategy and Planning Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
50	October 22, 2020	- Presentation of Network and Regional Development Management Division - Presentation of Risk Management Unit - Presentation of Wealth Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
51	October 27, 2020	Presentation of Consultant	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL
52	November 5, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
53	November 12, 2020	Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
54	November 19, 2020	- Presentation of Corporate Strategy and Planning Division - Presentation of Corporate Secretary and Communication Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
55	November 26, 2020	- Presentation of Project Management Office Division - Presentation of Corporate Secretary and Communication Divisions - Presentation of Corporate Strategy and Planning Division	JS, SB, AH, ST, HK, RS, LS, SL, VL, HL, HB
56	December 17, 2020	- Presentation of Subsidiary Company - Presentation of Wealth Management Division - Presentation of Human Capital Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HB
57	December 22, 2020	Presentation of Risk Management Unit	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HB

Remark:

Abbreviation	Name
JS	Jahja Setiaatmadja
SB	Suwigno Budiman
AH	Armand Wahyudi Hartono
ST	Tan Ho Hien/Subur atau Subur Tan
HK	Henry Koenafi
EY	Erwan Yuris Ang
RS	Rudy Susanto
LS	Lianawaty Suwono
SL	Santoso
IH	Inawaty Handojo
VL	Vera Eve Lim
HL	Gregory Hendra Lembong
HB	Haryanto T. Budiman

Meeting Plan of Directors in 2021

BCA has scheduled the Board of Directors meetings in 2020 as follows:

January - April		May - August		September - December	
Month	Date	Month	Date	Month	Date
January	7, 12, 14, 21, 26, 28	May	6, 11, 13, 20, 25, 27	September	2, 9, 14, 16, 23, 28, 30
February	4, 9, 11, 18, 23, 25	June	3, 8, 10, 17, 22, 24	October	7, 12, 14, 21, 26, 28
March	4, 9, 11, 18, 23, 25	July	1, 8, 13, 15, 22, 27, 29	November	4, 9, 11, 18, 23, 25
April	1, 8, 13, 15, 22, 27, 29	August	5, 10, 12, 19, 24, 26	December	2, 9, 14, 16, 23, 28, 30

The schedule for the Board of Directors' meetings may change from time to time as deemed necessary.

The Board of Directors' meeting schedule for 2021 has been posted on the BCA website since November 2020 and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

3. Joint Meetings of the Board of Commissioners with the Board of Directors

Meeting Policy

The Joint Meeting Policy has been regulated in Guidelines and Code of Conducts of the Board of Commissioner/Director which regulates:

- 1) Meeting Frequency
The Board of Commissioners and the Board of Directors are required to hold joint meetings periodically at least 1 (one) in 4 (four) months.
- 2) Scheduling and Meeting Materials
 - The Board of Commissioners and the Board of Directors schedule joint meetings for the following year before the end of the financial year.
 - Material for scheduled meetings must be submitted to meeting participants, no later than 5 (five) working days before the meeting is held.

3) Minutes of Joint Meeting

The results of the meeting must be stated in the Minutes of Meeting which are signed by all members of the Board of Commissioner and the Board of Directors who are present in the meeting. Minutes of Meeting must be distributed to all members of the Board of Commissioner and the Board of Directors.

Quorum and Decision Making

Decision making at joint meeting is considered valid and binding if more than ½ (one half) of the total number of members of the Board of Commissioners and the Board of Directors are present or represented at the meeting. This provision is in accordance with article 13 paragraph 4 and article 16 paragraph 4 of BCA's Articles of Association.

All decisions taken at the joint meetings are binding. Dissenting opinions that occur in the joint meeting and the reasons thereof must be clearly stated in the Minutes of Meeting.

Implementation

Throughout 2020, the Board of Commissioners and the Board of Directors held 14 (fourteen) Joint Meetings.

Attendance Frequency of the Board of Commissioners in Joint Meetings of the Board of Commissioners and the Board of Directors in 2020:

Name	Position	Number of Meeting	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	14	14	100%
Tonny Kusnadi	Commissioner	14	14	100%
Cyrellus Harinowo	Independent Commissioner	14	12	86%
Raden Pardede	Independent Commissioner	14	12	86%
Sumantri Slamet	Independent Commissioner	14	14	100%

Attendance Frequency of the Board of Directors in Joint Meetings of the Board of Commissioners and the Board of Directors in 2020:

Name	Position	Number of Meeting	Attendance	Percentage
Jahja Setiaatmadja	President Director	14	13	93%
Suwarno Budiman	Deputy President Director	14	13	93%
Armand Wahyudi Hartono	Deputy President Director	14	13	93%
Henry Koenafi	Director	14	14	100%
Tan Ho Hien/Subur or Subur Tan	Director	14	14	100%
Erwan Yuris Ang	Independent Director	14	13	93%
Rudy Susanto	Director	14	14	100%
Lianawaty Suwono	Director	14	13	93%

Name	Position	Number of Meeting	Attendance	Percentage
Santoso	Director	14	14	100%
Inawaty Handojo*	Director (concurrently serving as Director of Compliance)	6	5	83%
Vera Eve Lim	Director	14	14	100%
Gregory Hendra Lembong**	Director	8	7	88%
Haryanto T. Budiman***	Director (concurrently serving as Director of Compliance)	8	8	100%

Information:

* Mrs. Inawaty Handojo ended her term in the AGMS on April 9, 2020.

** Mr. Gregory Hendra Lembong assumes the position of Director based on OJK Letter No.13/KDK.03/2020 dated May 14, 2020.

*** Mr. Haryanto T. Budiman assumes the position of Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14, 2020.

The schedule and agenda of the Board of Commissioners and the Board of Directors in Joint Meetings held throughout 2020 are as follows:

No.	Date	Meeting Agenda	Attendees
1	January 30, 2020	Presentation of Finance Division	DES, TK, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
2	February 19, 2020	- Presentation of Corporate Strategy and Planning Division - Presentation of Compliance Unit - Presentation of Compliance Unit and Risk Management Unit	DES, TK, CH, RP, SS AH, ST, HK, RS, LS, SL, IH, VL
3	March 11, 2020	Presentation of Corporate Strategy and Planning Division	DES, TK, RP, SS JS, SB, ST, HK, EY, RS, SL, VL
4	April 13, 2020	Presentation of Corporate Corporate Secretary and Communication Division	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
5	April 21, 2020	Presentation of Finance Division	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, IH, SL, VL
6	May 12, 2020	Discussion Related to Government Regulations	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, IH, SL, VL
7	June 23, 2020	Internal Discussion	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
8	July 6, 2020	Internal Discussion	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
9	July 9, 2020	Internal Discussion	DES, TK, CH, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
10	October 7,8,12,13,15,19, 2020	Presentation of Working Unit	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
11	October 21, 2020	Presentation of Compliance Unit	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
12	November 11, 2020	- Socialisation of the Law - Presentation of Corporate Strategy and Planning Division	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
13	November 19, 2020	- Presentation of Corporate Strategy and Planning Division - Presentation of Action Plan	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
14	December 16, 2020	Internal Discussion	DES, TK, CH, RP, SS

Remark:
The Board of Commissioners

Abbreviation	Name
DES	Djohan Emir Setijoso
TK	Tonny Kusnadi
CH	Cyrillus Harinowo
RP	Raden Pardede
SS	Sumantri Slamet

Remark:
The Board of Director

Abbreviation	Name
JS	Jahja Setiaatmadja
SB	Suwigno Budiman
AH	Armand Wahyudi Hartono
ST	Tan Ho Hien/Subur atau Subur Tan
HK	Henry Koenafi
EY	Erwan Yuris Ang
RS	Rudy Susanto
LS	Lianawaty Suwono
SL	Santoso
IH	Inawaty Handojo
VL	Vera Eve Lim
HL	Gregory Hendra Lembong
HB	Haryanto T. Budiman

Joint Meeting Plan of the Board of Commissioners and the Board of Directors for 2021

BCA has scheduled joint meetings of the Board of Commissioners and the Board of Directors for 2021 as follows:

January - April		May - August		September - December	
Month	Date	Month	Date	Month	Date
January	-	May	-	September	-
February	24	June	16	October	20, 27
March	17	July	7, 28	November	24
April	28	August	25	December	15

The joint meeting schedule above mentioned may change from time to time as deemed necessary.

The joint meeting plan of the Board of Commissioners and the Board of Directors in 2021 has been posted in BCA website since November 2020 and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

AFFILIATED RELATIONSHIPS

Affiliated relationships among members of the Board of Directors, the Board of Commissioners, and Major/ Controlling Shareholders are as follows:

- Affiliated relationship between members of the Board of Commissioners and other members of the Board of Commissioners, members of the Board of Directors, and Major and/or Controlling Shareholders.
- Affiliated relationship between members of the Board of Directors and other members of the Board of Directors, members of the Board of Commissioners, and Major and/or Controlling Shareholders.

BCA has disclosed financial and family relationship between member of the Board of Directors, the Board of Commissioners, and Major and/or Controlling Shareholders in the Corporate Governance Implementation Report. The disclosure is in line with Article 21 Point b and Article 39 Point b of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.

1. Affiliated Relationships of Members of the Board of Commissioners

Affiliated relationships of members of the Board of Commissioners are shown in the table below:

Table of Affiliated Relationships of the Board of Commissioners of BCA

Name	Position	Family Relationship with:						Financial Relationship with:					
		Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Djohan Emir Setijoso	President Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Tonny Kusnadi	Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Cyrellus Harinowo	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Raden Pardede	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Sumantri Slamet	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√

2. Affiliated Relationships of Members of the Board of Directors

Affiliated relationships of members of the Board of Directors are shown in the table below:

Table of Affiliated Relationships of the Board of Directors of BCA

Name	Position	Family Relationship with:						Financial Relationship with:					
		Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Jahja Setiaatmadja	President Director	-	√	-	√	-	√	-	√	-	√	-	√
Armand Wahyudi Hartono	Deputy President Director	-	√	-	√	√	-	-	√	-	√	√	-
Suwarno Budiman	Deputy President Director	-	√	-	√	-	√	-	√	-	√	-	√
Henry Koenafi	Director	-	√	-	√	-	√	-	√	-	√	-	√

Name	Position	Family Relationship with:						Financial Relationship with:					
		Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Tan Ho Hien/ Subur or Subur Tan	Director	-	√	-	√	-	√	-	√	-	√	-	√
Erwan Yuris Ang	Direktur Independen	-	√	-	√	-	√	-	√	-	√	-	√
Rudy Susanto	Director	-	√	-	√	-	√	-	√	-	√	-	√
Lianawaty Suwono	Director	-	√	-	√	-	√	-	√	-	√	-	√
Santoso	Director	-	√	-	√	-	√	-	√	-	√	-	√
Inawaty Handojo*	Director (concurrently Compliance Director)	-	√	-	√	-	√	-	√	-	√	-	√
Vera Eve Lim	Director	-	√	-	√	-	√	-	√	-	√	-	√
Gregory Hendra Lembong**	Director	-	√	-	√	-	√	-	√	-	√	-	√
Haryanto T. Budiman***	Director (concurrently Compliance)	-	√	-	√	-	√	-	√	-	√	-	√

* Mrs. Inawaty Handoyo ended her term in the AGMS on April 9, 2020.

** Mr. Gregory Hendra Lembong served as Director based on OJK Letter No.13/KDK.03/2020 dated May 14 2020.

*** Mr. Haryanto T. Budiman served as Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14 2020.

3. Statement of Independence of the Board of Commissioners and the Board of Directors

BCA disclosed independence of members of the Board of Commissioners and the Board of Director based on OJK Circular Letter No. 13/SEOJK.03/2017 concerning The Implementation of Governance for Commercial Bank.

Independence Policy

BCA has and implements a policy that regulates the independence of the Board of Directors and the Board of Commissioners in article 11 paragraph 15 and article 14 paragraph 14 of BCA's Article of Association. The policy regulates that the majority of members of the Board of Directors or the Board of Commissioners is prohibited from having family ties up to the second degree, either horizontally or vertically, or son-in-law and brother-in-law relationship with fellow members of the Board of Directors and/or the Board of Commissioners.

Independence Statement of the Board of Commissioners

All members of the Board of Commissioners of BCA have no financial, management, share ownership, and/or family relationship up to the second degree with other fellow members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders. In addition, all members of the Board of Commissioners of BCA also have no conflict of interest and/or have no relationship with BCA that may influence their abilities to act independently and perform their duties professionally and objectively.

Independence Statement of the Board of Directors

The majority members of the Board of Directors of BCA has no financial, management, share ownership, and/or family relationship up to the second degree with other fellow members of the Board of Directors, members of the Board of Commissioners, and/or Controlling Shareholders. In addition, the majority of members of the Board of Directors also have no conflict of interest and/or have no relationship with BCA that may influence their abilities to act independently and perform their duties professionally and objectively.

DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The BCA Board of Commissioners and Board of Directors represent diversity in their composition. This diversity is important to support the management, governance, commissioning, and implementation of the duties of the Board of Commissioners and Board of Directors, and to support the acceleration of BCA's performance. The diversity of the Board of Commissioners and Board of Directors meets the provisions of the OJK's Principles and Recommendations, as regulated in OJK Circular Letter No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Company.

The policy of diversity in the composition of the Board of Commissioners and the Board of Directors is set out in the Board of Commissioners' and Board of Directors' Guidelines.

The guidelines regulate diversity in the composition of the Board of Commissioners and the Board of Directors in terms of education (field of study), working experience, age, expertise, and independence regardless of gender, ethnicity, religion, and race. Those considerations will have an impact on the accuracy of nomination and appointment of individual members of the Board of Commissioners and the Board of Directors or composition of the Board of Commissioners and the Board of Directors collectively.

BCA does not limit opportunities for women or men who meet the qualification requirements to become members of the Board of Commissioners or the Board of Directors.

The policy of diversity in the composition of the Board Commissioners and the Board of Directors is set out in the Board of Commissioners' and the Board of Directors' Guidelines and can be seen on BCA website (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>).

1. Diversity in the Composition of Members of the Board of Commissioners

Diversity in the composition of members of the Board of Commissioners in 2020 can be seen in the following table:

No.	Diversity Factor	Realization
1.	Expertise/Education	Members of the Board of Commissioners have various expertise/education backgrounds from bachelor's, master's, up to doctoral degrees, in the field of accounting, engineering, and economics.
2.	Professional Experience	Members of the Board of Commissioners have varied work experience as professionals in national/multinational banks and financial institutions, and as consultants, lecturers, and government officials.
3.	Age	Members of the Board of Commissioners range in age from 60 years old to 79 years old.
4.	Gender	All members of the Board of Commissioners of BCA are currently male.
5.	Independence	1. All members of the Board of Commissioners are independent of BCA's controlling shareholders. 2. The majority (more than 60% (sixty percent)) of the members of the Board of Commissioners are Independent Commissioners. Out of 5 (five) members members of the Board of Commissioners, BCA has 3 (three) Independent Commissioners.

Complete information on the Board of Commissioners' personal data can be seen in the Company Profile section on page 74-78 of this 2020 Annual Report.

2. Diversity in the Composition of Members of the Board of Directors

Diversity in the composition of members of the Board of Directors in 2020 can be seen in the following table

No.	Diversity Factor	Realization
1.	Expertise/Education	Members of the Board of Directors have various expertise/education backgrounds from bachelor's, and master's degrees, in the field of economics, accounting, information technology, law, engineering and business.
2.	Professional Experience	Members of the Board of Directors have varied work experience as professionals in national/multinational banks and financial institutions, and as consultants, lecturers, and accounting professionals.
3.	Age	Members of the Board of Directors range in age from 45 years old to 70 years old.
4.	Gender	Out of 12 (twelve) members of the Board of Directors, 2 (two) are women.
5.	Independence	<ul style="list-style-type: none"> The President Director is independent of BCA controlling shareholders. There is 1 (one) Independent Director. The majority of members of the Board of Directors are independent of BCA controlling shareholders.

Complete information on the Board of Directors' personal data can be seen in the Company Profile section on page 62-73 of this 2020 Annual Report.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

BCA has a policy governing the performance assessment of the Board of Commissioners and the Board of Directors through self-assessment. The self-assessment policy is a form of accountability for the Board of Commissioners and the Board of Directors in carrying out their duties and responsibilities.

Performance assessment of the Board of Commissioners and the Board of Directors is implemented annually as follows:

- Performance assessment of the Board of Commissioners and Board of Directors collectively.
- Performance assessment of individual members of the Board of Commissioners and individual members of the Board of Directors.
- Performance assessment of President Director.

1. Performance Assessment Procedure of the Board of Commissioners

The performance assessment procedure of the Board of Commissioners includes the following:

a. Assessment Method and Instrument

Self-Assessment is performed by members of the Board of Commissioners using the Self-Assessment Form.

b. Frequency

The Board of Commissioners is obliged to perform self-assessment at least once every year.

c. Criteria or Benchmark

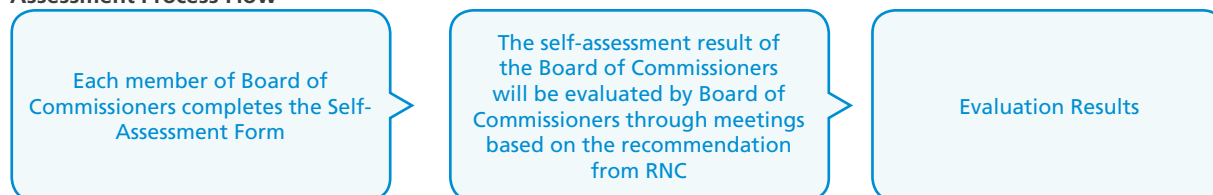
The criteria used to perform the assessment of the Board of Commissioners individually and collectively include:

- 1) Supervision and giving advice to the Board of Directors related to:
 - a. BCA's key strategy and plan;
 - b. Integrity of BCA's financial statement;
 - c. Internal control system and risk management; and
 - d. Good Corporate Governance.
- 2) Approval of the Board of Directors' decisions is granted in accordance with BCA's Articles of Association and laws and regulations.

d. Parties Who Perform Assessment and Evaluation

- Performance assessment of the Board of Commissioners collectively.
The Board of Commissioners jointly conducts self-assessment, which is then evaluated in the Board of Commissioners' Meeting based on the recommendations of RNC.
- Performance assessment of individual member of the Board of Commissioners
Each member of the Board of Commissioners conducts self-assessment, which is then evaluated in the Board of Commissioners' Meeting based on the recommendations of RNC.

e. Assessment Process Flow



f. 2020 Performance Assessment Result

- Performance assessment result of the Board of Commissioners collectively was "Very Good".
 - The average performance assessment result for individual member of the Board of Commissioners was "Very Good".
- The Board of Commissioners will strive to improve the implementation of Good Corporate Governance, internal control, and risk management in the digitalization era of banking.

2. Performance Assessment Procedure of the Board of Directors

The performance assessment procedure of the Board of Directors includes the following:

a. Assessment Method and Instrument

Self-Assessment is performed by members of the Board of Directors using the Self-Assessment Form. The form is issued in accordance with the duties and responsibilities of the Board of Directors as stated in the Company's decrees.

b. Frequency

The Board of Directors is obliged to perform self-assessment at least once every year.

c. Criteria and Benchmark

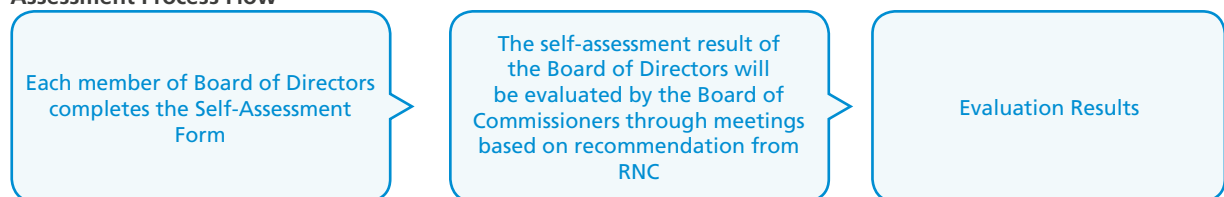
The criteria used to perform the assessment of the Board of Directors individually and collectively refers to the Bank's Business Plan, which has been approved by the Board of Commissioners.

d. Parties Who Perform Assessment and Evaluation

- Performance assessment of the Board of Directors collectively

The party who assesses the performance of the Board of Directors collectively is the Board of Directors itself through self assessment, which is then be evaluated by the Board of Commissioners in a meeting based on recommendations from RNC.

- Performance assessment of individual member of the Board of Directors
Each member of the Board of Directors conducts self-assessment, which is then evaluated in the Board of Commissioners Meeting based on the recommendations of RNC.

e. Assessment Process Flow**f. 2020 Performance Assessment Result**

- Performance assessment result of the Board of Directors collectively was "Very Good".
- The average performance assessment result for individual member of the Board of Directors was "Very Good"

Coming into 2021, the Board of Directors face several challenges, such as economic conditions that are not fully conducive, the disruption of digital technology and fin-tech, and changes in customer behavior in order to maintain BCA's sustainable business growth. BCA will also focus on implementation of Good Corporate Governance, internal controls and risk management in banking's digitalization era.

3. Performance Assessment Procedure of the President Director

The performance assessment procedure of the President Director includes the following:

a. Assessment Method and Instrument

Self-Assessment is conducted using the Self-Assessment Form. The form is issued in accordance with the duties and responsibilities of the President Director as stated in the Company's decrees.

b. Frequency

The President Director is obliged to perform self-assessment at least once every year.

c. Criteria and Benchmark

The criteria or benchmarks used to perform the assessment of the President of Director individually refers to the Bank's Business Plan, which has been approved by the Board of Commissioners. BCA has compiled the assessment component for the President Director in accordance with the duties and responsibilities of the President Director, which include financial, customer, business process, learning and development components.

d. Parties Who Perform Assessment and Evaluation

The President Director conducts self assessment, which is then evaluated in the Board of Commissioners' Meeting based on the recommendations of RNC.

e. Assessment Process Flow**f. 2020 Performance Assessment Result**

The 2020 performance assessment result of the President Director was "Very Good". The President Director will also focus on the input from the Board of Commissioners regarding Good Corporate Governance, internal control, and risk management in the era of banking digitalization, in order to maintain BCA's sustainable business growth.

REMUNERATION POLICY

The remuneration of the Board of Commissioners and the Board of Directors has been established based on procedures, structures, and indicators stipulated in BCA's Article of Association and Board of Commissioners' Decree No. 060/SK/KOM/2018 dated April 3, 2018 concerning the Remuneration of the Board of Directors and the Board of Commissioners, which is in line with:

- a. OJK Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance for Commercial Banks in the Provision of Remunerations.
- b. OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks.
- c. OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in Remuneration for Commercial Banks.

Remuneration Committee

The Board of Commissioners has established the Remuneration and Nomination Committee (RNC), whose function is to support the Board of Commissioners' in the development of policy and remuneration implementation for the members of Board of Commissioners and the Board of Directors.

The composition, membership structure, duties and responsibilities, meetings, and remuneration paid to the RNC members are presented in the Remuneration and Nomination Committee section on page 401-406 of this Annual Report.

The Process of Remuneration Policy Development

1. Background and Purpose
Remuneration policy is developed and established with the aim of enhancing the quality of management while maintaining BCA's resilience and business continuity.

Fixed remuneration policies must at least consider business scale, business complexity, peer groups, inflation rates, financial conditions and capabilities and must not conflict with the applicable laws and regulations. Specifically for variable remuneration, the distribution of remuneration also considers risk factors in BCA's business activities, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, and compliance risk.

2. Remuneration Policy Review
BCA reviews remuneration policy regularly by revising it to the prevailing laws and regulations. The revision of the policy based on the review result was conducted on April 3, 2018 with the issuance of Board of Commissioners' Decree No. 060/SK/KOM/2018 concerning the Remuneration Policy for the Board of Directors and Board of Commissioners.

3. The Independency of Remuneration Policy Implementation

To ensure the independency of remuneration implementation for employees in the control unit, the performance appraisal in the control unit is not linked to the achievement of business targets/performance of the work units it supervises. This can be ensured through 2 (two) ways, namely:

- a. Separation of the organizational structure of the control unit to ensure independency.
- b. Any approval of business targets must go through the approval of direct supervisors, and the supervisors of direct supervisors.

Remuneration Policy Coverage and Implementation

The scope of the remuneration policy established by BCA regulates the remuneration for members of the Board of Commissioners', members of the Board of Directors', and applies to the employees in the business unit and operational. The remuneration policy covers fixed and variable remuneration.

External Consultant Services

BCA utilized external consultant services, namely Wills Tower Watson in establishing or refining remuneration policy. The external consultant was tasked with identifying and analysing gaps in the stipulated remuneration provisions and conducting a Salary Survey which will be used as a basis / benchmark in determining BCA's remuneration strategy.

Material Risk Takers (MRT) Parties

BCA determined the parties who can become an MRT with the following criteria:

- a. Board of Directors and/or other employees due to their duties and responsibilities have to make decisions which have a significant impact on the BCA's risk profile; or
- b. Board of Directors, Board of Commissioners, and/or employees who received a greater amount of variable remuneration.

Based on those criteria, the parties determined MRT are all members of the Board of Commissioners and the Board of Directors with a total of 17 (seventeen) individuals according to the number who served as of December 31, 2020.

Remuneration Related to Risk and Performance

Remuneration Related to Risk

Key Risks in Determining Remuneration

In setting out the remuneration strategy, particularly on the variable remuneration, BCA considers of credit risk the key risk. Credit risk has been BCA's key risk in 2020 and the previous years. This is because of the credit risk attached to the types of transactions and businesses that are most significant in generating profits, and business decisions have a major impact on BCA's business.

Impacts of Key Risk on Remuneration

The determination of the key risk types will have an impact on the stipulation of the KPI and on the provision of variable remuneration.

Performance Measurement Related to Remuneration

Performance Measurement Indicators in Determining Remuneration of Members of The Board of Directors

The indicators in determining the remuneration of members of the Board of Directors among others are as follows:

- Performance of each member of the Board of Directors;
- BCA Financial performance;
- Industrial benchmarks;
- Risk that may arise in the future resulting in loss to BCA.

BCA's performance appraisal system is carried out as objectively as possible and oriented towards employee development:

1. Performance appraisal is directed to the work performance and the company's core values that manifested in the employees where:
 - The worker accomplishment is the work and achievement of employees against work targets/goals.
 - The demonstration of core values is a demonstration of the behavior exhibited by employees in carrying out their duties and responsibilities which reflect the company's core values.
2. The results from the performance appraisal combined with employee competency assessment become a reference to determine the direction of employee development.

Impacts of BCA's Performance, Work Unit Performance, and Individual Performance on Remuneration

BCA's performance will influence the determination of amount of remuneration, especially those with variables. Individual performance will be reviewed every 1 (one) year. The result of individual performance appraisal will be used as the basis for company appreciation in the form of bonuses, promotions, rank reviews and wages/salary increase.

Performance measurement is based on the agreed performance at the beginning of the year. Bonuses are given based on assessment of individual performance, where the determination has been set based on decrees and circular letters. For evaluation of the achievement of business/work targets that are quantitative in nature, the assessment guideline is used, i.e. exceeding the target (> 110%), achieving the target (100-110%), and achieving some of the target (80-99%).

Remuneration Adjustment related to Risk and Performance

1. Deferred Variable Remuneration

For Material Risk Takers (MRT), including all members of the Board of Directors and Board of Commissioners, 15% of tantien are deferred and paid in prorated terms in cash and shares, as follows:

- a. 5% in cash
- b. 10% in the form of shares to be locked-up during the withholding period.

Especially for Independent Commissioners, the deferred tantien is entirely in cash form

2. Postponed Payments (Malus) or Withdrawn Payments (Clawback)

In certain conditions, the tantien that has been paid to the Material Risk Taker (MRT) in cash or shares can be withdrawn.

3. Withholding Period

The withholding period is 3 (three) years from the first time variable remuneration is paid. An equal withholding period is applicable for all MRT.

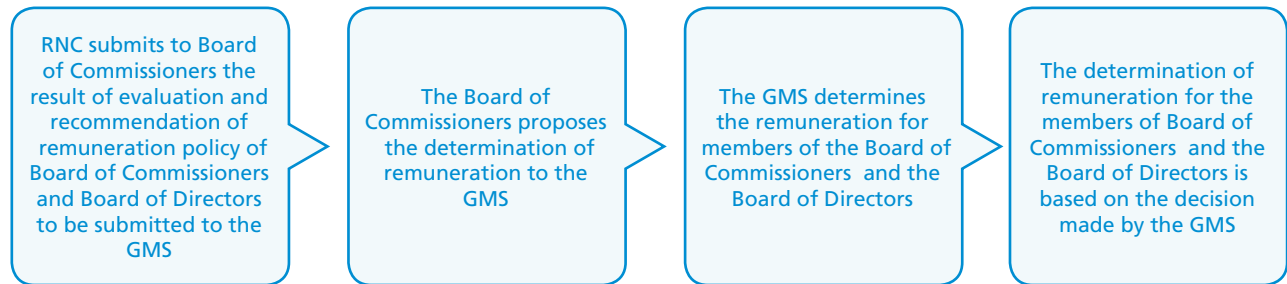
1. Procedure of Determination of Remuneration of Board of Commissioners and Board of Directors

Procedure

Based on the resolution of BCA Annual GMS held in 2020, power and authority has been given to:

- a. The Board of Commissioners to determine the salary and other allowances for members of Board of Directors, taking into account the recommendation of Remuneration and Nomination Committee.
- b. The BCA majority shareholders to determine the salary and other allowances to be paid to members of Board of Commissioners.
- c. The BCA majority shareholders to determine tantien distribution among members of Board of Commissioners and Board of Directors.

Scheme of Procedure of Proposal and Determination of Remuneration



2. Board of Commissioners' Remuneration

Remuneration Structure of Board of Commissioners

Remuneration packages and facilities received by the Board of Commissioners cover remuneration structure and details of the nominal amount, as specified in the table below:

Types of Remuneration and Facilities	Amount Received in 1 (One) Year			
	2020		2019	
	Number of People	In million Rupiah	Number of People	In million Rupiah
Salary, bonus, routine allowance, tantiem, and other non-natura facilities	5	132.750	5	134.313
Other facilities in the form of natura (housing, health insurance, etc) that :				
1. Can be possessed	-	-	-	-
2. Cannot be possessed	-	-	-	-
Total	5	132.750	5	134.313

The remuneration package is classified into income levels received by the Board of Commissioners within 1 (one) year, as indicated in the table below:

Total Remuneration per Person in 1 (one) Year *)	Amount Received in 1 (One) Year	
	2020	2019
Above Rp2 billion	5	5
Above Rp1 billion up to Rp2 billion	-	-
Above Rp500 million up to Rp1 billion	-	-
Below Rp500 million	-	-

Note: *) received in cash

3. Board of Directors' Remuneration

Indicators for Determination Remuneration for Members of the Board of Directors

The indicators for determining the remuneration for the members of Board of Directors, among others, are as follows:

- Performance of individual member of the Board of Directors.
- Financial performance and reserve fulfilment as stipulated in Law No. 40 Year 2007 on Limited Liability Companies.
- Fairness with peer group.
- The equality of positions within BCA and at several other similar banks, among others, in terms of assets and characteristics.
- Consideration of BCA's long term goals and strategy.

Remuneration Structure of Board of Directors

Remuneration packages and facilities received by the Board of Directors cover remuneration structure and details of the nominal amount, as specified in the table below:

Types of Remuneration and Facilities	Amount Received in 1 (One) Year			
	2020		2019	
	Number of People	In million Rupiah	Number of People	In million Rupiah
Salary, bonus, routine allowance, tantiem, and other non-natura facilities	12	464.414	11	456.602
Other facilities in the form of natura (housing, health insurance, etc) that :				
1. Can be possessed	-	-	-	-
2. Cannot be possessed	-	-	-	-
Total	12	464.414	11	456.602

The remuneration package is classified into income levels received by the Board of Directors within 1 (one) year, as indicated in the table below:

Total Remuneration per Person in 1 (one) Year *)	Amount Received in 1 (One) Year	
	2020	2019
Above Rp2 billion	12	11
Above Rp1 billion up to Rp2 billion	-	-
Above Rp500 million up to Rp1 billion	-	-
Below Rp500 million	-	-

Note: *) received in cash

4. Variable Remuneration

Variable Remuneration consists of cash and shares. Shares are in the form of extra bonuses which are spent on BCA shares. Extra bonuses which are spent on BCA shares are subsequently postponed (locked up) for 3 (three) years from the bonus disbursement.

Extra bonuses in form of BCA shares have the following objectives:

- Show appreciation to the employee's contribution throughout the year of performance;
- Foster a sense of belonging from employees that is expected to have a positive impact on increasing engagement of employees with the company;
- Increase productivity of employees;
- Create harmony among employees, management and shareholders in improving company performance.

Distribution of variable remuneration, which is the bonus budget (cash and shares), is distinguished based on position levels:

1. The Board of Directors and Board of Commissioners;
2. S1-S3 echelon employees;
3. S4-S8 echelon employees.

The underlying consideration of the differences in the distribution of variable remuneration is the impact of the position on the achievement of company performance,

so that the higher the position, the greater the bonus budget.

The Number of Commissioners, Directors, and Employees Who Received Variable Remuneration

Number of Directors, Commissioners, and employees who received the Variable Remuneration in 1 (one) year and the total nominal are specified in the table below:

Year	Total Variable Remuneration in 1 (one) year:					
	Board of Commissioners		Board of Directors		Employees	
	Number of People	In million (Rp)	Number of People	In million (Rp)	Number of People	In million (Rp)
2020	5	88,430	10*) **)	327,450	23,491	2,277,288
2019	5	78,750	9	297,850	24,030	2,091,529

Note:

*) Mrs. Inawaty Handojo ended her term in the AGMS on April 11 2020.

**) Mr. Gregory Hendra Lembong served as Director based on OJK Letter No.13/KDK.03/2020 dated May 14 2020 and Mr. Haryanto T. Budiman served as Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14 2020.

Shares Option

There were no share options for Board of Directors, Board of Commissioners and/or Executive Officers during 2020.

Variable Remuneration that are Unconditionally Guaranteed to Board of Commissioners Candidates, Board of Directors Candidates, and/or Employee Candidates

There are no variable remuneration that are unconditionally guaranteed to be paid by BCA to Board of Commissioners Candidates, Board of Directors Candidates, and / or Employee Candidates during the first 1 (one) year of service.

Deferred Variable Remuneration

Total deferred variable remuneration, consisting of cash and/or shares or stock-based instruments issued by BCA and implemented as 2020 payments, as follows:

1. In cash Rp22,064,800,000.-
2. In shares Rp24,678,360,000.-

The total amount of deferred variable remuneration paid for 1 (one) year has been paid in 2020, with the details paid in cash of Rp22,064,800,000.-

5. Remuneration Implementation in BCA

The Amount of Remuneration Granted in 1 (one) year

The details of the amount of remuneration granted in 1 (one) year include:

A. Fixed Remuneration ^{*)}	2020	2019
1. In Cash	181,284	214,316
2. Shares/stock-based instruments issued by BCA	-	-

B. Variable Remuneration ^{*)}	2020		2019	
	Not Postponed	Postponed	Not Postponed	Postponed
1. In Cash	376,338	22,065	337,058	18,966
2. Shares/stock-based instruments issued by BCA ^{**)}	-	24,678	-	20,577

Note:

^{*)} Only applicable for Material Risk Takers and disclosed in millions of Rupiah

^{**)} Shares are locked up for up to 3 (three) years

Quantitative Information

Quantitative information related to the total remaining postponed remuneration, whether it is exposed to implicit or explicit adjustments, the total remuneration deduction caused by explicit adjustments during the reporting period, and the total remuneration deduction due to implicit adjustments during the reporting period are as follows:

Total Variable Remuneration	2020				2019			
	Postponed shares	Total deduction during the reporting report			Postponed shares	Total deduction during the reporting report		
		Due to explicit adjustment (A)	Due to implicit adjustment (B)	Total (A)+(B)		Due to explicit adjustment (A)	Due to implicit adjustment (B)	Total (A)+(B)
1. In cash (in million rupiah)	-	-	-	-	-	-	-	-
2. Shares/instruments based on the shares issued by BCA (in shares and nominal million rupiah which is a conversion of these shares)	859,032 shares	-	-	-	731,829 shares	-	-	-

Highest and Lowest Salary Ratios

Salary Ratio	2020	2019
The highest and lowest salary of employees ratio	22.97	25.37
The highest and lowest salary of the Board of Directors ratio	2.7	2.81
The highest and lowest salary of the Board of Commissioners ratio	1.62	1.62
The highest salary of the Board of Directors and highest salary of employees ratio	8.91	8.68
Ratio of Annual compensation of the President Director and median/mean of the annual compensation of all employees (except the President Director)	90.22	94.05

Number of Employees Who Have Been Terminated and Total Nominal Value of Severance Payments

The total number of employees affected by termination of employment and the total nominal severance paid are shown in the table below:

Total Nominal Severance Paid for 1 (one) Person in 1 (one) Year	Number of Employees	
	2020	2019
Above Rp1 billion	231 people	198 people
Above Rp500 million up to Rp1 billion	476 people	588 people
Below Rp500 million	513 people	774 people

BOARD OF COMMISSIONERS COMMITTEES

1. AUDIT COMMITTEE (AC)

Audit Committee is formed by and is responsible to the Board of Commissioners to assist the Board of Commissioners in supporting the effectiveness of the oversight duties and functions on matters related to quality of financial information, internal control systems, performance of internal and external audit functions, implementation of governance and compliance with applicable laws and regulations.

1. Legal Basis

The legal basis for the establishment of Audit Committee refers to:

- OJK Regulation No. 1/POJK.03/2019 concerning Application of Internal Audit Function in Commercial Banks.
- OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks.
- OJK Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for Work Implementation for Audit Committee.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
- Article 15 of BCA's Articles of Association.
- Board of Commissioners Decree No. 117/SK/KOM/2019 dated July 10, 2019 concerning the Audit Committee Charter.
- Board of Directors Decree No. 078/SK/DIR/2016 dated June 2, 2016 concerning the Appointment of Chairman and Members of the Audit Committee.

2. Audit Committee Charter

Audit Committee has the work guidelines which stipulated in the Audit Committee Charter to support the implementation of duties and responsibilities towards the internal control systems supervision. The Audit Committee Charter and the Audit Committee's Code of Conduct have been adjusted in accordance with OJK Regulation No. 1/POJK.03/2019 concerning the Implementation of the Internal Audit Function at Commercial Banks and have been ratified based on the Board of Commissioners Decree No. 117/SK/KOM/2019 dated July 10, 2019 concerning the Audit Committee Charter.

The scopes governed in the Audit Committee Charter are as follows:

- Duties and responsibilities;
- Authority;
- Committee membership structure;
- Membership requirements;
- Term of duty;
- Work mechanism;
- Work hours;
- Meetings;
- Reporting;
- Handling complaint/report regarding alleged violation of financial report;
- Code of Ethics.

The Audit Committee Charter and Audit Committee's Code of Conduct have been uploaded on the BCA website (www.bca.co.id) under Good Corporate Governance section.

3. Structure and Membership of the Audit Committee

The Audit Committee's composition meets the requirements of prevailing regulations in accordance with OJK Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for Work Implementation for Audit Committee and as stipulated in Audit Committee Charter. In 2020, BCA's Audit Committee consisted of 3 (three) members which appointed based on the Board of Directors Decree No. 078/SK/DIR/2016 dated June 2, 2016 and the Board Commissioners Meeting Resolution No. 23/RR/KOM/2016 dated June 1, 2016.

Members of Audit Committee as of December 31, 2020

Name	Position in Committee	Position in BCA	Expertise	Term of Duty
Cyrillus Harinowo	Chairman (concurrently as Independent Commissioner)	Independent Commissioner	Finance and Banking	June 2, 2016 - GMS 2021
Ilham Ikhsan	Member	Independent Party	Finance/Accounting	June 2, 2016 - GMS 2021
Tjen Lestari	Member	Independent Party	Banking	June 2, 2016 - GMS 2021

4. Profile and Qualification of Audit Committee Members

Cyrrillus Harinowo

The educational background, position, and work experience of Audit Committee members can be seen in the Corporate Profile section on page 76 of this 2020 BCA Annual Report.

Ilham Ikhsan

The educational background, position, and work experience of Audit Committee members can be seen in the Corporate Profile section on page 79 of this 2020 BCA Annual Report.

Tjen Lestari

The educational background, position, and work experience of Audit Committee members can be seen in the Corporate Profile section on page 80 of this 2020 BCA Annual Report.

5. Education or Training

During 2020, members of the Audit Committee have participated in the following educational or training activities:

Name	Education/Training	Organizer	Means / Location	Date
Cyrrillus Harinowo	Can be seen in the Board of Commissioner Chapter in the Sub Section of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 341 of this 2020 BCA Annual Report.			
Ilham Ikhsan	Optimization of 3 (three) Lines of Defense Implementation on Digital Banking in terms of the Risk Management Performance and Internal Control Systems	Learning Media Indonesia (LMI)	Virtual Webinar Zoom	August 26, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	BCA	Virtual	November 2, 2020
Tjen Lestari	Optimization of 3 (three) Lines of Defense Implementation on Digital Banking in terms of the Risk Management Performance and Internal Control Systems	Learning Media Indonesia (LMI)	Virtual Webinar Zoom	August 26, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	BCA	Virtual	November 2, 2020

6. Term of Duty of Audit Committee

The term of duty of Audit Committee members shall expire at the end of the term of the Audit Committee's chairman, who is also an Independent Commissioner of BCA, and can be re-elected to serve for the next period. The Audit Committee's term of duty for this period will end at the closing of the 2021 Annual GMS.

7. Independence of Audit Committee Members

All members of the Audit Committee are independent parties who do not have the financial, management, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationships with BCA that may influence their ability to act independently.

The independence aspect of the Audit Committee can be seen in this table:

Independence Aspect	Cyrellus Harinowo	Ilham Ikhsan	Tjen Lestari
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√
Having no management relationship at the Company, subsidiaries or affiliated companies.	√	√	√
Having no share ownership in the Company.	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee.	√	√	√
Not serving as an administrator at any political parties, officials, and government.	√	√	√

Requirements for Audit Committee's member are as follows:

General Requirements

- Chairman of Audit Committee can only hold concurrent position as chairman at no more than 1 (one) other committees in BCA.
- Audit Committee members who are independent parties, can hold concurrent position as an independent party at other committees in BCA, other banks, and/or at other companies as long as he or she:
 - Meets the required competencies.
 - Meets the independency criteria.
 - Can keep BCA matters confidential.
 - Adhere to the applicable Code of Conduct.
 - Do not neglect their duties and responsibilities as committee members.
- Audit Committee members must have good integrity, character, and morals.
- Audit Committee members must comply with the BCA's Code of Ethics and Audit Committee's Code of Conduct as stipulated by BCA.

Competency Requirements

- Audit Committee members must possess the necessary skills, knowledge, and experience in their respective fields with strong ability to communicate.
- Audit Committee members must have an understanding of the financial statements and business of the BCA, particularly in relation to its services and business activities, audit process, and rules and regulation in the capital market and other relevant laws and regulations.
- Audit Committee members are willing to continuously improve competence through training and education.

- Audit Committee must have at least 1 (one) member with educational background and expertise in accounting and/or finance.

Independency Requirements

- Audit Committee members are not serving as a member of a Public Accountant Firm, Law Firm, Appraiser, or other parties providing assurance service, non-assurance service appraisal, service, and/or other consulting services to the BCA within the past 6 (six) months.
- Audit Committee members are not currently working or having authority and responsibilities to plan, lead, control, or supervise the BCA's activities within the past 6 (six) months, except for a position as Independent Commissioner.
- Audit Committee members are prohibited originate from members of Board of Directors, either the same bank or other banks.
- Audit Committee members are not having either direct or indirect share ownership in the BCA.
- In the event that an Audit Committee member acquires BCA's shares either directly or indirectly as a result of a legal event, the concerned member must transfer the shares to other parties within a maximum period of 6 (six) months after the shares were acquired.
- Audit Committee members are not being affiliated with the members of Board of Commissioners, Board of Directors, or Major Shareholders of the BCA, and
- Audit Committee members are not having a direct or indirect business relationship with the BCA's business activities.

8. Duties and Responsibilities of Audit Committee

The Audit Committee has the following duties and responsibilities:

Financial Report and Information

1. Reviewing financial information to be released by BCA to public and/or authorities, and other financial-related information.
2. Reviewing and provide advices/recommendations to The Board of Commissioners related to the planned material affiliated transaction/related party transaction
3. Analyzing and report to the Board of Commissioners on any complaints that relate to the BCA's accounting and financial reporting processes.

Internal Audit

1. Provide recommendations to the Board of Commissioners regarding the appointment and dismissal of the Head of the Internal Audit Division.
2. Provide recommendations to the Board of Commissioners pertaining to the preparation of the audit plan, scope and budget of the Internal Audit Division (DAI).
3. Provide recommendations to the Board of Commissioners of the Internal Audit Charter's approval.
4. Monitor and review the effectiveness BCA's internal audit implementation.
5. Evaluate DAI's performance to see if the internal audit function at BCA is adequate and effective, and ensure the DAI upholds integrity in discharging its duties, and provide recommendations to the Board of Commissioners on the DAI annual reward and remuneration for its overall performance.
6. Ensure DAI communicates with the Board of Directors, the Board of Commissioners, the external auditor, the Financial Services Authority (OJK) and Central Bank of Indonesia (BI).
7. Ensure DAI works independently.

External Audit

1. Provide recommendations based on evaluation results to the Board of Commissioners on the appointment, reappointment, and dismissal or replacement of the Public Accounting Firm (PAF) and/or Public Accountant (PA) who will audit the BCA's financial statements based on independency, the scope of the assignment, and fee for the audit work.

2. Monitoring audit performance by the Public Accounting Firm, on the following aspects:
 - a. Conformity of audit implementation by the Public Accountant Firm to the applicable Audit Standards.
 - b. Conformity of Financial Statements to the applicable Accounting Standards.
 - c. Provide independent opinions in case of disagreements on opinions between the management and the Public Accounting Firm on the services they provide.

Process/Internal Control Systems

1. Ensure the Board of Directors takes the necessary and immediate actions on the findings by DAI, Public Accountants, and the results of supervision conducted by the OJK and BI.
2. Provide recommendations to the Board of Commissioners to appoint independent quality assurance from external parties to review DAI.

Governance and Compliance

1. Monitor the effective and sustainable Good Corporate Governance (GCG).
2. Analyze and give advice to the Board of Commissioners on conflicts of interest that may occur at BCA.
3. Review BCA's compliance on regulations of the banking industry, the Capital Market and other applicable laws and regulations, and other regulations related to BCA's business.
4. Keep the confidentiality of BCA's documents, data, and information.

Carry out other tasks relevant to the function of the Audit Committee at the request of the Board of Commissioners.

9. Authorities of Audit Committee

In performing its duties, the Audit Committee has the authority to carry out the following activities:

1. To receive reports from the head of the Internal Audit Division, including work plan Internal Audit Division, internal audit implementation report, and internal audit result report.
2. To access documents, data, and information regarding the BCA's employees, funds, assets, and other resources as required.
3. To communicate directly with employees, including the Board of Directors and parties who perform the functions of internal audit, risk management, and Accountants related to the duties and responsibilities of Audit Committee.
4. If needed, can involve independent parties outside the members of the Audit Committee whose services are required to assist the committee in carrying out its duties.
5. To perform other actions with authority granted by the Board of Commissioners.

10. Policies and Meetings Implementation of Audit Committee's Meetings

The Audit Committee holds 4 (four) meetings, at the very least, in a year as stipulated in the Board of Commissioner Decree No. 117/SK/KOM/2019 concerning the Audit Committee Charter of PT Bank Central Asia, Tbk. The meeting can only be held if it is attended by at least 51% (fifty-one percent) of the total committee members, including Independent Commissioners and Independent Parties. As of December 2020, Audit Committee held 23 (twenty three) meetings in total.

Submission of results of Audit Committee's meeting is as follows:

- a. Results of Audit Committee meetings should be stated in the minutes of the meeting and properly documented.
- b. Dissenting opinions that occur in the meetings should be clearly stated in the minutes of the meeting, along with the reasons thereof such dissent.

Attendance of Audit Committee's members in the meetings throughout 2020 are as follows :

Name	Number of Meetings	Attendance	Percentage
Cyrellus Harinowo	23	21	91%
Ilham Ikhsan	23	23	100%
Tjen Lestari	23	23	100%

Agenda of Audit Committee meetings held throughout 2020 are as follows:

No.	Date	Agenda
1	January 22, 2020	2019 Audit Realization and 2020 Audit Plan
2	January 29, 2020	Audit Committee Clearance Meeting with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network)
3	February 19, 2020	Financial Performance BCA 2019
4	February 19, 2020	Committee Reporting to the Board of Commissioners (Q4/2019)
5	April 9, 2020	Regular Meeting of AC with Internal Audit Division (I)
6	April 20, 2020	Discussion on the External Reviewer candidates for Audit Internal Division (DAI) - KAP Discussion Paper
7	May 19, 2020	Committee Reporting to the Board of Commissioners (Q1/2020)
8	May 27, 2020	BCA Financial Performance March 2020
9	June 8, 2020	Audit Committee interviewed by DAI External Reviewer
10	June 29, 2020	Regular Meeting of AC with Internal Audit Division (II)
11	July 22, 2020	Report on the Realization of DAI's Work Semester 1 to the Board of Commissioners
12	July 22, 2020	BCA Financial Statement Disclosure June 2020 related to latest PSAK issuance
13	July 27, 2020	BCA Financial Performance June 2020
14	August 12, 2020	Regular Meeting of AC with Internal Audit Division (III)

No.	Date	Agenda
15	August 19, 2020	Committee Reporting to the Board of Commissioners (Q2/2020)
16	August 27, 2020	Audit Planning KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) for the fiscal year 2020
17	September 23, 2020	Regular Meeting of AC with Internal Audit Division (IV)
18	October 15, 2020	<i>Bankwide Outlook</i>
19	November 3, 2020	Regular Meeting of AC with Internal Audit Division (V)
20	November 18, 2020	Committee Reporting to the Board of Commissioners (Q3/2020)
21	November 25, 2020	Report on the Results of Independent External Parties Review towards BCAs Internal Audit Unit (SKAI) Function and DAI Maturity Level
22	December 16, 2020	Progress Audit Update - KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network)
23	December 16, 2020	Regular Meeting of Audit Committee with Internal Audit Division (VI)

11. Work Program Performance and Implementation of Audit Committee Activities in 2020

Performances of BCA Audit Committee work program throughout 2020 are as follows:

- a. Convened meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to discuss the final results of the audit of the BCA's financial statements for the financial year 2020, along with the Management Letter.
- b. Evaluate and Recommended reusing of KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to the Board of Commissioners to conduct an audit of the BCA's financial statements for fiscal year 2020.
- c. Organize meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to discuss the plan and scope of the audit of the BCA's financial statements for fiscal year 2020.
- d. Organize meetings with the Finance and Planning Division to:
 - i. Review the BCA's financial report, which will be published quarterly.
 - ii. Review the adjustments and additional notes on the Consolidated Financial Statement in relation to the some of the new Financial Accounting Standards (PSAK) issuance.
- e. Conduct 6 (six) meetings with the Internal Audit Division to:
 - i. Evaluate annual planning;
 - ii. Evaluate the implementation of internal audits every semester; and
 - iii. Discuss the results of the audit that considered as significant.
- f. Attend internal audit exit meeting at 1 (one) of the BCA's subsidiary (BCA Multi Finance) as part of the internal audit quality assessment process.
- g. Review internal audit reports and monitoring its follow ups.
- h. Review the BCA's compliance with provisions, regulations, and applicable laws in the banking sector, through a review of reports on compliance with prudential provisions reported every semester.
- i. Review credit portfolio reports issued every semester.
- j. Monitor the implementation of risk management through quarterly report on the BCA's risk profile and monthly report on Operation Risk Management Information System (ORMIS).
- k. Conduct studies on:
 - i. Audit results of the OJK and their follow ups, and
 - ii. Management letter KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) and its follow up.
- l. Release the results of routine studies and evaluations of governance aspects, risk management, and compliance and control to the Board of Commissioners every quarter.
- m. Attend Analyst Meeting and National Work Meeting BCA in 2021 through virtual meeting.
- n. Assess DAI and the results was reported to the Board of Commissioners, to be further submitted to Remuneration and Nomination Committee (RNC) according to OJK Regulation No. 1/POJK.03/2019.

2. RISK OVERSIGHT COMMITTEE (ROC)

ROC is formed to assist the Board of Commissioners in discharging its responsibilities to supervise risk in accordance with the prevailing regulations.

1. Legal Basis

The legal basis for the establishment of ROC refers to:

- OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
- Board of Commissioners Decree No. 172/SK/KOM/2019 dated November 7, 2019 on the Risk Oversight Committee Charter.
- Board of Directors Decree No. 147/SK/DIR/2020 dated August 27, 2020 on the Appointment and Changes of the Members of the Risk Oversight Committee.

2. ROC Charter

The ROC has its work guidelines as stipulated in the BCA's Governance guidelines under the Risk Oversight Committee charter, which has been approved by the Board of Commissioners Decree No. 172/SK/KOM/2019 dated November 7, 2019 concerning Risk Oversight Committee Charter.

The scope governed in the AC Charter, as follows:

- Duties and Responsibilities;
- Authority;
- Membership Structure;
- Membership Requirements;
- Work Mechanism;
- Code of Ethics;
- Work Hours;
- Meeting Mechanism.

The ROC Charter have been uploaded on the BCA website (www.bca.co.id) under the Good Corporate Governance section.

3. Structure and Membership of ROC

The ROC's composition meets the requirements of prevailing regulations in accordance with OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks and as stipulated in Risk Oversight Committee Charter. In 2020, BCA's ROC Committee consisted of 3 (three) members which appointed based on the Board of Directors Decree No. 147/SK/DIR/2020 dated August 27, 2020 and the Board Commissioners Minutes of Meeting Resolution No. 21/RR/KOM/2020 dated Agustus 26, 2020.

Risk Oversight Committee Composition as of December 31, 2020

Name	Position in Committee	Position in BCA	Expertise	Term of Duty
Sumantri Slamet	Chairman (concurrently as member)	Independent Commissioner	Information Technology and Risk Management	September 30, 2016 - GMS 2021
Endang Swasthika Wibowo	member	Independent Party	Risk Management and Finance	September 30, 2016 - GMS 2021
Lianny Somyadewi D. *)	member	Independent Party	Risk Management	September 30, 2016 - GMS 2021
Ernawati Soegito **)	member	Independent Party	Risk Management	1 September 2020 - GMS 2021

*) Serve until August 31, 2020.

**) Effective on September 1, 2020.

4. Profile and Qualification of ROC Members

Sumantri Slamet

The educational background, position, and work experience of ROC members can be seen in the Corporate Profile section on page 78 of this 2020 BCA Annual Report.

Endang Swasthika Wibowo

The educational background, position, and work experience of ROC members can be seen in the Corporate Profile section on page 81 of this 2020 BCA Annual Report.

Lianny Somyadewi D.

The educational background, position, and work experience of ROC members can be seen in the Corporate Profile section on page 82 of this 2020 BCA Annual Report.

Ernawati Soegito

The educational background, position, and work experience of ROC members can be seen in the Corporate Profile section on page 82 of this 2020 BCA Annual Report.

5. Education or Training Activities

Throughout 2020, members of the ROC have participated in the following educational or training activities:

Name	Education/Training	Organizer	Means/Location	Date
Sumantri Slamet	Can be seen in the Board of Commissioner Chapter – in the Subsection of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 342 of this 2020 BCA Annual Report.			
Endang Swasthika Wibowo	Instructor Methodology Training SPPUR	Bank Indonesia (BI) – Ministry of Manpower (KEMENAKER)	Bank Indonesia, Jakarta	February 24-26, 2020
	Optimization 3 (three) Lines of Defense Implementation on Digital Banking in terms of the Risk Management Performance and Internal Control Systems	Learning Media Indonesia (LMI)	Virtual Webinar Zoom	August 26, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7, 2020
	Sustainable Finance Training	BCA	Virtual	November 2, 2020
	CEO Forum: “2021 Banking Industry Outlook, what next”	Perbanas	Virtual	November 19, 2020
	Webinar: “Indonesia Risk Management Outlook 2021”	LPPI	Virtual	December 10, 2020
Lianny Somyadewi D.	Optimization 3 (three) Lines of Defense Implementation on Digital Banking in terms of the Risk Management Performance and Internal Control Systems	Learning Media Indonesia (LMI)	Virtual Webinar Zoom	August 26, 2020
Ernawati Soegito	Indonesia Knowledge Forum 2020	BCA	Virtual	October 6-7, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	BCA	Virtual	November 2, 2020
	Mitigating What’s next : from The Second Wave to The Great Reset – Indonesia Risk Management Outlook 2021	LPPI	Virtual	December 10, 2020

^{*)} Serve until August 31, 2020.

^{**)} Effective on September 1, 2020.

6. Term of Duty of ROC

The term of duty of ROC members shall expire at the end of the term of the ROC chairman, who is also an Independent Commissioner of BCA and can be re-elected to serve for the next period. The committee’s term of duty for this period will end at the closing of the 2021 Annual GMS.

7. Independence of ROC Members

All members of the ROC have fulfilled the independency aspects, which do not have the financial, management, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, and business relationships with BCA that may influence their ability to act independently.

The Independence Aspect of the Risk Oversight Committee described in this table:

Independence Aspect	Sumantri Slamet	Endang S. Wibowo	Lianny Somyadewi D.	Ernawati Soegito
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√	√
Having no management relationship at the company, subsidiaries or affiliated companies.	√	√	√	√
Having no share ownership in the company.	√	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the IGC.	√	√	√	√
Not serving as an administrator at any political parties, officials and government.	√	√	√	√

Requirements for ROC members are as follows:

- General and Competency Requirements
 - a. Chairman of ROC can hold only 1 (one) other concurrent position as chairman at another committee of the BCA.
 - b. ROC members who are independent parties, holding more than one position as an independent party at other committees in BCA, other banks, and/or at other companies is allowed as long as he or she:
 - 1) Meets the required competencies.
 - 2) Meets the independency criteria.
 - 3) Can keep BCA matters confidential.
 - 4) Adhere to the applicable Code of Conduct.
 - 5) Do not neglect their duties and responsibilities as committee members of ROC's BCA.
 - c. ROC members shall possess high integrity, suitable experience, strong character and good morals.
- Independency Requirements
 - a. ROC members are not allowed to originate from Board of Directors, in the same bank and other banks.
 - b. ROC members who are independent parties, they must originate from the outside parties of the BCA and have no financial and management relationship, share ownership and/or Controlling Shareholders or relationship with BCA that may influence his or her ability to act independently.
 - c. Former members of Board of Directors or executive officers of the ROC or other parties having relationship with the BCA that may influence their ability to act independently are not allowed to become an independent party to serve on the committee, unless they have passed the cooling off period of 6 (six) months. This provision is not applicable for former Directors or executive officers whose duties are to conduct the oversight function.

8. Duties and Responsibilities of ROC

ROC has the following duties and responsibilities:

- a. Assisting and giving recommendations to the Board of Commissioners in order to improve the effectiveness of oversight duties and responsibilities in risk management and ensuring that risk management policies are properly implemented.
- b. In regard with the process to provide recommendations, the ROC should:
 - 1) Evaluate the consistency between risk management policies and policy implementation.
 - 2) Monitor and evaluate the implementation of duties of Risk Management Committee and the risk management work unit.
- c. Composing and/or updating the ROC's Guidelines and Procedures.
- d. Administer other duties that are relevant with the ROC function as requested by the Board of Commissioners.

9. Authority of ROC

The ROC has the following authority:

- a. To receive reports from the Board of Directors and management regarding significant risk management issues, then provide the recommendations to the Board of Commissioners.
- b. To perform other activities in accordance with the guidelines of the ROC Charter.

10. Policies and Meeting Implementation of ROC

The ROC holds 4 (four) meetings, at the very least, in a year as stipulated in the ROC Charter. A meeting can only be held if it is attended by at least 51% (fifty-one percent) of the total committee members, including Independent Commissioners and Independent Parties. As of December 2020, ROC held 9 (nine) meetings in total.

Delivery of results of ROC meetings as follows:

- a. For each of the ROC meeting, there are minutes of meeting documentations that state the dates of meetings, attendance of the ROC members, agenda, and meeting materials.
- b. Dissenting opinions that occur in the meetings of the committee should be clearly stated in the minutes of the meeting, along with the reasons behind such dissent.

Attendance of ROC's members in the meetings conducted throughout 2020 are as follows :

Name	Number of Meetings	Attendance	Percentage
Sumantri Slamet	9	9	100%
Endang Swasthika Wibowo	9	9	100%
Lianny Somyadewi D. *)	6	6	100%
Ernawati Soegito **)	3	3	100%

*) Serve until August 31, 2020.

**) Effective on September 1, 2020.

Meetings agenda of ROC throughout 2020 are as follows:

No.	Date	Agenda
1	January 29, 2020	1. IT Risk, product reliability (application), security testing and development process 2. Credit Risk Stress-test (corporation dan commercial)
2	February 19, 2020	Committee Reporting to the Board of Commissioners
3	April 29, 2020	Impact analysis and risk mitigation related to the COVID-19 pandemic, Implementation of restructuring programs
4	May 19, 2020	Committee Reporting to the Board of Commissioners
5	July 28, 2020	Updated the COVID-19 pandemic impact and reviewed restructuring implementation
6	August 19, 2020	Committee Reporting to the Board of Commissioners
7	September 2, 2020	Discussion with Risk Management Unit (SKMR) related to the prolonged COVID-19 pandemic
8	October 27, 2020	Evaluation, Implementation and Anticipation the COVID-19 pandemic impact
9	November 18, 2020	Committee Reporting to the Board of Commissioners

13. Realization of Work Program and Implementation of Activities of ROC in 2020

The following points are the realized work programs of the ROC in 2020:

- a. Monitor the implementation of the duties of the committee, and those of the Risk Management Work Unit and ITSC (Information Technology Steering Committee).
- b. Conduct the analysis on BCA's risk profile and specifically explored credit risk, operational, market, liquidity and reputation risk.
- c. Conduct the analysis on the results of stress tests of credit, market and liquidity risk.
- d. Ensure the implementation GCG was carried out well and in an appropriate manner. The committee also attended Analyst Meeting and National Work Meeting BCA in 2021 through virtual meeting.
- e. Conduct a monitoring of the realized implementation of risk management, specifically on credit risk, liquidity and market risk, and operational risk control and limit on monthly basis.
- f. Conduct impact analysis and risk mitigation related to the COVID-19 pandemic.

3. REMUNERATION AND NOMINATION COMMITTEE (RNC)

RNC is formed to assist the Board of Commissioners in the development of remuneration and nomination policy and its implementation in BCA.

1. Legal Basis

The legal basis for the establishment of RNC refers to:

- OJK Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuer or Public Company.
- OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance for Commercial Banks in the Provision of Remunerations.
- OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks.

- Board of Commissioners Decree No. 035/SK/KOM/2017 dated February 24, 2017 concerning the Remuneration and Nomination Committee Structure.
- Board of Directors Decree No. 107A/ SK/DIR/2016 dated August 10, 2016 concerning the Appointment of Members of Remuneration and Nomination Committee.

2. RNC Charter

In performing its duties and responsibilities, RNC has its work guidelines and procedures as stipulated in the BCA's Governance Guideline under the Board of Commissioners' Committee Chapters and Board of Commissioners Decree No. 035/SK/KOM/2017 concerning the Remuneration and Nomination Committee Structure.

The scopes governed in RNC Charter are as follows:

- Membership Composition and Structure;
- Duties and Responsibilities;
- Work Mechanism;
- Ethics and work hours;
- Meetings;
- Activity Reporting System;
- Procedure for Replacement of Members;
- Term of Duty;
- Decision Making and Accountability.

The RNC guidelines and procedures have been uploaded on the BCA website (www.bca.co.id) under the Good Corporate Governance section.

3. Structure and Membership of RNC

The RNC's composition meets the requirements of prevailing regulations in accordance with OJK Regulation No. 34/POJK.04/2014 concerning Nomination and Remuneration Committee for Issuer or Public Company and as stipulated in RNC Guidelines and Procedures. In 2020, BCA's RNC consisted of 3 (three) members which appointed based on the Board of Directors Decree No. 107A/ SK/DIR/2016 dated August 10, 2016 and the Board Commissioners Minutes of Meeting Resolution No. 31/RR/KOM/2016 dated August 10, 2016.

Members of Remuneration and Nomination Committee as of December 31, 2020

Name	Position in Committee	Position in BCA	Expertise	Term of Duty
Raden Pardede	Chairman (concurrently as member)	Independent Commissioner	<ul style="list-style-type: none"> Economics-Finance Scenario Planner 	2016 - 2021
D.E. Setijoso	Member	President Commissioner	Banking	2016 - 2021
Hendra Tanumihardja	Member	Head of Human Capital Management Division	Human Capital*	2016 - 2021

* Head of Human Capital Management Division is the executive officer who has the knowledge of remuneration and/or nomination system and succession plan.

4. Profile and Qualification of RNC Members

Raden Pardede

The educational background, position, and work experience of RNC members can be seen in the Corporate Profile section on page 77 of this 2020 BCA Annual Report.

D.E. Setijoso

The educational background, position, and work experience of RNC members can be seen in the Corporate Profile section on page 74 of this 2020 BCA Annual Report.

Hendra Tanumihardja

The educational background, position, and work experience of RNC members can be seen in the Corporate Profile section on page 84 of this 2020 BCA Annual Report.

5. Education or Training Activities

During 2020, members of the RNC have participated in the following educational or training activities:

Name	Education/Training	Organizer	Means/Location	Date
Raden Pardede	Can be seen in the Board of Commissioner Chapter in the Subsection of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 342 of this 2020 BCA Annual Report.			
D.E. Setijoso	Can be seen in the Board of Commissioner Chapter in the Subsection of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 341 of this 2020 BCA Annual Report.			
Hendra Tanumihardja	Webinar Accelerating Digital Transformation During Crisis	Catapa.com	Jakarta, Indonesia	May 5, 2020
	Webinar Moving Forward_The Role Of HR During Unanticipated Challenges	Dunamis	Jakarta, Indonesia	May 19, 2020
	Webinar Optimizing cost while investing for the future of your company and Indonesia	Korn Ferry and IMD	Jakarta, Indonesia	May 20, 2020
	Webinar OJK	OJK	Jakarta, Indonesia	July 22, 2020
	Webinar Human Capital Trends in Indonesia : The social enterprise at work	Deloitte	Jakarta, Indonesia	August 5, 2020
	Webinar "Mengelola Talent di Era Digital"	OJK	Jakarta, Indonesia	August 18, 2020
	CLSA Conference "Indonesian market: Key change on severance pay in proposed Omnibus Law"	CLSA	Jakarta, Indonesia	September 9, 2020
	Indonesia Knowledge Forum 2020 - On Line	BCA	Jakarta, Indonesia	October 6, 2020
	Webinar "Introduction to the Omnibus law: the creation of employment - Manpower Cluster "	APINDO	Jakarta, Indonesia	October 9, 2020

Name	Education/Training	Organizer	Means/Location	Date
	OJK Regulation No. 44/POJK.05/2020 and No. 28/POJK.05/2020 Socialization	ADPI (The Indonesian Pension Fund Association)	Jakarta, Indonesia	October 27, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance for Members of Board of Commissioners	BCA	Jakarta, Indonesia	November 2, 2020
	Socialization of Law on Job Creation	BCA -Kemenaker	Jakarta, Indonesia	November 11, 2020
	CoP on Health "Healthy Digestive System for a Better Life" with dr Johannes Juwono Sadikin, Sp.PD	BCA	Jakarta, Indonesia	November 18, 2020
	Socialization of The Book of Guidance for Equality and Inclusion in the Workplace	BCA - Apindo - USAID	Jakarta, Indonesia	November 24, 2020

6. Term of Duty of RNC

The term of duty of RNC members shall expire at the end of the term of the RNC's chairman, who is also an Independent Commissioner of BCA, and can be re-elected to serve for the next period. The committee's term of duty for this period will end at the closing of the 2021 Annual GMS.

7. Independence of RNC Members

All members of the RNC have fulfilled the independency aspects, which do not have the financial, management, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationships with BCA that may influence their ability to act independently.

The independence aspect of the members of RNC described in this table:

Independence Aspect	Raden Pardede	D.E. Setijoso	Hendra Tanumihardja
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√
Having no management relationship at the Company, subsidiaries or affiliated companies.	√	√	√
Having no share ownership in the Company.	√		
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the RNC.	√	√	√
Not serving as an administrator at any political parties, officials and government.	√	√	√

Requirements for RNC members are as follows:

- General and Competency Requirements
 1. Chairman of RNC can only hold concurrent position as chairman at no more than 1 (one) other committees in BCA.
 2. If the members of RNC are determined to be more than 3 (three) members of RNC, then the Independent Commissioners members shall be at least 2 (two) people.
 3. RNC members who are independent parties, can hold concurrent position as an independent party at other committees in BCA, other banks, and/or at other companies as long as he or she:

- a. Has no affiliation with the BCA, members of the Board of Directors, members of the Board of Commissioners, or the BCA's major shareholders.
- b. Has an experience related to nomination and/or remuneration.
- c. Does not hold concurrent positions as a member of another committee owned by BCA.

4. RNC members must comply with the BCA's Code of Ethics.
 5. The Executive Officer in charge of human resources or employee representatives who is the committee members must have knowledge of the BCA's remuneration and/or nomination system and succession plan.
- **Independency Requirements**
 1. RNC Committee members are prohibited originate from members of Board of Directors, either the same bank or other banks.
 2. RNC members who are independent parties must originate from the outside parties of the BCA and have no financial, management, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationship with BCA that may influence their ability to act independently.
- 8. Duties and Responsibilities of RNC**
- The RNC has the following duties and responsibilities:
- **Related to the Remuneration Function:**
 1. To evaluate and ensure the BCA's remuneration policy conform with the prevailing provisions and it based on the performance, risk, fairness with peer groups, targets and the long-term strategy, fulfillment of reserves as stipulated in prevailing regulations and the potential future revenue for BCA.
 2. To give recommendations to the Board of Commissioners on:
 - a. Remuneration policy for the Board of Commissioners and Board of Directors to be submitted to the GMS.
 - b. Structures and amounts of remuneration for members of Board of Directors and/or members of Board of Commissioners.
 - c. Remuneration policy for all executive officers and employees to be submitted to the Board of Directors by the Board of Commissioners.
 - **Related to the Nomination Function:**
 1. To develop and recommend to the Board of Commissioners in regard to the selection and/or replacement systems and procedures of the members of Board of Commissioners and Board of Directors to be further submitted to the GMS.
 2. To give recommendations to the Board of Commissioners on:
 - a. Policy and criteria required in the nomination process;
 - b. Prospective members of the Board of Commissioners and/or Board of Directors to be submitted to the GMS.
 - c. Composition of the members of the Board of Directors and/or Board of Commissioners.
 - d. Competence development program of the members of the Board of Directors and/or members of the Board of Commissioners.
 - e. Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners.
 3. To recommend independent parties as prospective members of the Audit Committee and Risk Oversight Committee to the Board of Commissioners.
 4. To assist the Board of Commissioners in conducting the performance appraisals of the members of Board of Directors and/or members of Board of Commissioners based on pre-established benchmarks as the evaluation material.
 - To conduct other tasks assigned by the Board of Commissioners related to the remuneration and nomination in accordance with the prevailing provisions.
 - To report the result of reviews and recommendations with regard to the tasks of the RNC to the Board of Commissioners if needed.

9. Authority of RNC

In performing its duties, the RNC has the authority to carry out the following activities:

- To access documents, data and information regarding to the BCA's employees, funds, assets, and other resources as required.
- To communicate with working unit and other parties in BCA to obtain information or document related to the implementation of RNC's duties.
- To obtain input and/or suggestions from outside of BCA's parties related to the RNC's duties.
- To perform other authorities granted by the Board of Commissioners.

10. Policies and Meeting Implementation of RNC

The RNC holds meetings in accordance with the needs of the BCA, at the very least once every 4 (four) months, as stipulated in the OJK Regulation No. 34/POJK.04/2014 dated December 8, 2014 concerning Nomination and Remuneration Committee of Issuer or Public Company. The meeting can only be held if it is attended by at least 51% (fifty-one percent) of the total committee members, including Independent Commissioners and Executive Officer who is in charge of the human resources function. As of December 2020, RNC held 5 (five) meetings in total.

Submission of results of RNC meetings is as follows:

- The results of RNC meeting must be stated in the minutes of meeting which describing the date of meeting, attendance of RNC members, meeting agenda, and meeting materials
- Dissenting opinions that occur in the meetings of committee should be clearly stated in the minutes of the meeting, along with the reasons thereof such dissent.

Attendances of RNC's members in the meetings throughout 2020 are as follows:

Name	Number of Meetings	Attendance	Percentage
Raden Pardede	5	5	100%
D.E. Setijoso	5	5	100%
Hendra Tanumihardja	5	5	100%

Of the 5 (five) RNC meetings, 3 (three) meetings were held to discuss remunerations and 2 (two) were held to discuss nominations with the following details:

No.	Date	Agenda
1	January 22, 2020	Recommendation of the new proposed Director for the tenure 2020-2021
2	February 26, 2020	Discussion on the evaluation results of Board of Directors and Board of Commissioners self assessment
3	March 19, 2020	Recommendation of tantiem distribution to the members of Board of Commissioners and members of Board of Directors for the year of 2019
4	April 29, 2020	Recommendation of remuneration package for new members of Board of Director for the financial year 2020 until the close of AGM in 2021
5	August 26, 2020	Recommendation of Risk Oversight Committee (ROC) member

11. RNC Remuneration

Remuneration paid to members of RNC for 1 (one) year is Rp62,447,642,283.00. The remuneration comprises of salary/honorarium and other bonuses as the BCA's officer.

12. The Work Program Performance of RNC Activities in 2020

The RNC work program performance throughout 2020 are as follows:

1. Formulate recommendation on the nomination of the new Directors for the year 2020-2021.
2. Formulate recommendation related to remuneration of the new Directors for the year 2020-2021.
3. Formulate recommendation related to the proposed tantien to the Board of Commissioners and Board of Directors for 2019 performance.
4. Conduct the evaluation on the self assessment result of Board of Director and Board of Commissioner.

13. Policy Related to Board of Director' Succession

This Board of Directors succession policy covers:

- a. Develop and provide recommendations on systems and procedure of selection and/or replacement of members of Board of Commissioners and Board of Directors to the Board of Commissioners, to be submitted to the GMS.
- b. Provide recommendations on prospective members of the Board of Commissioners and/or Board of Directors to the Board of Commissioners to be submitted to the GMS.
- c. In order to prepare BCA executive officers to gain the whole knowledge and experience as officers at the head office or branch offices, then each executive officer will get a rotation.

4. INTEGRATED GOVERNANCE COMMITTEE (IGC)

The IGC was formed by and is responsible to the Board of Commissioners of the BCA as the main entity in the Financial Conglomerate. IGC was formed with the aim to assist the Board of Commissioners of the main entity in supervising the implementation Integrated Governance in the BCA Financial Conglomerate.

The composition of BCA Financial Conglomerate can be seen in the Structure of BCA Financial Conglomerate on page 501 of this 2020 BCA Annual Report.

1. Legal Basis

The formation of the Integrated Governance Committee refers to the following regulations :

- OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Good Corporate Governance for Financial Conglomerate.
- OJK Circular Letter No. 15/SEOJK.03/2015 Implementation of Integrated Governance for Financial Conglomerate.

- Board of Commissioners Decree No. 037/SK/KOM/2015 dated February 26, 2015 concerning the Establishment of Integrated Governance Committee.
- Board of Commissioners Decree No. 098/SK/KOM/2020 dated July 8, 2020 concerning the Integrated Governance Committee – BCA Financial Conglomerate.
- Board of Directors Decree No. 125/SK/DIR/2020 dated July 10, 2020 concerning the Appointment of Members of Integrated Governance Committee.

2. IGC Charter

IGC has the work guidelines which stipulated in the IGC Charter, which has been ratified based on the Board of Commissioners Decree No. 098/SK/KOM/2020 dated July 8, 2020 concerning Integrated Governance Committee – BCA Financial Conglomerate.

The scope governed in the IGC Charter, as follows:

- Legal Basis (Reference);
- Structure and Membership;
- Membership Requirements;
- Term of Duty
- Concurrent Position;
- Duties and Responsibilities;
- Competency;
- Authority;
- Work Mechanism;
- Work Ethics;
- Work Hours;
- Meetings;

The IGC Charter has been uploaded on the BCA website (www.bca.co.id) under the Good Corporate Governance section.

3. Structure and Membership of the IGC

The IGC's composition meets the requirements of prevailing regulations in accordance with OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Good Corporate Governance for Financial Conglomerates and stipulated in Integrated Committee Charter. In 2020, BCA's IGC's Committee consisted of 11 (eleven) members which appointed by the Board of Director of main entity through the Board of Directors Decree No. 125/SK/DIR/2020 dated July 10, 2020 concerning the Appointment of Members of the Integrated Governance Committee and the Board Commissioners of Main Entity Meeting Minutes Resolution No. 16/RR/KOM/2020 dated July 1, 2020.

Integrated Governance Committee Composition as of December 31, 2020

Name	Position in Committee*	Position in Financial Conglomerate	Expertise	Term of Duty
Members from Main Entity				
Sumantri Slamet	Chairman (concurrently as member)	Independent Commissioner in the Main Entity	Information Technology and Risk Management	GMS April 2021
Wimpie Rianto	Member	Independent Party in the Main Entity **	Risk Management and General Management	GMS April 2021
Members from Subsidiaries***				
Sulistiyowati	Member	Independent Commissioner PT BCA Finance	Accounting and Finance	GMS April 2021
Gustiono Kustianto	Member	Independent Commissioner PT Asuransi Umum BCA	Risk Management	GMS April 2021
Pudjiyanto	Member	Independent Commissioner PT Asuransi Jiwa BCA	Financial Management and Accounting, Risk Management, Life Insurance	GMS April 2021
Suyanto Sutjiadi	Member	Independent Commissioner PT Bank BCA Syariah	Risk Management	GMS April 2021
Sutedjo Prihatono	Member	Sharia Supervisory Board Member PT Bank BCA Syariah	Syariah Banking General Management	GMS April 2021
Rudy Harjono	Member	Independent Director BCA Finance Limited	Trade Finance	GMS April 2021
Mendari Handaya	Member	Independent Commissioner PT BCA Multi Finance d/h Central Santosa Finance	Credit Risk and Risk Management	GMS April 2021
Hendra Iskandar Lubis	Member	Independent Commissioner PT BCA Sekuritas	Capital Market and Finance	GMS April 2021
Ignatius Djulianto Sukardi	Member	Independent Commissioner PT Bank Digital BCA	Information Technology and Information Security	GMS April 2021

*) Membership of the Independent Commissioners, Independent Parties, and members of Sharia Supervisory Board in the IGC in the financial conglomerate is not counted as dual position.

**) Independent party who are the members of IGC Committee appointed by the Board of Commissioners of the main entity.

***) Appointment of the IGC members who are the Independent Commissioners and/or Sharia Supervisory Board, that representing Financial Services Institution (FSI) in BCA financial conglomerate are appointed based on the appointment of each of the Financial Services Institution (FSI).

Number and Composition of Independent Commissioners

The number and composition of Independent Commissioners who are IGC members are adjusted to the needs of the financial conglomerate, as well as the efficiency and effectiveness in carrying out the tasks of IGC, and heed the least representation of each financial service sector.

4. Profile and Qualification of IGC Members**Sumantri Slamet**

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 78 of this 2020 BCA Annual Report.

Wimpie Rianto

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 85 of this 2020 BCA Annual Report.

Sulistiyowati

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 86 of this 2020 BCA Annual Report.

Gustiono Kustianto

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 86 of this 2020 BCA Annual Report.

Pudjianto

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 87 of this 2020 BCA Annual Report.

Suyanto Sutjiadi

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 87 of this 2020 BCA Annual Report.

Sutedjo Prihatono

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 88 of this 2020 BCA Annual Report.

Rudy Harjono

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 88 of this 2020 BCA Annual Report.

Mendari Handaya

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 89 of this 2020 BCA Annual Report.

Hendra Iskandar Lubis

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 89 of this 2020 BCA Annual Report.

Ignatius Djulianto Sukardi

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 90 of this 2020 BCA Annual Report.

5. Education or Training Activities

During 2020, members of the IGC have participated in the following educational or training activities:

Name	Education/Training	Organizer	Means/Location	Date
Sumantri Slamet	Can be seen in the Board of Commissioner Chapter – in the Subsection of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 342 of this 2020 BCA Annual Report.			
Wimpie Rianto	Indonesia Knowledge Forum	Virtual	Virtual	October 6-7, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
Sulistiyowati	Indonesia Knowledge Forum	BCA	Virtual	6-7 Oktober 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
	National Webinar “ Webinar Nasional “Recovery of Financing Industry Health”	APPI, Jakarta - Indonesia	Virtual	July 28, 2020
Gustiono Kustianto	How Risk Management Mitigate Window-dressing in Insurance Industry	Widya Dharma Artha	Jakarta	March 10, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7, 2020

Name	Education/Training	Organizer	Means/Location	Date
Pudjianto	Webinar: Pandemic COVID-19: Lesson Learned and Moving Forward	Digital Risk Management in Indonesia.	Virtual	August 5, 2020
	Business Interruption: Policy Wordings and Claims Handling	AAMAI (Indonesian Association of Insurance Management Experts)	Jakarta	August 26, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
Suyanto Sutjiadi	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
	Implementing Operational Risk Management for Operation Excellence in Digital Era and The Macroeconomic Factors Impact on Liquidity Risk	PT Nusantara Bona Pasogit, Jakarta	Wisma BCA Syariah	June 18, 2020
Sutedjo Prihatono	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
Rudy Harjono	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
Mendari Handaya	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
	“Multifinance Road to Recovery” Seminar	APPI	Virtual	Oktober 1, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
Hendra Iskandar Lubis	Continuing Education Program for the Board of Directors and Board of Commissioners of Securities Companies	Indonesia Securities Companies Association	Virtual	June 18, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
Ignatius Djulianto Sukardi	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020

6. Term of Duty of IGC

Tenure of the members of the IGC is the same as the tenure of BCA's Board of Commissioners (main entity), and can be re-elected to serve for the next period. Tenure of the currently in charge members of the IGC will end at the closing of the 2021 Annual GMS.

7. Independence of IGC Members

Independence and requirements of IGC members follow the independence and requirements of the Board of Directors and/or Board of Commissioners of the main entity and/or independence and requirements of the Board of Directors and/or Board of Commissioners of subsidiaries in the Financial Conglomerate.

All members of the IGC are independent parties who do not have the financial relationship, management relationship, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationship with BCA and/or subsidiaries that may influence their ability to act independently.

The Independence Aspect of the Integrated Governance Committee described in this table:

Independence Aspect	Sumantri Slamet	Wimpie Rianto	Sulistiyowati	Gustiono Kustianto	Pudjianto	Suyanto Sutjiadi
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√	√	√	√
Having no management relationship at the company, subsidiaries or affiliated companies.	√	√	√	√	√	√
Having no share ownership in the company.	√	√	√	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the IGC.	√	√	√	√	√	√
Not serving as an administrator at any political parties, officials and government.	√	√	√	√	√	√

Independence Aspect	Sutedjo Prihatono	Rudy Harjono	Mendari Handaya	Hendra Iskandar Lubis	Ignatius Djulianto Sukardi
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√	√	√
Having no management relationship at the company, subsidiaries or affiliated companies.	√	√	√	√	√
Having no share ownership in the company.	√	√	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the IGC.	√	√	√	√	√
Not serving as an administrator at any political parties, officials and government.	√	√	√	√	√

Requirements for IGC members are as follows:

- General Requirements
 - a. IGC members must have good integrity, character, and morals.
 - b. IGC members must meet the requirements as Independent Commissioner at the main entity and on each of Financial Services Institution (FSI), in accordance with regulatory provisions on each of the financial services sector.
 - c. IGC's independent members are allowed to holding more than one position as an independent party at other committees in BCA, other banks, and/or at other companies is allowed as long as he or she:
 - 1) Meets the required competencies.
 - 2) Meets the independency criteria.
 - 3) Can keep BCA/Financial Services Institution (FSI) incorporated within BCA Financial Conglomerate matters confidential.
 - 4) Adhere to the applicable Code of Conduct.
 - 5) Do not neglect their duties and responsibilities as committee members of IGC's BCA.
- Competency Requirements
 - a. IGC members must possess the necessary skill and knowledge in their respective fields.
 - b. IGC members are willing to continuously improve competence through training and education.
- Independency Requirements
 - a. IGC members are not allowed to originate from Board of Directors of the main entity, subsidiaries and other banks.
 - b. IGC members who are independent parties must originate from the outside parties of BCA and have no financial relationship, management relationship, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationship with BCA that may influence their ability to act independently.

8. Duties and Responsibilities of IGC

IGC has the following duties and responsibilities:

- a. Evaluate the implementation of Integrated Governance, at least through the assessment of internal controls adequacy and the implementation of the compliance function in an integrated manner.
- b. Provide recommendations to the Board of Commissioners of BCA as the main entity in the Financial Conglomerate to improve the effectiveness of supervision of the Integrated Governance implementation, including Integrated Governance Guideline refinement.

9. Authority of IGC

In performing its duties, the IGC has the authority to carry out the following activities:

- a. Request the information from working units in the form of evaluation results related to:
 - 1) The implementation of Integrated Internal Audit Function;
 - 2) The implementation of Integrated Compliance Function; and
 - 3) The implementation of Integrated Risk Management Function.
- b. To perform other activities in accordance with IGC Charter.

10. Policies and Meeting Implementation of IGC

The implementation of IGC duties and responsibilities performed through the IGC meeting. IGC holds the meeting at least 1 (one) time in 1 (one) semester, as stipulated in IGC Charter. A meeting can only be held if it is attended by at least 51% (fifty-one percent) of the total committee members. As of December 2020, IGC held 5 (five) meetings in total.

Provisions for IGC meetings, as follows:

- a. IGC meetings can be held through electronic media (video conference).
- b. To expedite the implementation of duties, IGC assisted by Secretary of IGC to carry out secretarial duties with the following:
 - 1) Arrange the meeting schedule.
 - 2) Propose and contact the prescribed interviewees.
 - 3) Prepare and distribute the meeting invitation and materials.
 - 4) Prepare and distribute the minutes of meeting.

- c. If required, IGC can invite the interviewees from the Board of Commissioners members, Board of Directors members, or other parties from the internal and also external of the main entity and the Financial Services Institution (FSI) which part of BCA Financial Conglomerate.

Delivery of results of IGC meetings as follows:

- a. For each of the IGC meeting, there are minutes meeting documentations that state the dates of meetings, attendance of the IGC members, agenda, and meeting materials.
- b. Dissenting opinions that occur in the meetings of the committee should be clearly stated in the minutes of the meeting, along with the reasons behind such dissent.

Attendance of IGCs members in the meetings conducted throughout 2020 are as follows :

Name	Number of Meetings	Attendance	Percentage
Sumantri Slamet	5	5	100%
Wimpie Rianto	5	4	80%
Sulistiyowati	5	5	100%
Gustiono Kustianto	5	5	100%
Pudjianto	5	4	80%
Suyanto Sutjiadi	5	4	80%
Sutedjo Prihatono	5	3	60%
Rudy Harjono	5	5	100%
Mendari Handaya	5	5	100%
Hendra Iskandar Lubis	5	5	100%
Ignatius Djulianto Sukardi *)	2	2	100%

*) Mr. Ignatius Djulianto Sukardi effectively serve on July 10, 2020

Meetings agenda of IGC throughout 2020 are as follows:

No.	Date	Agenda
1	January 21, 2020	Integrated Governance Committee Self-Assessment
2	March 11, 2020	Integrated Governance Committee Reporting to the Board of Commissioners of the main entity (Q2/2019)
3	June 10, 2020	<ul style="list-style-type: none"> COVID-19 Pandemic Discussion, impact to the main entity, subsidiary, issues and anticipation/mitigation and solution Integrated Governance Committee Charter Finalization
4	September 23, 2020	Integrated Governance Committee Reporting to the Board of Commissioners of the main entity (Q1/2020)
5	December 10, 2020	Corporate Charter in accordance to OJK Regulation No. 45/POJK.03/2020, and OJK Regulation 44/POJK.05/2020 implementation

11. The Work Program of IGC Activities and Performance in 2020

Throughout 2020, the IGC carried out IGC activities/work programs, such as, evaluating the implementation of integrated governance in the BCA Financial Conglomerate. The evaluations were carried out, among others, through the presentation and discussion of the Integrated Internal Audit Report and the Integrated Compliance Report.

EXECUTIVE COMMITTEES OF THE BOARD OF DIRECTORS

BCA has 7 (seven) Executive Committees appointed by the Board of Directors to assist in carrying out the duties of the Board of Directors. The Executive Committees are tasked with providing objective opinions to the Board of Directors and help to improve the effectiveness of the implementation of the Board of Directors' duties in systematic manner, as well as making contributions in accordance with their duties and responsibilities. The Executive Committees under the Board of Directors are:

1. Asset and Liability Committee.
2. Risk Management Committee.
3. Integrated Risk Management Committee.
4. Credit Policy Committee.
5. Credit Committee.
6. Information Technology Steering Committee.
7. Personnel Case Advisory Committee.

1. ASSET AND LIABILITY COMMITTEE (ALCO)

ALCO is a permanent committee under the Board of Directors whose mission is to optimally achieve BCA's profitability levels, as well as ensuring liquidity risk,

interest rate risk, and controlled foreign exchange risk through the establishment of BCA's policies and strategies for assets and liabilities management.

Guidelines of ALCO

BCA has guidelines that support the implementation of ALCO's duties and responsibilities, which are listed in the Board of Directors Decree No. 167/SK/DIR/2019 dated October 25, 2019 regarding the Asset Liability Committee (ALCO) Structure and the Board of Commissioner Decree No. 067/SK/KOM/2020 dated June 2, 2020 regarding the Scope of Duties and Responsibilities of the Board Directors and the main organization structure of PT Bank Central Asia Tbk.

Scopes stipulated in ALCO's decree are as follows:

- Organization scope
 - Mission, Main Function, Position and Authority
 - Position and Composition of Committee
- Completeness of Committee
 - Committee Personnel
 - Main Duties
 - ALCO's working group
 - Decision Making and Accountability

1. Structure, Membership of ALCO, and Voting Rights Status

Based on the Board of Directors Decree No. 167/SK/DIR/2019 regarding the Asset Liability Committee (ALCO) Structure, so the structure, membership and voting rights status of ALCO are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	President Director	Reserve voting rights
Members	<ul style="list-style-type: none"> • Deputy President Director 1 • Deputy President Director 2 • Compliance and Risk Management Director • Corporate Banking Director • Commercial and SME Banking Director • Regional and Branch Network Director • Credit and Legal Director • Banking Transactions Director • Planning and Finance Director • Executive Vice President (EVP) in charge of Treasury Division and International Banking Division • Executive Vice President (EVP) in charge of the Corporate Banking Group • Executive Vice President (EVP) in charge of the Corporate Finance Division and the Corporate Secretary and Communications Division • Head of the International Banking Division • Head of Treasury Division • Head of Corporate Finance Division • Head of Corporate Strategy and Planning Division • Head of the Corporate Banking, Transaction and Finance Group • Head of Commercial and SME Business Division • Head of Banking Transaction Product Development Division • Head of Banking Transaction Business Development and Marketing Division • Head of Banking Transaction Cooperation Solution Development Division • Head of Consumer Credit Business Division • Head of Risk Management Work Unit 	Reserve voting rights
Secretary	Senior Advisor Risk Management Work Unit in charge of Asset Liability Management (ALM)	No Voting Rights

2. Main Functions, Authorities, and Responsibilities of ALCO

Main Functions of ALCO

ALCO has the following functions:

- a. To establish and evaluate liquidity management policies and strategies to maintain liquidity in accordance with the applicable provisions, meet BCA's liquidity needs, including unexpected fund requirements, and minimize idle funds.
- b. To establish and evaluate policies and strategies related to market risks, such as interest rate risk and foreign exchange risk.
- c. To establish and evaluate pricing policies and strategies for funding products, loans and inter-office accounts.
- d. To establish and evaluate policies and strategies in structuring investment portfolios.
- e. To establish and evaluate policies and strategies for arranging balance sheet structure by anticipating changes in interest rates to achieve an optimal net interest margin.

Authorities of ALCO

ALCO has authority to take strategic decisions in the management of the BCA's assets and liabilities within parameters set by the Board of Directors. The authority of ALCO are as follows:

- a. To establish interest rates on time deposits, savings, and current accounts.
- b. To establish lending rates.
- c. To establish funding and investment strategies.
- d. To establish hedging strategy where necessary.
- e. To establish limits relating to liquidity risk, interest rate risk, and foreign exchange risk according to the overall risk management policy.

Duties and Responsibilities of ALCO

ALCO members who have voting rights, have the following main duties:

- a. To provide input to the ALCO secretary for the preparation of meeting agenda and materials
- b. To provide input in the form of information and analysis on the ALCO meeting, regarding:
 - Methodology for determining price of funds and loans products.
 - Methodologies for measuring liquidity risk, interest rate risk and foreign exchange risk.
 - Determination of the price of funds and loan products.
 - Competitiveness of interest rates for funds and loan products.
 - Competitor bank strategy.
 - Constraints on the application of ALCO's decision results.
 - Customer behavior and its changes.

3. Meeting of ALCO

The terms of ALCO meetings are as follows:

- ALCO meetings are held as necessary and at least once every month.
- ALCO meetings are valid if attended by at least 1/2 (one half) of the total members of ALCO plus 1 (one) member, including the chairman or alternate, or attended by 6 (six) Directors, including the chairman or alternate.

4. Decision Making

The decision-making provisions are as follows:

- Decision making in relation to the exercise of ALCO's authority will only be taken through legitimate ALCO meeting decisions.
- ALCO meeting decisions are valid and binding if approved by 1/2 (one half) of the members with voting rights present plus 1 (one) vote.

5. Frequency of ALCO Meetings in 2020

As of December 31, 2020, ALCO held 20 (twenty) meetings with details of the attendance of ALCO members as follows:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	20	20	100%
Deputy President Director (Suwignyo Budiman)	20	20	100%
Deputy President Director (Armand W. Hartono)	20	18	90%
Credit and Legal Director (Subur Tan)	20	20	100%
Corporate Banking Director (Rudy Susanto)	20	19	95%
Commercial and SME Banking Director (Henry Koenafi)	20	20	100%
Regional and Branch Network Director (Erwan Yuris Ang)	20	18	90%
Compliance and Risk Management Director (Inawaty Handojo)	8	8	100%
Compliance and Risk Management Director (Haryanto T. Budiman) ²⁾	12	11	92%
Banking Transactions Director (Santoso)	20	19	95%
Planning and Finance Director (Vera Eve Lim)	20	19	95%
Executive Vice President (EVP) in charge of Treasury Division and International Banking Division	20	18	90%
Executive Vice President (EVP) in charge of the Corporate Banking Group	20	15	75%
Executive Vice President (EVP) in charge of the Corporate Finance Division and the Corporate Secretary and Communications Division	20	9	45%
Division Head Member or Representative Officer:			
International Banking Division	20	18	90%
Treasury Division	20	20	100%
Corporate Finance Division	20	16	80%
<i>Corporate Strategy and Planning Division</i>	20	19	95%
<i>Corporate Banking, Transaction, and Finance Group</i>	20	18	90%
Commercial and SME Business Division	20	20	100%
Banking Transaction Product Development Division	20	17	85%
Banking Transaction Business Development and Marketing Division	20	19	95%
Banking Transaction Cooperation Solution Development Division	20	18	90%
Consumer Credit Business Division	20	19	95%
Risk Management Work Unit	20	20	100%

¹⁾ Chairman of ALCO

²⁾ Assuming the position of Compliance and Risk Management Director replacing Mrs. Inawaty Handojo since June 2, 2020 (No. 067/SK/KOM/2020)

The details of the implementation of ALCO meetings throughout 2020 are as follows:

No.	Date	Agenda
1	January 29, 2020	a. Follow-up report on the previous ALCO meeting resolutions.
2	February 25, 2020	b. Economic parameters which include inflation, Bank Indonesia interest rates, Term Deposit, Rupiah and USD yield curves, Rupiah and USD market liquidity, and Rupiah exchange rate.
3	March 17, 2020	c. Liquidity reserves comprising primary and secondary Rupiah and foreign exchange reserves, Rupiah and foreign exchange fund structure, credit projection, liquidity projection.
4	March 27, 2020	d. Banking Book Interest Rate Risk based on Earnings Perspective (NII method) and Economic Value Perspective (EVE method).
5	April 15, 2020	e. Development of Trading Book and Forex Interest Rate Risk.
6	April 27, 2020	f. Yield and Cost of Funds in rupiah and Foreign Currency.
7	May 15, 2020	g. Analysis of Assets Liabilities Management.
8	May 29, 2020	h. Stress Test for Liquidity Risk and Stress Test for Exchange Rate Risk and Trading Book Interest Rate.
9	June 22, 2020	i. Development of Bank Funds on Total Banking
10	June 29, 2020	j. Proposed Fund interest rate, Credit and Basic Credit Interest Rates (SBDK)
11	July 17, 2020	k. Profit/loss projections.
12	July 28, 2020	
13	August 12, 2020	
14	August 25, 2020	
15	September 15, 2020	
16	September 28, 2020	
17	October 14, 2020	
18	October 23, 2020	
19	November 16, 2020	
20	December 21, 2020	

6. Accountability Report

Accountability and realization of the committee's work are reported through:

- Minutes of regular meetings.
- Minutes of special meetings held to discuss specific issues.
- Data and information related to the areas covered.
- Notes and ALCO's opinion regarding the minutes of meetings and relevant data and information.

7. The Work Program Performance in 2020

Throughout 2020, ALCO has realized the following work programs:

- Evaluating the strategy and the position of BCA assets and liabilities in accordance with the objective of liquidity risk management, interest rate and exchange rate.
- Evaluating and establish the changes in interest rates funds and loans, the interest rate on a credit basis, and the limit related to Asset Liability Management (ALM).
- Reviewing of the results of the simulation of the profit/loss in accordance with ALM strategy of BCA.
- Establishing policy and strategy in the arrangement of balance sheet structure and investment portfolio.

8. Work Plan of ALCO

ALCO has established work plans for 2021 as follows:

- Establish and evaluate policies and strategies for the management of BCA's assets and liabilities to ensure liquidity, interest rate and exchange rate risks are controlled.
- Establish and evaluate pricing policies and strategies for fund and loan products, as well as basic lending rates.
- Establish and evaluate policies and strategies in structuring investment portfolios.
- Establish and evaluate policies and strategies for arranging balance sheet structure by anticipating changes in interest rates to achieve an optimal net interest margin.

2. RISK MANAGEMENT COMMITTEE (RMC)

RMC was established to ensure that the risk management framework provides adequate protection against all BCA risks.

Guidelines of RMC

In order to support the implementation of RMC's duties and responsibilities, RMC is guided by the Board of Directors Decree No. 120/SK/DIR/2019 dated August 6, 2019 concerning the Structure of the Risk Management Committee and OJK Regulation No.18/POJK/03/2016 dated March 16, 2016 concerning Implementation of Risk Management for Commercial Banks.

Scopes stipulated in the Structure of the Risk Management Committee are as follows:

- Organization Scope
 - Mission, Main Function, Position and Authority
 - Position and Composition of Committee
- Completeness of Committee
 - Committee Personnel
 - Main Duties
 - Decision Making and Accountability

1. Structure, Membership of RMC, and Voting Rights Status

Based on the Board of Directors Decree No. 120/SK/DIR/2019 dated August 6, 2019 concerning the Structure of the Risk Management Committee, the structure, membership and voting rights status of RMC are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	Secretary (concurrently permanent member)	Reserve voting rights
Permanent members ¹⁾	<ul style="list-style-type: none"> • All members of the Board of Directors • Executive Vice President of the Credit Risk Analysis Group (EVP GARK) • Head of Compliance Work Unit • Head of Internal Audit Division ³⁾ 	Reserve voting rights
Non-permanent members ²⁾	<ul style="list-style-type: none"> • Executive Vice President with the exception of EVP GARK • All Heads of Divisions/Work Units/Groups, outside Permanent Members 	Reserve voting rights
Secretary (concurrently permanent member)	Head of Risk Management Work Unit/Substitute Officer	Reserve voting rights

Notes

¹⁾ For concurrent position, the person only has one vote.

²⁾ Presence is according to the topic discussed.

³⁾ Do not have voting rights.

2. Main Functions, Authorities, and Responsibilities of RMC

Main Functions of RMC

RMC has the following main functions:

- a. Draw up policies, strategies, and guidelines to implement risk management.
- b. Improve the implementation of risk management based on the results of evaluation of the effective implementation of the risk management process and system.
- c. Determine matters related to business decisions that deviate from the normal procedures (irregularities).

Authorities of RMC

The RMC has the authority to assess and provide recommendations on matters relating to the risk management for the Board of Directors to make decisions.

Duties and Responsibilities of RMC

RMC members have the following main duties:

- a. Provide suggestions to the RMC secretary on topics and meeting materials to be discussed at the meeting of RMC.
- b. Provide information and analysis related to the topics discussed at the meeting of RMC. Topics that can be discussed at the meeting include:
 - The direction and objectives of BCA in formulating policies, strategies and guidelines for the implementation of risk management and changes if necessary.
 - Assessment of effectiveness of the risk management framework implementation.
 - Development and trend of total risk exposure of BCA and proposing an acceptable level of overall risk tolerance (risk appetite).

- Results of studies regarding total risk exposure faced by BCA and its impact.
- Assessment of BCA's capital adequacy in facing the risk of losses that arise using various stress testing scenarios.
- Proposal for developing risk measurement methodologies, contingency plans in abnormal condition (worst cast scenario), and other methods related to BCA risk management.
- Matters requiring justification related to business decisions that deviate from normal procedures (irregularities).
- Limits of authority, exposure, and concentration of the loan portfolio as well as other parameters aimed at limiting risk.

3. Meeting of RMC

The provisions of RMC meetings are as follow:

- RMC meetings are carried out according to the needs and at least once in 3 (three) months or 4 (four) times in 1 (one) year.
- RMC meetings are valid if attended by at least 2/3 (two thirds) of permanent members, or 1/2 (one half) of the permanent members with full approval from all permanent members.

4. Decision Making

The followings are the provisions concerning decision making:

- Decision making concerning the use of RMC authority shall only be made through the legitimate results of RMC meeting.
- The decisions of RMC meeting are valid and binding if approved by more than 1/2 (one half) of members who present in the meeting.

5. Frequency of RMC Meetings in 2020

As of December 31, 2020, RMC held 4 (four) meetings with details of the attendance of RMC members as follows:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)	4	4	100%
Deputy President Director (Suwignyo Budiman)	4	3	75%
Deputy President Director (Armand W. Hartono)	4	4	100%
Credit and Legal Director (Subur Tan)	4	4	100%
Commercial and SME Banking Director (Henry Koenafi)	4	4	100%
Regional and Branch Network Director (Erwan Yuris Ang)	4	4	100%
Corporate Banking Director (Rudy Susanto)	4	4	100%
Human Resource Director (Lianawaty Suwono)	4	1	25%
Transactions Banking Director (Santoso)	4	4	100%
Planning and Finance Director (Vera Eve Lim)	4	4	100%
Compliance and Risk Management Director (Inawaty Handojo) ¹⁾	1	1	100%
Compliance and Risk Management Director (Haryanto T. Budiman) ^{2)*)}	3	3	100%
Information Technology Director (Gregory Hendra Lembong) ^{3)*)}	3	3	100%
EVP of Credit Risk Analysis Group (GARK)	4	4	100%
Head of Compliance Work Unit	4	4	100%
Head of Risk Management Work Unit (Secretary)	4	4	100%
Head of Internal Audit Division	4	4	100%
EVP of Corporate Finance Division and the Corporate Secretary and Communications Division ⁴⁾	2	2	100%
Head of Commercial and SME Business Division ⁴⁾	1	1	100%
Head of Corporate Finance Group ⁴⁾	1	1	100%
Head of Network and Regional Development ⁴⁾	1	1	100%

Position	Number of Meetings	Attendance	Percentage
Head of Enterprise Security Work Unit ⁴⁾	1	1	100%
Head of Corporate Secretary and Communication Division ⁴⁾	1	1	100%
Head of Operation Strategy and Development Division ⁴⁾	1	1	100%
Head of Legal Group ⁴⁾	1	1	100%

Notes:

¹⁾ Served as chairman (Compliance and Risk Management Director) until May 2020.

²⁾ Served as chairman (Compliance and Risk Management Director) starting in June 2020.

³⁾ Served as Director starting in June 2020.

⁴⁾ The number of meetings for non-permanent members is in accordance with the invitations for the related discussion topic.

⁵⁾ Number of meetings in line with effectively serving as Directors.

The details of the implementation of RMC meetings throughout 2020 are as follows:

No.	Date	Agenda
1	March 27, 2020	- Liquidity Stress Test (General Market Stress Scenario) - Impact Simulation of OJK Regulation No. 11/POJK.03/2020
2	August 5, 2020	- Credit Portfolio as of June 2020 - Liquidity Stress Test (General Market Stress Scenario)
3	October 14, 2020	- Minimum Operational Risk Capital Adequacy Requirement using Standardized Approach. - Cyber Risk and Mitigations
4	November 18, 2020	- Financial Conglomerates (Preparation of the Corporate Charter)

6. Accountability Reporting

Accountability and work realization of the RMC are reported through:

- Periodical written report at least once in 1 (one) year to the Board of Directors concerning the results of the routine RMC meetings.
- Written report to the Board of Directors concerning the results of special meetings held to discuss certain matters.
- Special report or activity report (if necessary).

7. Realization of Work Program in 2020

In carrying out its duties during 2020, RMC accomplished the following work programs:

- Informing BCA's funding capacity under stressful conditions in the market.
- Informing simulation results regarding impact of the implementation of OJK Regulation No. 11/POJK.03/2020 related to national economic stimulus.

- Informing condition of BCA portfolio as of June 2020.
- Informing BCA liquidity up to July 2020 and BCA's funding capacity under stress condition in the market based on stress test assumptions.
- Informing new OJK Circular Letter regarding the calculation of RWA for Operational Risk.
- Informing Cyber Risk and its mitigation.
- Informing OJK Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates, which includes the criteria and coverage of the financial conglomerate and the Company Charter.

3. INTEGRATED RISK MANAGEMENT COMMITTEE (IRMC)

IRMC was established to ensure that the risk management framework provides adequate protection against all risks faced by BCA and its Subsidiaries in an integrated manner.

The IRMC's structure is determined based on the Board of Directors Decree No. 121/SK/DIR/2019 dated August 6, 2019 concerning the Integrated Risk Management Committee Structure.

Guidelines/Charter

In carrying out its duties and responsibilities, IRMC refers to the Board of Directors Decree No. 121/SK/DIR/2019 dated August 6, 2019 concerning the Integrated Risk Management Committee Structure,

OJK Regulation No. 18/POJK.03/2016 concerning Implementation of Risk Management for Commercial Banks, OJK Regulation No. 17/POJK.03/2014 concerning The Implementation of Integrated Risk Management for Financial Conglomerates, and OJK Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates.

Scopes stipulated in the Board of Directors Decree No. 121/SK/DIR/2019 concerning the Integrated Risk Management Committee Structure are as follow:

- Organization Scope
 - Mission, Main Function, Position and Authority, and
 - Position and Composition of Committee
- Completeness of Committee
 - Committee Personnel, Main Duties, and
 - Decision Making and Accountability

1. Structure, Membership of IRMC, and Voting Rights Status

Based on one of the articles of the Board of Directors Decree No. 121/SK/DIR/2019 concerning the Integrated Risk Management Committee Structure, the structure, membership and voting rights status of IRMC, are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a permanent member)	The director in charge of the integrated risk management function	Reserve voting rights
Permanent member ¹⁾	<ul style="list-style-type: none"> • All members of the Board of Directors • Head of Compliance Work Unit • Head of Internal Audit Division ³⁾ 	
Non-permanent member ²⁾	<ul style="list-style-type: none"> • All of Executive Vice President • All Heads of Divisions/Business Units/Groups/Work Units related to Subsidiaries, other than Permanent Members 	
1. Executive Officer		
2. Subsidiary Director ^{*)}	Directors who represent subsidiary, and are appointed by the Subsidiary	
Secretary (concurrently as a permanent member)	Head of Risk Management Work Unit/Alternate Officer	
Notes: ^{*)} The number and composition are adjusted to the needs as well as the efficiency and effectiveness of the implementation of IRMC duties by taking into account, among others, the representation of each financial service sector. ¹⁾ If there are concurrent positions, the person concerned only has one vote. ²⁾ According to the topics discussed. ³⁾ Do not have voting rights.		

2. Main Functions, Authorities, and Responsibilities of IRMC

Main Functions of IRMC

The IRMC has the main function to provide recommendations to the Board of Directors, which at least include:

- Compilation of integrated risk management policies.
- Revision or refinement of risk management policy based on evaluation results.

Authorities of IRMC

The IRMC has the authority to review and provide recommendations on matters related to integrated risk management for decisions by the Board of Directors.

Duties and Responsibilities of IRMC

In carrying out its functions, the IRMC has the following main duties:

- Provide recommendations to the IRMC secretary regarding the topics and meeting materials to be discussed in the IRMC meetings.
- Provide input of information and analysis related to the topics discussed at the IRMC meeting.

Topics that can be discussed at the IRMC meeting include:

- The direction and objectives of BCA in formulating policies, strategies, and guidelines for the implementation of integrated risk management, and amendments as needed.
- Assessment of the effectiveness of the implementation of an integrated risk management framework.
- Development and trend of integrated risk exposure and proposing an acceptable risk level of overall risk tolerance.
- Results of studies regarding total integrated risk exposure and its impacts.
- Assessment of BCA's capital adequacy in facing the risk of losses that arise using various stress testing scenarios.
- Proposal to develop risk measurement methods, contingency plans in abnormal condition (worst case scenario), and other methods related to integrated risk management.

- Matters requiring justification related to business decisions that deviate from normal procedures (irregularities).
- Limit of authority, exposure, and concentration of the loan portfolio as well as other parameters aimed at limiting risk.
- Refining the implementation of integrated risk management periodically and incidentally as a result of changes in internal and external conditions that affect capital adequacy, risk profile, and ineffectiveness in the implementation of integrated risk management based on evaluation results.

3. Meeting of IRMC

The provisions of IRMC meetings are as follows:

- IRMC meetings are held as needed and at least once every semester.
- IRMC meetings are valid if attended by at least 51% (fifty one percent) of the total permanent members.

4. Decision Making

The following provisions regulate the decision-making in the IRMC:

- Decision making related to the exercise of the IRMC's authority shall only be carried out through legitimate IRMC meeting decision.
- IRMC meeting decisions are valid and binding if approved by more than ½ (one half) of the total members who present in the meeting.

5. Frequency of IRMC Meetings in 2020

As of December 31, 2020, IRMC held 2 (two) meetings with the following details:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	2	2	100%
Deputy President Director (Armand W. Hartono) ¹⁾	2	2	100%
Deputy President Director (Suwignyo Budiman) ¹⁾	2	1	50%
Credit and Legal Director (Subur Tan) ^{1) 4)}	2	2	100%
Commercial and SME Banking Director (Henry Koenafi) ¹⁾	2	2	100%
Regional and Branch Network Director (Erwan Yuris Ang) ¹⁾	2	2	100%
Corporate Banking Director (Rudy Susanto) ¹⁾	2	2	100%
Compliance and Risk Management Director (Inawaty Handojo) ^{1) 4)}	1	1	100%
Compliance and Risk Management Director (Haryanto T. Budiman) ^{1) 4)}	2	2	100%
Human Resources Director (Lianawaty Suwono) ¹⁾	2	1	50%
Banking Transactions Director (Santoso) ¹⁾	2	2	100%
Planning and Finance Director (Vera Eve Lim) ¹⁾	2	2	100%
Information Technology Director (Gregory Hendra Lembong)	2	2	100%
Head of Compliance Work Unit ¹⁾	2	2	100%
Head of Risk Management Work Unit (Secretary) ^{1) 3)}	2	2	100%
Head of Internal Audit Division ²⁾	2	2	100%
PT BCA Finance Director ^{2) 3)}	2	2	100%
PT BCA Multi Finance Director ^{2) 3)}	2	2	100%
PT BCA Syariah Director ^{2) 3)}	2	2	100%
BCA Finance Limited Director ^{2) 3)}	2	2	100%
PT BCA Sekuritas Director ^{2) 3)}	2	0	0%
PT BCA Insurance Director ^{2) 3)}	2	2	100%
PT BCA Life Director ^{2) 3)}	2	2	100%
PT Central Capital Ventura Director ^{2) 3)}	2	2	100%
PT Bank Digital BCA Director ³⁾	2	2	100%

Notes:

¹⁾ Permanent member.

²⁾ Non-permanent member

³⁾ The number of meetings for non-permanent members is in accordance with the invitations for the related discussion topic.

⁴⁾ Chaired by Mrs. Inawaty Handojo for the period until May 2020; whereas since Mrs. Ibu Inawaty Handojo ended her term as a Director, IRMC is chaired by Mr. Haryanto T. Budiman (as of June 2020).

The implementation of IRMC meetings throughout 2020 is as follows:

No	Date	Agenda
1.	May 20, 2020	<ul style="list-style-type: none"> - Integrated Stress Test of the BCA Financial Conglomerates in 2020 - Integrated Limit Review - Integrated Risk Profile Report on the BCA Financial Conglomerates for Semester II 2019
2.	September 2, 2020	<ul style="list-style-type: none"> - Integrated Risk Profile Report on the BCA Financial Conglomerates for Semester I 2020 - IRMIS development update - OJK Regulation No. 28/POJK.05/2020 concerning Assessment of the Soundness of Nonbank Financial Institutions.

6. Accountability Reporting

Accountability and work realization of the IRMC are reported through:

- Written reports periodically at least once a year to the Board of Directors, containing results of regular IRMC meetings.
- Written report to the Board of Directors regarding the results of special meetings held to discuss certain matters.
- Special reports or activity reports (if needed).

7. Realization of Work Program in 2020

Throughout 2020, IRMC has realized the following work programs:

- Informing stress test results on integrated Financial Conglomerate BCA 2020.
- Informing integrated limit results.
- Informing the Integrated Risk Profile Report on BCA Financial Conglomerate for the second Semester of 2019.
- Informing the Integrated Risk Profile Report on BCA Financial Conglomerate for the first Semester of 2020.
- Informing IRMIS development update.
- Informing as for OJK New Regulation 28/POJK.05/2020 concerning on the Assessment of Soundness Level for Non-Bank Financial Services Institutions.

4. CREDIT POLICY COMMITTEE (CPC)

The Credit Policy Committee (CPC) was established to direct the disbursement granting of credit through the formulation of credit policies in order to achieve prudent lending.

Guidelines of CPC

CPC carries out its duties and responsibilities based on the Board of Directors Decree No. 175/SK/DIR/2019 dated November 5, 2019 concerning the Structure of the Credit Policy Committee (CPC) and OJK Regulation No. 42/POJK.03/2017 dated July 12, 2017 concerning Requirement to Compile and Implement Bank Credit or Financing Policies for Commercial Banks.

Scopes stipulated in the Structure of the Credit Policy Committee are as follows:

- Organization Scope
 - Mission, Main Function, Position and Authority
 - Position and Composition of Committee
- Completeness of Committee
 - Committee Personnel
 - Main Duties
 - Decision Making and Accountability

1. Structure, Membership of CPC, and Voting Rights Status

Based on the Board of Directors Decree No. 175/SK/DIR/2019 dated November 5, 2019 concerning the Structure of the Credit Policy Committee (CPC), the structure, membership, and voting rights status of the CPC are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	President Director	Reserve voting rights
Permanent Members ¹⁾	<ul style="list-style-type: none"> • Deputy President Director ¹⁾ • Credit and Legal Director • Compliance and Risk Management Director • Corporate Banking Director ²⁾ • Commercial and SME Banking Director ²⁾ • Transaction Banking Director ²⁾ • Executive Vice President of the Credit Risk Analysis Group (EVP GARK) ²⁾ • Executive Vice President of Corporate Banking Transaction and Finance Group (EVP GBKF) ²⁾ • Executive Vice President in charge of Treasury Division and International Banking Division (EVP DTR-DPI) ²⁾ • Head of Credit Risk Analysis Group and/or Head of Commercial and SME Business Division and/or Head of the Corporate Banking, Transaction and Finance Group and/or Head of Consumer Credit Business Division and/or Head of Work Units under the Directorate of Banking Transactions and/or Head of the International Banking Division or Substitute Officer ²⁾ • Head of Internal Audit Division or Substitute Officer • Head of Compliance Work Unit or Substitute Officer 	Reserve voting rights
Secretary (Concurrently as a permanent member)	Head of Risk Management Work Unit or Substitute Officer	Reserve voting rights

Note:

¹⁾ Other Directors are entitled to attend CPC meetings, but without voting rights.

²⁾ According to the topics discussed.

2. Main Functions, Authorities, and Responsibilities of CPC

Main Functions of CPC

CPC has the following main functions:

- Assist the Board of Directors in formulating credit policies, especially those relating to the principle of prudence in credit.
- Monitor and evaluate the implementation of credit policies so they can be implemented consistently and consequently.
- Conduct periodic reviews of the Bank Basic Credit Policy of BCA.
- Monitor the development and condition of the credit portfolio.
- Provide suggestions and corrective measures for the results of monitoring and evaluation that have been carried out.

Authorities of CPC

CPC has the authority to provide recommendations on corrective measures to the Board of Directors on matters relating to credit policy.

Duties and Responsibilities of CPC

Main duties of the CPC members are as follows:

- Provide opinions to the CPC secretary in preparing the agenda and meeting materials.
- Provide opinions in the form of information and analysis at CPC meetings to make CPC decisions, regarding:
 - Development of credit policies (Corporate Loans, Commercial Loans, SME Loans, Small Enterprises Loans, Consumer Loans, Credit Card, and Interbank Credit) in accordance with the mission and business plan of BCA.

- Compliance with statutory provisions in disbursing credit.
- Development and quality of the overall credit portfolio
- The veracity of the exercise of authority to decide upon credit.
- The veracity of the process of disbursing, developing, and quality of credit given to related parties and certain large debtors.
- The veracity of the implementation of the legal lending limit (LLL).
- Settlement of problem loans in accordance with the provisions of the credit policy.
- BCA's fulfillment of adequacy of the allowance for credit write-offs.
- Results of supervision on the application and implementation of the Bank Basic Credit Policy.

3. Meeting of CPC

The provisions in implementing CPC meetings are as follows:

- CPC meetings are held as needed and at least 1 (one) time in a year.
- CPC meetings are valid if attended by at least 2/3 (two thirds) of the total members.

4. Decision Making

The decision-making provisions of the CPC are as follows:

- Decision making regarding to the use of the CPC's authority can be carried out through circulation to CPC members or through legitimate CPC meetings.
- Decisions through meetings or circulations to CPC members will be considered valid and binding if approved by more than 1/2 (one-half) of the members who present.

5. Frequency of CPC Meetings in 2020

As of December 31, 2020, CPC held 1 (one) meeting with attendance details of CPC members as follows:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)	1	1	100%
Deputy President Director 1 (Suwignyo Budiman)	1	1	100%
Deputy President Director 2 ¹⁾ (Armand W. Hartono)	1	1	100%
Credit and Legal Directors (Subur Tan)	1	1	100%
Commercial and SME Banking Director (Henry Koenafi)	1	1	100%
Regional and Branch Network Director ¹⁾ (Erwan Yuris Ang)	1	1	100%
Corporate Banking Director (Rudy Susanto)	1	1	100%
Human Resource Director ¹⁾ (Lianawaty Suwono)	1	1	100%
Transaction Banking Director (Santoso)	1	1	100%
Planning and Finance Director ¹⁾ (Vera Eve Lim)	1	1	100%
Compliance and Risk Management Director (Haryanto T. Budiman)	1	1	100%
Information Technology Director ¹⁾ (Gregory Hendra Lembong)	1	1	100%
Executive Vice President in charge of Treasury Division and International Banking Division ²⁾	1	NA ³⁾	-
Executive Vice President of Corporate Banking Transaction and Finance Group (EVP GBKF)	1	1	100%
Executive Vice President of Corporate Banking Transaction and Finance Group (EVP GBKF)	1	1	100%
Head of Credit Risk Analysis Group or substitute officer	1	1	100%
Head of Commercial and SME Business Division or substitute officer	1	1	100%
Head of the Corporate Banking, Transaction and Finance Group a or substitute officer	1	1	100%
Head of Consumer Credit Business Division or substitute officer ²⁾	1	NA ³⁾	-
Head of Work Units under the Directorate of Banking Transactions or substitute officer ²⁾	1	NA ³⁾	-
Head of the International Banking Division or substitute officer ²⁾	1	NA ³⁾	-
Head of Internal Audit Division or substitute officer	1	1	100%
Head of Compliance Work Unit or substitute officer	1	1	100%
Head of Risk Management Work Unit or substitute officer	1	1	100%

Notes:

¹⁾ Other Directors are entitled to attend CPC meetings, but without voting rights.

²⁾ According to the topics discussed.

³⁾ N/A: Not attending the meeting (the topic presented is not on accordance with the field handled by the officer).

The details of the implementation of CPC meetings throughout 2020 are as follows:

No	Date	Agenda
1.	October 1, 2020	Proposal of Credit Restructuring Policy

6. Accountability Reporting

Responsibilities and work realization of the CPC are reported through:

- Periodic written reports to the Board of Directors with a copy to the Board of Commissioners regarding the results of supervision, monitoring and evaluation of the implementation of the Bank Basic Credit Policy as well as suggestions for the necessary improvements.
- Reports related to data and other information relating to the results of supervision, monitoring and evaluation of activities.

7. Realization of Work Program in 2020

Throughout the implementation in 2020, the CPC has implemented the work program, which provides recommendations on the "Credit Restructuring Policy".

8. Work Plan of CPC

CPC has established work plans for 2021 as follows:

- Evaluate and recommend credit policies.
- Monitor the implementation of credit policies to ensure BCA compliance with applicable credit policies.
- Monitor the development and quality of the credit portfolio as a whole.
- Identify new regulations issued by regulators and the impact on BCA's internal policies.

5. CREDIT COMMITTEE (CC)

Credit Committee (CC) was established to assist the Board of Directors in evaluating and/or providing credit decisions in accordance with the authority limits set by the Board of Directors, as stipulated in the BCA's articles of association and by taking into account business development and implementing the prudence principle.

The establishment of CC was determined through the Board of Directors Decree No. 176/SK/DIR/2019 dated November 5, 2019 concerning the Credit Committee Structure.

1. Structure, Membership of CC, and Voting Rights Status

Based on the Board of Directors Decree No. 176/SK/DIR/2019 concerning the Credit Committee Structure, regulates the structure, membership, and voting rights status of the CC as follows:

Structure, Membership, and Voting Rights Status of the Corporate CC

Position in the Committee	Served by	Voting Rights Status ⁽¹⁾
Chairman (concurrently as a permanent member)	Credit and Legal Director	
Permanent Members	<ul style="list-style-type: none"> • President Director (PD) • Deputy President Director 1 • Corporate Banking Director • EVP GARK • EVP GBKF⁽²⁾ • EVP DTR-DPI⁽²⁾ 	Reserve voting rights
	<ul style="list-style-type: none"> • Head of GBKF⁽²⁾ • Head of DPI⁽²⁾ 	No voting rights
Non-permanent members	<ul style="list-style-type: none"> • Other directors having the authority to decide on credit • Compliance and Risk Management Director (DCR)⁽³⁾ 	Reserve voting rights
Secretary (concurrently as a permanent member)	Head of GARK	No voting rights

Notes:

¹⁾ Decision making through meetings is done by a voting mechanism.

²⁾ According to the topics discussed.

³⁾ Has voting rights in terms of deciding credit settlement and matters relating to risk management.

Structure, Membership, and Voting Rights Status of the Commercial CC

Position in the Committee	Served by	Voting Rights Status ⁽¹⁾
Chairman ²⁾ (concurrently as a permanent member)	Head of GARK based on compliance with commercial credit exposure handled	
Permanent Members	<ul style="list-style-type: none"> • Commercial and SME Banking Director • Credit and Legal Director • EVP GARK • Head of Regional Office 	Reserve voting rights
Non-permanent members	Compliance and Risk Management Director (DCR) ³⁾	
Secretary (concurrently as a permanent member)	Credit Adviser	No voting rights

Notes:

1) Decision making through meetings is done by a voting mechanism.

2) The duties of chairman can be substitute among the Head of Group in accordance to the commercial credit exposure that they handled.

3) Has voting rights in terms of deciding credit settlement and matters relating to risk management.

2. Main Functions, Authorities, and Responsibilities of CC

Main Functions of CC

The main functions of the CC are as follows:

- Provide direction and if necessary can conduct a more in-depth and comprehensive credit analysis.
- Provide decision or recommendation on the credit decision draft submitted by the referral/ proposer related to:
 - Corporate and Commercial debtors.
 - Specific Industry.
 - Special requests from the Board of Directors.
- Discuss credit applications that are the decisions of the Board of Directors which require approval from the Board of Commissioners, and the minutes of meeting are attached when requesting approval from the Board of Commissioners (with exceptions for credit extension).
- Coordinate with the Asset and Liability Committee (ALCO) in terms of aspects of credit funding and adjusting corporate loan interest rates.

CC Level

In carrying out its duties, the CC is grouped under the following credit categories:

1. Corporate CC.
2. Commercial CC.

Authorities of CC

The authority of the CC includes making credit decisions or providing recommendations for the draft of credit decisions, by referring to the provisions concerning the authority to approve credit as contained in the Corporate Credit Manual and Commercial Credit Manual.

The following is the scope of authority vested in the CC:

- In terms of authority level
The CC has the authority to approve credit in accordance with the authorized maximum amounts specified for each type of CC.
- In terms of object credit decisions:
 - Making credit decisions for corporate and commercial categories above a certain value.
 - Making decision on the proposed credit facility.
 - Determine plans for takeovers/ purchases of loans that have either been restructured or have not yet been restructured from other financial institutions.

Duties and Responsibilities of CC

The CC has the following main duties:

- Provide direction if a more comprehensive credit analysis is needed, should the presented information be not sufficient for decision making
- Provide consideration to the draft of credit decisions submitted by provider of recommendation/referral.
- Decide on credit based on professional skills in an honest, objective, accurate, and thorough manner
- Provide input to the secretary regarding the needs of the CC meetings.

3. Meeting of CC

The provisions of the CC meetings are as follows:

- CC meetings are held as needed, at least 6 (six) times in 1 (one) year.
- CC meetings can be held and declared valid if attended by at least 3 (three) members with voting rights.
- CC meetings can be conducted through teleconferences.
- For the Corporate CC, the Compliance and Risk Management Director or the substitute must attend each CC meeting.

- Commercial CC meetings can be held both at the head office and at the local regional office.
- Each CC meeting must be stated in the minutes of meeting.

4. Decision Making

The following provisions regulate the decision-making in the CC:

- Decision making on credit can be made through approval of a decision draft, which is circulated in writing or confirmation of approval by email (circular memo) to the CC members or through legitimate CC meetings. If the circulated draft decision is not approved by one of the CC members, then the secretary needs to reschedule CC meeting immediately.
- For the Corporate CC, if the credit decisions taken at the CC meeting have not met the provisions concerning the Board of Directors' authority to decide on credit, the credit decision draft is circulated for approval of other Directors and/or the Board of Commissioners.
- Observer and adviser do not have voting rights in credit decisions making.

5. Frequency of CC Meetings in 2020

Throughout 2020, Corporate CC meetings were held 29 (twenty nine) times and Commercial CC meetings were held 4 (four) times. Meeting and attendance levels for Corporate and Commercial CC are as follow:

Frequency of Meetings and Attendance of the Corporate CC Members in 2020

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)**	29	29	100%
Deputy President Director 1 (Suwignyo Budiman)**	29	20	69%
Deputy President Director 2 (Armand W. Hartono)****	29	22	76%
Credit and Legal Director (Subur Tan)*	29	29	100%
Corporate Banking Director (Rudy Susanto)**	29	29	100%
Commercial and SME Banking Director (Henry Koenafi)***	29	26	90%
Compliance and Risk Management Director (Inawaty Handoyo)****a	11	10	91%
Compliance and Risk Management Director (Haryanto T. Budiman)****b	21	16	76%
Regional and Branch Network Director (Erwan Yuris Ang)***	29	1	3%

Position	Number of Meetings	Attendance	Percentage
Transaction Banking Director (Santoso)***	29	2	7%
Human Resources Director (Lianawaty Suwono)****	29	1	3%
Planning and Finance Director (Vera Eve Lim)****	29	20	69%
Information Technology Director (Gregory Hendra Lembong)****a	21	4	19%
EVP GARK**	29	29	100%
EVP GBKF**	29	16	55%
EVP DTR-DPI**	29	2	7%

Notes:

* Chairperson (concurrently a permanent member)

** Permanent Member

*** Non-permanent member

****a Based on the BCA Annual GMS on April 9, 2020, the term of office of the Director has ended and has not been reappointed

****b Served as Director of Compliance and Risk Management starting in May 2020

**** Other Directors

****a Served as Director of Information Technology starting in May 2020.

Frequency of Meetings and Attendance of the Commercial CC Members in 2020

Position	Number of Meetings	Attendance	Percentage
Credit and Legal Director (Subur Tan)**	4	4	100%
Commercial and SME Banking Director (Henry Koenafi)**	4	3	75%
Compliance and Risk Management Director (Inawaty Handoyo)****a	2	-	0%
Compliance and Risk Management Director (Haryanto T. Budiman)****b	2	-	0%
EVP GARK**	4	4	100%
Head of GARK*	4	4	100%
Head of Small and Medium Business Division****	4	1	25%
Head of Compliance Work Unit ****	4	1	25%
Head of Regional Office**	4	2	50%

Notes:

* Chairperson (concurrently a permanent member)

** Permanent Member

****a Based on the BCA Annual GMS on April 9, 2020, the term of office of the Director has ended and has not been reappointed

****b Served as Director of Compliance and Risk Management starting in May 2020

**** Interviewees

**** Monitors

The implementation of Corporate CC meetings throughout 2020 is as follow:

No.	Attendance	Agenda
1	January 23, 2020	
2	January 30, 2020	
3	March 12, 2020	
4	March 17, 2020	
5	March 26, 2020	
6	April 7, 2020	
7	April 14, 2020	
8	April 28, 2020	Provide decision or recommendation on the Corporate credit decision draft submitted by the referral/proposer.
9	May 14, 2020	
10	May 19, 2020	
11	May 28, 2020	
12	June 9, 2020	
13	June 16, 2020	
14	June 25, 2020	
15	July 7, 2020	
16	July 16, 2020	

No.	Attendance	Agenda
17	July 30, 2020	Provide decision or recommendation on the Corporate credit decision draft submitted by the referral/proposer.
18	August 6, 2020	
19	August 13, 2020	
20	August 25, 2020	
21	September 10, 2020	
22	September 22, 2020	
23	September 24, 2020	
24	September 30, 2020	
25	October 20, 2020	
26	October 21, 2020	
27	November 10, 2020	
28	November 26, 2020	
29	December 10, 2020	

The implementation of Commercial CC meetings throughout 2020 is as follow:

No.	Attendance	Agenda
1	February 5, 2020	Provide decision or recommendation on the Commercial credit decision draft submitted by the referral/proposer.
2	March 24, 2020	
3	August 27, 2020	
4	November 9, 2020	

6. Accountability Reporting

The accountability of the CC can be conveyed through the minutes of the CC meeting, the memorandum of decision being circulated, and the CC periodic reports.

6. INFORMATION TECHNOLOGY STEERING COMMITTEE (ITSC)

The ITSC was established to ensure that the implementation of the information technology (IT) system is in line with the BCA's strategic plans. In addition, the implementation aims to improve the BCA's competitive advantage through the utilization of appropriate IT functions. The ITSC was established based on the Board of Directors Decree No. 127/SK/DIR/2020 dated July 14, 2020 concerning the Structure of Information Technology Steering Committee.

Guideline/Charter

The ITSC carry out the duties and responsibilities in accordance to the Board of Directors Decree No. 128/SK/DIR/2017 dated October 10, 2017 concerning the Information Technology Steering Committee Charter. The scopes governed in the Information Technology Steering Committee Charter are as follows:

- ITSC Mission
- ITSC Main Function
- ITSC Authorities
- ITSC Responsibilities

1. Structure, Membership, and Voting Rights Status of ITSC

In accordance to the Board of Directors Decree No. 127/SK/DIR/2020 dated July 14, 2020 concerning the Structure of the Information Technology Steering Committee (ITSC), the structure, membership, and voting rights status of ITSC are as follows:

Position in Committee	Served By	Voting Rights Status
Chairman (concurrently as member)	Information Technology Director	Voting Rights
Secretary	Head of Data Management and IT Management Office Group	No Voting Rights
Member	<ul style="list-style-type: none"> • Deputy President Director 2 • Compliance and Risk Management Director • Regional and Branch Network Director • Strategic Information Technology Group (GSIT)*): <ul style="list-style-type: none"> - Head of Data Management and IT Management Office Group - Head of IT Architecture and Service Quality Group - Head of Application Management Group - Head of IT Infrastructure and Operation Group - Head of Digital Innovation Solutions Group • Head of Enterprise Security Work Unit • Head of Risk Management Work Unit • Head of Compliance Work Unit • Head of Operations-Services Strategy and Development Division • Head of Unit for Main IT Users**) 	Voting Rights
	<ul style="list-style-type: none"> • Head of Audit Internal Division 	No Voting Rights

Notes:

* GSIT only has 1 (one) voting rights

** Participation in a meeting depends on the topic of the meeting that is relevant to the work unit concerned

2. Main Functions, Authorities and Responsibilities of ITSC

Main Functions of ITSC

The ITSC has the following main functions:

- Review and recommend IT strategic plans to match with the BCA's business plans.
- Conduct the periodic evaluations of IT support to the BCA's business activities.
- Ensure the IT investments provide added value to BCA.

Authorities of ITSC

The ITSC has the following authorities:

- Provide recommendations to the Board of Directors on the IT strategic plans to align with the BCA's strategic business activities plans.
- Provide recommendations for the strategic measures to minimize the risk of BCA investment in the IT sector.
- Provide recommendations for the investment feasibility in the IT sector that can contribute to the achievement of the BCA's business objective.
- Provide recommendations on the formulation of the key of the IT policies, standards, and procedures.

Duties and Responsibilities of ITSC

The ITSC has the following responsibilities:

- Review the IT strategic plans to match with the strategic BCA's business activities plans.
- Review the effectiveness of strategic measures to minimize the risk of BCA investment in the IT sector.
- Review the investment feasibility in the IT sector that can contribute to the achievement of the BCA's business objective
- Review the formulation of the key of the IT policies, standards, and procedures.
- Monitor and ensure the conformity of approved IT projects with the IT strategic plans.
- Monitor and ensure the suitability of IT projects implementation with the agreed project plans (project charter).
- Review and ensure the alignment of IT and management information system requirement and the needs of the BCA's business activities.
- Oversee the IT performance and the any effort to improve it

- Supervise the attempts to solve the variety of issues related to the IT, which cannot be resolved by the user work unit and IT work unit effectively, efficiently and in timely manner.
- Ensure the adequacy and allocation of the resources owned by BCA.

3. Meeting of ITSC

The following are the provisions of the ITSC meetings:

- ITSC held the meeting in accordance to the needs of BCA, at least 4 (four) times in 1 (one) year.
- ITSC meeting can only be held if it is attended by at least 2/3 (two thirds) of the total of invited members and have the voting rights.

4. Decision Making

The following are the provisions of the ITSC related to the decision making in the meeting:

- The decision making in relation to the authority utilization of ITSC can only be exercised through a legitimate ITSC meeting.
- The ITSC meeting decision are valid and binding if agreed by at least ½ (half) of the total members are present and have the voting rights plus 1 (one) vote.

5. Frequency of ITSC Meetings in 2020

As of December 31, 2020, the ITSC held 4 (four) meetings with the following details:

Schedule and Frequency of ITSC Meetings in 2020

Position	Number of Meetings	Attendance	Percentage
IT Director ¹⁾ (Armand Hartono) (Gregory Hendra Lembong ²⁾)	4	2 2	100%
Compliance and Risk Management Director	4	4	100%
Regional and Branch Network Director	4	4	100%
Strategic Information Technology Group (GSIT) ³⁾ :			
- Deputy President Director 2	4	4	100%
- Head of Data Management and IT Management Office Group	4	4	100%
- Head of IT Architecture and Service Quality Group ⁴⁾	3	3	100%
- Head of Application Management Group ⁴⁾	3	3	100%
- Head of IT Infrastructure and Operation Group	4	4	100%
- Head of Digital Innovation Solutions Group	4	4	100%
Head of Enterprise Security Work Unit	4	4	100%
Head of Risk Management Work Unit	4	4	100%
Head of Compliance Work Unit	4	4	100%

Position	Number of Meetings	Attendance	Percentage
Head of Operations-Services Strategy and Development Division	4	4	100%
Head of Audit Internal Division ⁵⁾	4	4	100%

Notes:

¹⁾ Chairman, serves as IT Director²⁾ Effectively served as the IT Director as of June 2020³⁾ GSIT has only 1 (one) voting rights, EVP position has been removed in accordance to 067/SK/KOM/2020⁴⁾ Application Management Group and IT Architecture and Service Quality Group Officer was effective as of May 2020⁵⁾ No voting rights

The following are the ITSC meetings held in 2020 :

No	Date	Agenda
1.	March 30, 2020	<ul style="list-style-type: none"> IT Strategic Plan 2020 Partial Release to Production Work From Home Supporting Infrastructure
2.	July 17, 2020	<ul style="list-style-type: none"> Omni Channel IT Service Performance
3.	September 23, 2020	<ul style="list-style-type: none"> Data Architecture Strategy Digital Workspace
4.	December 2, 2020	<ul style="list-style-type: none"> Service Availability and Always On Enterprise Security Updates GSIT Performance and Tindak Lanjut Arahan IT Steering Committee

6. Accountability Reporting

Accountability report/realization of ITSC work is submitted through the minutes of meeting of ITSC with the following conditions:

- ITSC members' presence in the meeting has fulfilled the quorum.
- The ITSC meeting results must be stated in the minutes of meeting and properly documented.
- Minutes of meetings are prepared by the ITSC secretary and signed by the ITSC chairman.

7. Realization of Work Program in 2020

Throughout the year 2020, ITSC has executed work programs, among others:

- Evaluate and oversee implementation of IT strategic projects that are aligned with strategic corporate objective of BCA as well as business direction of BCA.
- Evaluate the implementation process and technology used in IT development's projects.
- Review and oversee strategic plan to minimize risk of IT investment, lower operating costs, and improve IT service level.
- Monitor IT 2020 budget utilization.
- Review and evaluate the following new strategic IT projects:
 - New Acquisition through Digital by utilizing channel digital BCA to reduce the cost of acquisition customer.

- Customer Retaining through the development of Super Apps to keep customer satisfaction using BCA digital channel.
- Efficiency and Automation Process through the utilization of RPA (Robotic Process Automation) to process efficiency and reduce manual processes.
- Customer Data Integration and Analytics through process data integration, include internal, external, alliance and subsidiary data in order to do deepen analysis by using media storage of Data Warehouse and Big Data.

- Evaluate and supervise implemented initiatives to support the execution of IT strategic projects. These initiatives are:
 - Development of Open Banking which part of a digital ecosystem to support the development of the process of development and delivery of a product that is more agile.
 - Applying partial release of production to support faster product delivery and minimize potential implementation failure.
 - Development of microservices based on architectural technology on common banking transaction features by focusing on development efficiency and delivery changes.

- d) Development Work From Home (WFH) infrastructure to support government programs in anticipating the spread of COVID-19 without neglecting the support for customers' transactions.
- e) Application of work concept "Work From Anywhere" as a culture in the work process of BCA to be more flexible, while still upholding the principles of security, both in terms of network and data and experience, to be equal with the standard of Work from the Office.
- f) Development of data architecture to support customer data integration and analytics initiatives.
- Review and evaluate development of IT HR capabilities and Management Office to be able to adapt through technology changes.
- Review and evaluate IT Risk Management process, IT Governance, and IT Compliance to achieve Good IT Governance.

7. PERSONNEL CASE ADVISORY COMMITTEE (PCAC)

PCAC was formed by and reports to the Board of Directors. The PCAC has a mission to provide recommendations to the Board of Directors regarding case resolution that meets the principles of justice and equality through the review of violations and/or crimes committed by employees. The PCAC is determined by BCA based on the Board of Directors Decree No. 181/SK/DIR/2013 dated December 24, 2013 concerning the Personnel Case Advisory Committee Structure.

Guidelines of PCAC

In order to support the implementation of its duties and responsibilities, the PCAC refers to the Board of Directors Decree No. 181/SK/DIR/2013 dated December 24, 2013 concerning the Personnel Case Advisory Committee Structure.

1. Structure, Membership of PCAC, and Voting Rights Status

The structure, membership, and voting rights status of the PCAC are regulated in the Board of Directors Decree No. 181/SK/DIR/2013 dated December 24, 2013 concerning the Personnel Case Advisory Committee Structure, which are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	Head of Human Capital Management Division	Reserve voting rights
Members	<ul style="list-style-type: none"> • Head of Internal Audit Division • Head of Legal Group • Head of Operation-Services Strategy and Development Division 	Reserve voting rights
Non-permanent member	Head of Network Management and Regional Development Division	Reserve voting rights
Secretary (concurrently as a member)	Head of Audit Sub-Division of Branch Offices and Regional Offices	No voting rights

Independency of PCAC

Each member of the PCAC will declare the independency on the cases discussed in the committee.

2. Main Functions, Authorities, and Responsibilities of PCAC

Main Functions of PCAC

PCAC has the following main functions:

- Examine cases of violations and/or crimes committed by employees that require a decision of the Board of Directors to follow up on the resolution.
- Provide considerations to the Board of Directors in determining the follow-up settlements to the cases of violations and/or crimes, which include the imposition of sanctions, improvement of operational systems and procedures, as well as legal proceedings if necessary.
- Periodically review the settlement of violation and/or crime cases decided by the Head of The Main Branch Office and the Head of Regional Office.
- Provide advice and direction (if needed) to branch and regional offices in handling cases of violations and/or crimes.

Authorities of PCAC

The PCAC has the authority to provide suggestions/recommendations to the Board of Directors regarding the resolution of violation and/or crime cases committed by employees.

Duties and Responsibilities of PCAC

The main duty of PCAC members who have voting rights is to provide input of information, analysis and consideration at meetings to make PCAC's proposals/recommendations regarding:

- Imposition of sanctions
- Improvements in operational system and procedures
- Legal proceedings

If there PCAC members are unable to attend the meeting, his presence may be represented by other officials (at the level of Head of Sub-Division or Bureau Chief) appointed by the member concerned.

3. Meeting of PCAC

Provisions regarding the implementation of PCAC meetings are as follows:

- PCAC meetings are held as needed.
- Voting rights are owned by members.
- PCAC meetings are considered valid if attended by at least 2/3 (two thirds) of total members.

4. Decision Making

Provisions related to the decisions of PCAC meetings and decision making by the PCAC are as follows:

- Decision making related to the exercise of the PCAC's authority shall only be made through legitimate PCAC meeting decisions.
- Decisions made in PCAC meetings can be in the form of:
 - One recommendation to the Board of Directors agreed by all members; or
 - More than one recommendation (if no mutual agreement is reached).

5. Frequency of PCAC Meetings in 2020

As of December 31, 2020, PCAC held 11 (eleven) meetings with the following dates:

- January 15, 2020
- March 2, 2020
- April 8, 2020
- May 15, 2020
- June 16, 2020
- July 23, 2020
- July 28, 2020
- September 14, 2020
- November 5, 2020
- November 23, 2020
- December 18, 2020

Frequency of PCAC Meetings in 2020:

Position	Number of Meetings	Attendance	Percentage
Head of Human Capital Management Division ^{*)}	11	11	100%
Head of Internal Audit Division ¹⁾	11	11	100%
Head of Legal Group ¹⁾	11	10 ^{#)}	90.91%
Head of Operation-Services Strategy and Development Division ¹⁾	11	9 ^{#)}	81.82%
Head of Network Management and Regional Development Division ²⁾	11	11	100%

Notes:

^{*)} Chairman¹⁾ Permanent member²⁾ Non-permanent member^{#)} Unable to attend meetings**6. Accountability Reporting**

Accountability report on work realization of the PCAC is reported in:

- Minutes of PCAC regular meetings.
- Minutes of special PCAC meetings held to discuss certain matters.

7. Realization of Work Program in 2020

In performing its duties throughout 2020, the PCAC held 11 (eleven) meetings.

PCAC has realized the work program which includes the input in terms of information, analysis and consideration to provide recommendations to the Board of Directors in response to several cases of violations committed by employees that require decision from the Board of Directors to settle them, such as imposition of sanctions and/or improvement of systems and operational procedures and/or legal case processing.

8. Work Plan of PCAC

PCAC will carry out its duties and responsibilities to provide input in the form of information, analysis, and considerations at meetings to make suggestions/recommendations related to employment cases in 2021.

CORPORATE SECRETARY

The establishment and implementation of BCA Corporate Secretary's obligation is based on OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies. Through the function of Corporate Strategy, BCA strives to improve the disclosure of information and communication to all stakeholders. Corporate Secretary has responsibilities for:

- Ensure that BCA has implemented Good Corporate Governance principles;
- Manage the positive images and interests of BCA;
- Maintain good relationship with all stakeholders
- Support BCA business operation by management;
- Implement secretarial duties; and
- Ensure the compliance in BCA to all applicable regulations

Structure and Position of Corporate Secretary

Corporate Secretary function of BCA is carried out by Division of Corporate Secretary and Communication, that has been led by Corporate Secretary of BCA as an Executive Vice President (EVP). Corporate Secretary of BCA has appointed based on Decree No. 2271/SK/HCM-KP/A/2019 dated September 1, 2019 and responsible directly to Director of Planning and Finance.

Figure 1: The position of the Corporate Secretary and Communications Division in the organizational structure of BCA

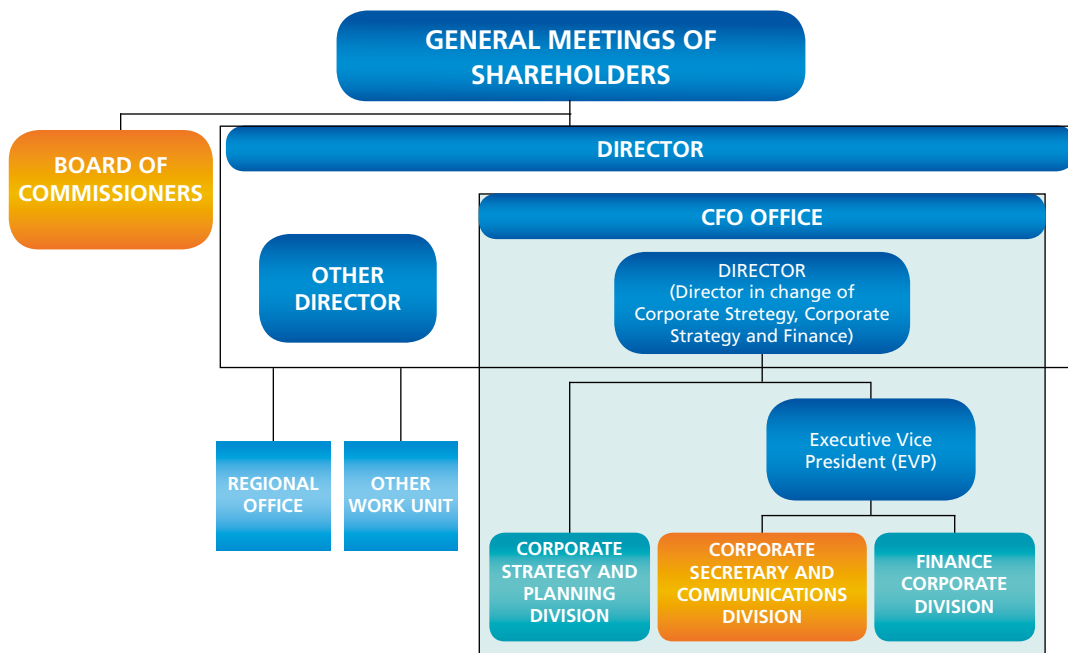
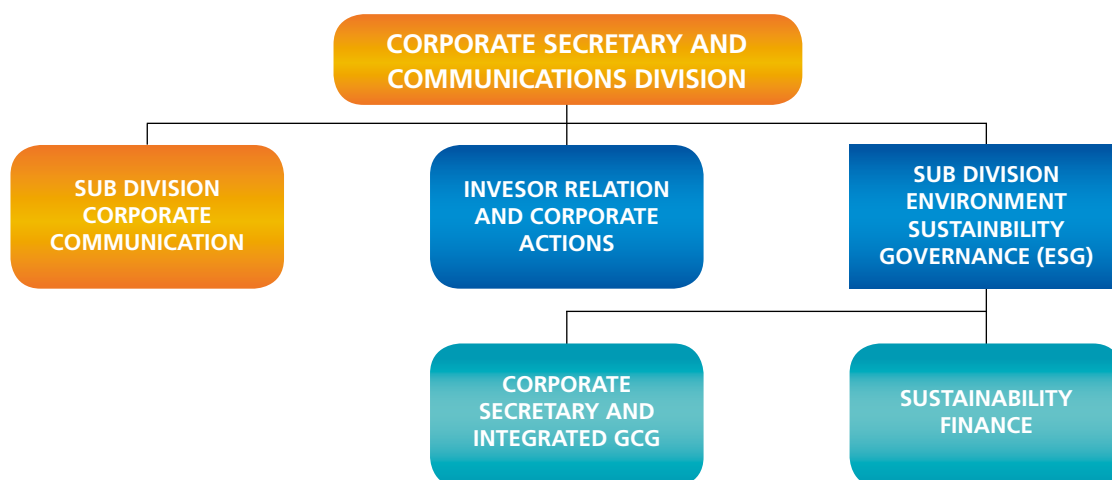


Figure 2: Organizational Chart of Corporate Secretary and Communication Division



Corporate Secretary Profile

Currently, Corporate Secretary of BCA is Raymon Yonarto.

Profile, position, legal basis of appointment, work experience, and educational background of Corporate Secretary of BCA can be seen on Company Profile page 91 of this Annual Report.

Competence Development and Training Programs

In order to support implementation of Corporate Secretary's duties, he has followed development of competence and training programs throughout 2020, as follows:

No	Training Program / Conference	Organizer	Location	Date
1	CFO Leadership Training Program "Highly Effective Finance Leadership Final Project Presentation"	DPP - Dunamis	Jakarta, Indonesia	January 10, 2020
2	Succeeding with Digital First Propositions	Infosys Finacle	Jakarta, Indonesia	June 11, 2020
3	CFO Perbanas and PwC Indonesia Forum "The Impact of COVID-19 on Credit Restructuring according to PSAK 71"	Perbanas and PwC Indonesia	Jakarta, Indonesia	June 19, 2020
4	Next Level of Bank Digitalization for New Era	Perbanas	Jakarta, Indonesia	July 3, 2020
5	Digitalization and Covid Situation	CLSA	Jakarta, Indonesia	July 23, 2020
6	Post Pandemic Recovery and Digital Banking Role	BCA Sekuritas	Jakarta, Indonesia	July 29, 2020
7	Addressing The Coronavirus Challenge (Part 2: Corporates, Infrastructure, International Public Finance)	Fitch Rating	Jakarta, Indonesia	September 2, 2020
8	Web Seminar and E-Awarding INFOBANK AWARDS 2020 with topic: TRADITIONAL BANKS VS CHALLENGER BANKS IN THE ERA OF NEW-NORMAL	InfoBank	Jakarta, Indonesia	September 29, 2020
9	IKF Forum IX 2020	BCA	Jakarta, Indonesia	October 6, 2020
10	CFO Forum Perbanas Banking Update – Post Implementation of PSAK 71 and its issues	Perbanas	Jakarta, Indonesia	October 23, 2020
11	Gartner Conference Global	Gartner	Jakarta, Indonesia	October 27-28, 2020

No	Training Program / Conference	Organizer	Location	Date
12	3 rd Chongqing Connectivity Initiative Financial Summit (CCI-FS)	Perbanas	Jakarta, Indonesia	November 23, 2020
13	Preparing for Economic Recovery	Mark plus	Jakarta, Indonesia	November 24, 2020
14	Morgan Stanley Virtual Asia Banks Trip "Digitalisation to Redefine the New Normal"	Morgan Stanley	Jakarta, Indonesia	December 4, 2020
15	Webinar and Awarding PROYEKSI PASAR MODAL INDONESIA 2021" ECONOMICS EMITEN AWARD 2020"	Iconomics	Jakarta, Indonesia	December 18, 2020

Corporate Secretary Functions

Corporate Secretary function of BCA refers to Article 5 of OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies, as follows:

1. To keep updated with the developments in the capital market, especially regarding laws and regulations applicable to capital market;
2. To provide recommendation to the Board of Directors and the Board of Commissioners to comply with laws and regulations in capital market field;
3. To assist the Board of Directors and the Board of Commissioners in implementing the corporate governance, which covers:
 - a. Information disclosure to the public, including information available on BCA website;
 - b. Timely reporting to the OJK;
 - c. Organization and documentation of GMS;
 - d. Organization and documentation of meetings of the Board of Directors and/or Board of Commissioners; and
 - e. Implementation of orientation program for the Board of Directors and/or Board of Commissioners.
4. As a connector between BCA with its shareholders, OJK, and other stakeholders.

Based on Board of Directors Decree No. 136/SK/ DIR/2019 dated August 30, 2019 on Implementation of Sustainable Finance at PT BCA Tbk, Secretariat and Corporate Communication Division, as an executor of Corporate Secretary function, has the following tasks:

1. Build and manage BCA image and be responsible for the secretarial duties of a listed company, integrated corporate governance, corporate communications, and investor relations.
2. Maintain and improve BCA's credibility and financial reputation within the wholesale financial markets community, so BCA has strong potential access to funding from the markets as needed.
3. Implement, ensure and monitor all aspects of integrated governance of BCA as a listed company in accordance with applicable rules and regulations; to ensure access to transparent information for shareholders, capital market authorities, analysts and the general public through BCA website, periodic reports, annual reports and other forms of reporting.
4. Develop a sustainable finance culture and to socialize to all relevant parties within the Company in order to achieve a sustainable performance.

Implementation of Corporate Secretary Duties in 2020

In 2020, Corporate Secretary has conducted the following duties and responsibilities:

- a. To keep updated with the developments in the capital market, especially regarding laws and regulations applicable to capital market.

No	Subject	Description
1.	Corporate actions	<ul style="list-style-type: none"> - Manage the AGMS for fiscal year 2019 on April 9, 2020. - Manage the Extraordinary GMS year 2020 on July 30, 2020.
2.	Implementation of capital market regulations	<ul style="list-style-type: none"> - Implementation of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Changes to Ownership, of Shares in Public Company. - Coordination in preparation of Sustainable Finance Action Plan (RAKB).

- b. To provide recommendation to the Board of Directors and the Board of Commissioners of BCA in order to comply with laws and regulations in capital market field.

No	Subject	Description
1.	Analysis of Capital Market Provisions	<p>Analysis of capital market provisions are listed in:</p> <ol style="list-style-type: none"> Memo that aimed to Board of Directors and/or Board of Commissioners through Director Bureau related to fulfillment of Good Corporate Governance (GCG), namely Memorandum No. 237/MO/DCS/2019 dated August 29, 2019. BCA internal portal named MyBCA in the hotspot section, with Article link of GCG, related to: <ol style="list-style-type: none"> Annual Report Audit Internal Charter. Investigation in Capital Market. Commercial Bank Reporting through Reporting System of Otoritas Jasa Keuangan. Summary of Amendment to OJK Regulation on Pre-emptive rights. Summary of Amendment to Regulation on the Planning and Organizing of GMS of Public Company. Re-examination for Main Party of Bank. Buyback of Shares Issued by Public Company. Merger or foundries of Public Company. Special Provision on the Listing of Shares and Equity Securities issued by listed companies other than Stock at the Accelerated Board .
2.	Input/opinion	<ul style="list-style-type: none"> - Review and analyse of Affiliated Transaction at BCA. - Meetings and training for the Board of Commissioners and Board of Directors. - Formulation of the Sustainable Finance Action Plan. - Follow-up on fulfillment of ASEAN Corporate Governance Scorecard.
3.	Adjustment to the implementation of governance with the latest provisions such as Bank Indonesia Regulations, OJK Regulations, and other ACGS provisions.	<ul style="list-style-type: none"> - Update Corporate Governance Guidelines and Integrated Governance Guidelines. - Update Affiliated Transaction Policy. - Fulfillment of Annual Disclosure. - Review and arrange the policy with coordinate with other work unit. - Mapping the integrated governance within BCA Financial Conglomerate.

c. To assist the Board of Directors and the Board of Commissioners in implementing the corporate governance, which cover:

No	Subject	Description
1.	Information disclosure to public, including information availability on the website of issuer or listed company.	<ul style="list-style-type: none"> - Review and improvement of governance and Investor Relations section of BCA website; - Provide disclosure information/investor news to investors and public. The information can be access on BCA website: https://www.bca.co.id/en/Tentang-BCA/Hubungan-Investor/Berita-Investor. - Provide BCA reports on BCA website, including: <ul style="list-style-type: none"> a. Annual Report (https://www.bca.co.id/en/Tentang-BCA/Hubungan-Investor/Laporan-Tahunan); b. Monthly, Quarterly, and Annual Financial Statement (https://www.bca.co.id/en/Tentang-BCA/Hubungan-Investor/Laporan-Kuangan); c. Corporate Governance Report (https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola); d. Integrated Governance Implementation Report (https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola); e. Sustainability Report and/or Corporate Social Responsibility Report (https://www.bca.co.id/en/Tentang-BCA/Korporasi/Cari-Tahu-Tentang-BCA/sustainability-report). - Disclose information of Recovery Plan that can be access on BCA website : (https://www.bca.co.id/-/media/Files/product-files/20190520-pengungkapan-rp-2019-indonesia). - Disclose information related to Corporate Action Acquisition of Rabobank. (https://www.bca.co.id/-/media/Files/Report/RUPS/20200608-ringkasan-rancangan-akuisisi-investor-daily-8-juni-2020.ashx). - Disclose information related to Affiliated Transaction.
2.	Timely reporting to OJK	<ul style="list-style-type: none"> - Conducting Self Assessment of Corporate Governance Implementation for first semester and second semester in 2020. - Submitting reports or correspondences related to implementation of corporate governance and capital market provisions to OJK and the Indonesia Stock Exchange as described in the section on Access To Information of this Annual Report. - Submitting the Annual Good Corporate Governance Implementation Report. - Conducting Self-Assessment on Integrated Corporate Governance for the first Semester and for the second Semester in 2021. - Submitting reports or correspondences related to implementation of integrated corporate governance and capital market provisions to OJK and the Indonesia Stock Exchange as described in the section on Access To Information of this Annual Report. - Submitting the Annual Integrated of Good Corporate Governance Implementation Report.
3.	Organization and documentation of general meeting of shareholders (GMS)	<p>Organizing the Annual GMS and the Extraordinary GMS, and the proper documentation of data on BCA Annual GMS and Extraordinary GMS comprising of the notice, invitation, and results of the Annual GMS and the Extraordinary GMS, through:</p> <ul style="list-style-type: none"> - BCA website that can be access at https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi. - Documentation data collection (softcopy and hardcopy) by the Corporate Secretariat and Integrated GCG Bureau - Corporate Secretary and Communication Division.

No	Subject	Description
4.	Organization and documentation of meetings of the Board of Directors and/or Board of Commissioners	Meetings of the Board of Directors and/or Board of Commissioners are documented by the Board of Directors Bureau. Board of Directors Bureau submit implementation data of Board of Directors and/or Board of Commissioners' meetings for data collection to Corporate of Secretariat Bureau and Integrated GCG Bureau - Corporate Secretary and Corporate Communication Division quarterly. The number of meetings of the Board of Directors and/or Board of Commissioners in 2020 is presented in the section on Meetings of the Board of Directors and Board of Commissioners in this Annual Report.
5.	Implementation of orientation program for the Board of Directors and/or the Board of Commissioners	An orientation program is provided for new members of the Board of Directors and /or Board of Commissioners. The report of the orientation program is presented in the sections on Board of Directors and Board of Commissioners in this Annual Report

d. As a connector between BCA with its shareholders, OJK, and other stakeholders:

No	Subject	Description
1.	Organization of public expose	Conduct Public Expose Live that held on August 28, 2020. BCA has reported the proceedings of Public Expose Live to Indonesia Stock Exchange regarding to regulations.
2.	Organization of press conferences and analyst meetings	In 2020, , Press Conferences and Analyst Meetings were conducted on: - February 20, 2020 (the position of Quarter IV - 2019). - May 27, 2020 (the position of Quarter I - 2020). - July 27, 2020 (the position of Semester I - 2020). - October 26, 2020 (the position of Quarter III - 2020).
3.	Internal communication and events	- National Work Meeting on December 8-9, 2020 (with other relevant work units). - Media internal, for example updates on news clippings, Info BCA magazine, TV Plasma, etc.
4.	BCA communications material	- Update the Corporate Governance section in BCA website. - Manage and update information on BCA website in accordance with prevailing regulations. - Issued press releases related to performance and development of BCA. The report on 2020 is presented on the Access to Information section in this Annual Report. - Conduct corporate communication of BCA, such as published financial statement of BCA through mass media, advertisement on national holidays, and others. - Developing and implementing sponsorship activities of BCA in accordance with BCA policies.

In addition to these functions, the Corporate Secretary has made communications related to the COVID-19, by extending information regarding adjustments on company operation during the COVID-19 pandemic to all stakeholders via multi-platform of communication.

Information Disclosure Report

Throughout 2020, BCA has disclosed information to public, both in Bahasa and in English on media, BCA website, and IDX website. BCA has also submitted periodic reports to IDX, OJK Capital Market and/or OJK Banking Supervision Department, and Integrated SPE-IDX e-reporting sites. The information disclosure report is presented in the section of Access to Information in this Annual Report.

INVESTOR RELATIONSHIP FUNCTION

Main Duties of Investor Relations

The main duties of investor relations are representing the Board of Directors in their relationship with investors and capital market community, including:

- Develop a communication strategy especially for investors, potential investors, analysts, and capital market community in general.
- Prepare materials and carry out road shows, analyst meetings and conference calls.
- Communicate various aspects related to BCA shares and performance as well as financial reports to interested parties, such as analysts, investors and potential investors.
- Manage relationships with analysts, fund-managers, experts and economists (related to equities).
- Monitor and report to the Board of Directors on the results of evaluations by analysts on the BCA performance and share price regularly.
- Coordinate the preparation, publication and distribution of the annual report to investors / analysts.
- Provide BCA financial data and information to investors and capital market community.

Activities of Investor Relations

Investor Relations maintains communication with the finance and capital market communities in order to provide them with precise and accurate perspectives on the performance, business prospects and any other information deemed necessary for investors to make decisions. Investor relations activities continuously uphold the principles of confidentiality and equal treatment for all investors.

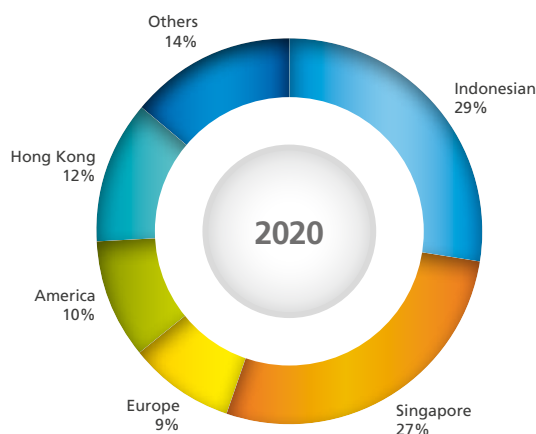
BCA holds analyst meetings and public expose regularly to present performance results every quarter. BCA also actively

attends conferences and non-deal road shows, activities organized by securities companies that connect BCA with both domestic and global investors. Apart from that, BCA also receives visits from investors and holds conference calls in line with investor's requests.

Statistics of BCA Investor Relations' Activities in 2020 and 2019

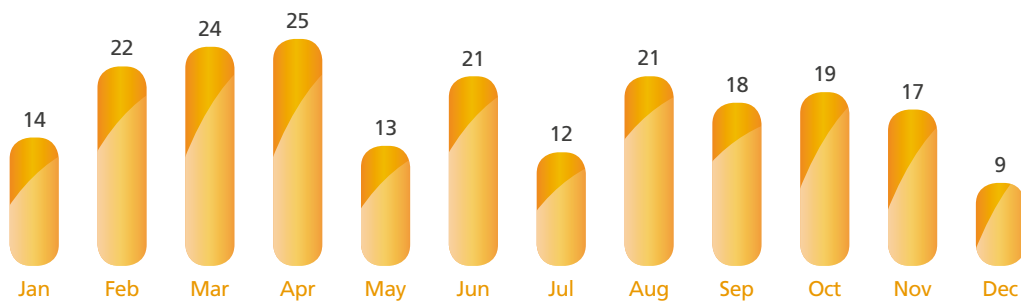
	2020	2019
Analyst Meeting and Public Expose	5	5
Non-deal road show	0	3
Investor Conferences and Group Call (domestic and international)	68	12
Investor's Visit	10	135
Conference Call	132	45
Total	215	200

The number of participants who attended investor visits, conferences, virtual conferences, group calls and conference calls was 667 (six hundred and sixty seven) people, comprising of people from the following countries:



Remark:

^{*)} Others come from Malaysia, India, Thailand, Australia, Taiwan, etc..

Frequency of Monthly Investor Relations Activities in 2020

The average frequency of Investor Relations activities in 2020 was 18 (eighteen) activities per month.

Investor Relations Contact

BCA Investor Relations can be contacted via:

Investor Relation Contact

PT Bank Central Asia Tbk

Menara BCA Lt.20

Jl. MH Thamrin No.1

Jakarta

Telp. : +62 21 235 88000

Email : investor_relations@bca.co.id

INTERNAL AUDIT FUNCTION

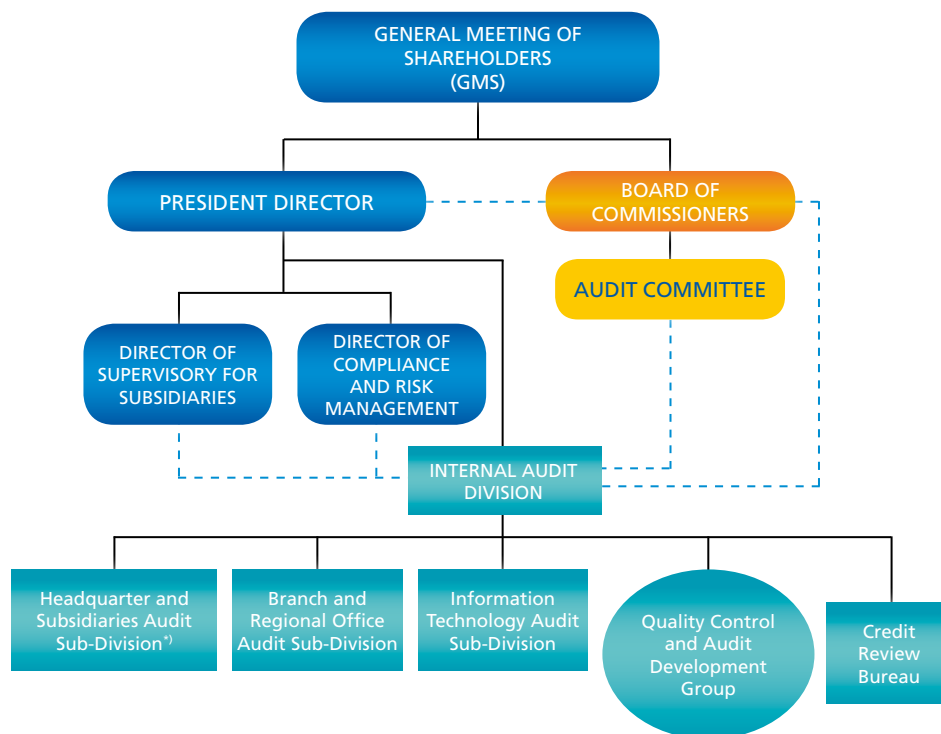
The Internal audit function is carried out by Internal Audit Division with reference to OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning Implementation of Internal Audit Function in Commercial Banks. Internal Audit Division has a mission to improve and protect the value of BCA through providing risk-based and objective assurance, advice and insight, as well as acting as management strategic partner.

In carrying out its functions, the Internal Audit Division carries out independent and objective assurance and consultation to provide added value, by evaluating the effectiveness of the risk management process, internal control, governance, and the achievement of business goals.

Structure and Position of the Internal Audit Division

The Internal Audit Division's organizational structure is formed based on the Decree of the Board of Directors, recently adjusted by the Decree of the Board of Directors No. 063 / SK / DIR / 2017 dated May 17, 2017. Internal Audit Division is independent and responsible to President Director and can communicate directly with Board of Commissioners and Audit Committee. Internal Audit Division also submits audit reports to the Compliance and Risk Management Director.

The Internal Audit Division's organizational structure is as follows:



Remarks:

----- communication line/information delivery

*) Includes Integrated Internal Audit Function

To support the implementation of integrated governance for financial conglomerates, the Internal Audit Division carries out the integrated internal audit function in accordance with OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Corporate Governance for Financial Conglomerates. The following are several initiatives undertaken in the implementation of integrated internal audits:

- Monitor the implementation of the Subsidiary's internal audit function and provide recommendations that enhances added value.

- Conduct audit on subsidiaries and provide recommendations for improvements.
- Support the development of Subsidiary's internal audit function.

In every semester, the Internal Audit Division submits an integrated internal audit report to the Board of Commissioners, Audit Committee, and the Board of Directors.

Appointment/Dismissal of the Head of Internal Audit Division

The Head of Internal Audit Division is appointed and dismissed by the President Director with the Board of Commissioners approval by considering the recommendations of the Audit Committee.

Profile of the Head of the Internal Audit Division

Ayna Dewi Setianingrum

Served as the Head of Internal Audit Division since November 1, 2017 based on the Employee Appointment Decree No. 314/SK/HCM-KP/A/2017 dated October 24, 2017.

Completed her Bachelor of Economics from Tarumanegara University in 1995 and obtained her Masters in Management from PPM School of Management in 2005.

Starting her career at BCA since 1995, she has experienced in various positions in the Internal Audit Division as Credit Audit Adviser (2006), Head Office Audit Adviser (2009), Head of Audit Office Sub Division (2012), Head of Information Technology Audit Sub Division (2014).

The Head of Internal Audit Division has participated in a series of competency development training programs to support her in carrying out the duties. The following are competency development programs that are followed in 2020.

No	Training Program/Workshop/Seminar/Conference	Organizer	Means/Location	Date
1	IIA CAE Summit – Assurance in Real Time 2020	IIA Malaysia	Virtual Event	September 8, 2020
2	Whistleblowing – The Best Fraud Detection Method	PwC Indonesia Webinar	Virtual Event	October 13, 2020
3	Heightened Fraud Risk Due to COVID-19	PwC Indonesia Webinar	Virtual Event	June 23, 2020
4	Accounting Impact of COVID-19 for Financial Services	PwC Indonesia Webinar	Virtual Event	June 2, 2020
5	Business Revamp: Overcoming Uncertainty through Knowledge	IKF IX 2020	Virtual Event	October 6, 2020

Internal Audit Charter

The Internal Audit Division has an internal audit charter as a frame of reference in carrying out its duties and contains mission, position in the organization, independency and objectivity, authority, and scope of work. Development of an internal audit charter is referring to OJK Regulation No. 56/POJK.04/2015 concerning Establishment and Guidelines for Internal Audit Charter and has been adjusted to OJK Regulation Number 1/POJK.03/2019 dated January 29, 2019 concerning Implementation of Internal Audit Function in Commercial Banks. The internal audit charter has been reviewed and updated periodically in accordance with BCA requirements and applicable regulations. The last update of the internal audit charter was carried out in May 2019, approved by the President Director and the Board of Commissioners, by taking into account the recommendations of the Audit Committee.

Independency

To support independency and ensure the effortless operation of the audit and monitoring the follow up of audit results, the Head of Internal Audit Division is responsible to the President Director and can communicate directly with the Board of Commissioners and the Audit Committee, to inform on various matters relating to the audit. Throughout 2020, there were 8 (eight) meetings with President Director, 8 (eight) meetings with Audit Committee, and 2 (two) meetings with the Board of Commissioners.

During 2020, Internal Audit Division has carried out audit activities independently. There are no conflicts of interest, limitation on the scope and access to data of personnel or property, as well as restriction of resources that can affect the independency.

Internal Audit Division has no authority and responsibility to carry out operational activities, both at BCA and its subsidiaries.

Auditor's Code of Ethics

In addition to complying with the BCA code of ethics, the Internal Audit Division has the auditor's code of ethics as a standard and reference in behaving and thinking in carrying out their duties and functions. The code of ethics refers to the International Professional Practices Framework (IPPF) -The Institute of Internal Auditors (IIA), which consists of integrity, objectivity, confidentiality and competency. Annually, auditors in the Internal Audit Division make a statement to comply with the auditor's code of ethics as an effort to increase commitment and trust of stakeholders.

To maintain the objectivity in performing audit, each auditor also makes a statement that the auditor has no family / financial / other interest in the object of the audit and / or the auditee which may allow the loss of objectivity.

Duties and Responsibilities of the Internal Audit Division

The scope of the assignment of the Internal Audit Division covers the activities in branch offices, regional offices, headquarters, subsidiaries, and outsourced to third parties activities, with the following duties and responsibilities:

1. Assist the President Director, the Board of Commissioners, and the Audit Committee in carrying out the supervisory function.
2. Develop and implement a risk-based annual audit plan and report the realization to the President Director, the Board of Commissioners and the Audit Committee.
3. Perform audit activities by testing and evaluating the adequacy and effectiveness of the risk management process, internal control, governance processes, and providing recommendations for improvements.
4. Evaluate the performance and achievement of targets from the work program of the Branch Office/Regional Office/Head Office.
5. Perform investigations if there any indications of fraud either obtained from audit activities or whistleblowing systems.
6. Perform special investigations/audit based on the request of Board of Commissioners, Audit Committee, or Board of Directors.
7. Coordinate with working units that perform other assurance functions to increase the effectiveness of the internal control system.

8. Monitor, analyze and report on the follow-up actions that have been carried out by the auditee in line with the recommendation of audit results.
9. Carry out continuous credit quality assessments.
10. Compile and submit reports of audit results to the Board of Commissioners, the Audit Committee and the Board of Directors, as well as other reports on the implementation of the internal audit function to the OJK in accordance with applicable regulations.
11. Carry out the integrated internal audit function.
12. Acting as a consultant for BCA internal parties, especially related to the scope of internal audit.

Audit Implementation Standards

The Internal Audit Division uses the Mandatory Guidance (covering Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the Standards, and the Definition of Internal Auditing) established by The Institute of Internal Auditors and OJK Regulation Number 1/POJK.03/2019 concerning Implementation of Internal Audit Function in Commercial Banks, as the Internal Audit Professional Standard. In addition, Internal Audit Division also uses the standard issued by Information System Audit and Control Association (ISACA) as a reference for best practices.

Review by an independent external party is conducted at least once in 3 (three) years. The last review by an external party was carried out in June 2020 with the conclusion is generally conform and the report submitted to OJK in August 2020.

The Internal Audit Division applies risk-based audit methodology in performing audits. In line with developments in technology, the Internal Audit Division continues to optimize the use of data, develop tools and technology to increase the effectiveness and efficiency of audit as well as increase added value and early warning systems of potential errors/fraud, among others by implementing Continuous Auditing and Predictive Analytic Tools.

To support audit activities, the Internal Audit Division has used an integrated Audit Management System to support the implementation of the audit process, audit planning, and up to monitoring of follow up to audit results.

Number of Auditors in the Internal Audit Division

As of December 31, 2020, the Internal Audit Division supported by 188 (one hundred and eighty eight) internal auditors with various positions, work experience, and professional certifications.

Internal auditors have participated in various professional certification programs with the number of certifications held by the end of 2020 are as follows:

Certification	Number of Auditors
Chartered Accountant (CA)	2
Certified Information System Auditor (CISA)	2
Certified Fraud Examiner (CFE)	1
Enterprise Risk Management Certified Professional (ERMCP)	2
Certified General Insurance (CGI)	1
Risk Management Certification (SMR) – Level 1	33
SMR – Level 2	31
SMR – Level 3	16
SMR – Level 4	5
Qualified Auditor Intern Bank (QAIB) – Auditor	29
QAIB – Supervisor	18
Qualified Internal Auditor (QIA)	20

Competency Development

The Internal Audit Division has a continuous professional development program referring to The Institute of Internal Auditors - Competency Framework, aligned with the BCA strategy. The Internal Audit Division has conducted auditor competency mapping and skill assessment according to the Internal Audit Division's needs, as a reference in developing sustainable competency and to meet the needs of specialist auditors.

Auditor professional development is carried out continuously, both internally and externally, through training or seminars to gain insight and keep abreast of developments in the fields of auditing, business and information technology according to best practices.

Participation in the Internal Audit Professional Association

The Internal Audit Division has included its internal auditors in various internal audit professional associations in order to expand insight and develop auditors' professional competence, including Institute of Internal Auditors (IIA) - Indonesian Chapter, Association of Fraud Examiners (ACFE) - Indonesian Chapter, Information Systems Audit and Control Association (ISACA), the Bank's Internal Auditor Association (IAIB), Institute of Indonesia Chartered Accountants (IAI), and the Internal Audit Development Foundation (YPIA).

Internal Audit Division Activities in 2020

In 2020, the Internal Audit Division has carried out audits of Branch Offices, Regional Offices, Divisions/Work Units of the Head Office, and Subsidiaries in accordance with the Annual Audit Plan which is determined based on the periodic results of risk assessments. The focus of the audit adjusted to take into account the increasing risks associated with the COVID-19 pandemic, are as follows:

1. Assessment on credit quality, credit restructuring process including alignment with government and regulatory policies, as well as the adequacy of reserves.
2. Review on treasury activities related to risk management of market and liquidity.
3. Operational risk, especially related to Information Technology (IT) activities, in line with the increase in digital transactions. The assessment includes reviews of IT infrastructure, reliability of the main application systems that support BCA operations (deposit, credit, trade finance), mobile banking, development of Electronic Data Capture (EDC) and the Business Continuity Plan (BCP).
4. Regulatory audit in accordance with Bank Indonesia and OJK regulation:
 - Payment system process.
 - Internal Capital Adequacy Assessment Process (ICAAP).

Focus of the 2021 Audit Plan

Related to on going condition of the COVID-19 pandemic, the focus of 2021 audit assessment is adjusted in line the results of the risk assessment, especially related to credit, operational, market, and liquidity risk.

1. Credit quality related to restructuring and credit processes.
2. Implementation of Branch 2020 in line with the wider implementation to improve services in meeting customer needs by utilizing latest technological developments.
3. The reliability of main applications that support the Bank's operations (treasury, accounting, remittance).
4. Implementation of Anti Money Laundering and Prevention of Terrorism Funding (AML and CFT).
5. Increase the role of Early Warning Systems (EWS) by continuously expanding the scope of audits through continuous auditing and data analytics and developing predictive analytic tools for early detection of potential errors (fraud)/fraud by utilizing the latest technology.
6. Continue to develop auditor competence and professionalism on an ongoing basis.
7. Enhance the integrated internal audit function by providing support for the development of Subsidiary's internal audits, and provide recommendations for improvement.

PUBLIC ACCOUNTING FIRM (EXTERNAL AUDIT)

The Annual General Meeting of Shareholders on April 9, 2020 authorized the Board of Commissioners to appoint and/or replace the Public Accounting Firm Registered in OJK (including PA Registered in OJK incorporated in the Registered PAF) to audit/examine the BCA's books and records for the year ending December 31, 2020, and determine the amount of the honorarium and other conditions regarding the appointment of a PAF Registered in OJK (including PA Registered in OJK incorporated in the Registered PAF) by taking into account the recommendations of the Audit Committee and the prevailing laws and regulations.

Based on this power of attorney, the Board of Commissioners appointed the PAF to conduct an audit of BCA's financial statements for the financial year ending December 31, 2020, as follows:

Name of Public Accountant (PA)

Jimmy Pangestu

Name of Public Accounting Firm (PAF)

KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network)

During 2020, no former members of the Board of Directors, managerial levels, or employees of BCA who were BCA external auditors.

In 2020, KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) was PAF who conducted audit of BCA for the fourth period and for Public Accountant is a first year assignment.

Upon the appointment of KAP Tanudiredja, Wibisana, Rintis and Rekan (a member firm of PwC Global Network), BCA submitted a report to OJK through the Board of Directors Letter No. 478/DIR/2020 dated July 1, 2020. This was in accordance with the provisions stipulated in OJK Regulation No. 13/POJK.03/2017 concerning Use of the Services of Public Accountants and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedure for Use of the Services of Public Accountants and Public Accounting Firms in Financial Service Activities.

Every year BCA submits an annual publication report accompanied by a Management Letter on the audit of the annual financial report to OJK no later than 4 (four) months after the end of the financial year.

Procedures for Using Public Accountant Services

In order to fulfill the implementation of external audit function in accordance to OJK Regulation No. 13/POJK.03/2017 concerning Use of the Services of Public Accountants and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedure for Use of the Services of Public Accountants and Public Accounting Firms in Financial Service Activities:

1. BCA uses the services of PA and/or PAF to carry out an annual audit of historical financial information based on work agreement with the PAF. The work agreement includes the scope of the audit.
2. BCA restricts the use of audit services from the same PA for the maximum period of 3 (three) consecutive financial reporting years. BCA may reappoint the same PA for the audit of annual historical financial information after 2 (two) consecutive financial reporting years, if not using such audit services from the same PA.
3. Appointment of PA and/or PAF shall be carried out on PA and/or PAF registered at OJK.
4. BCA's AGMS has given the power and authority to the Board of Commissioners to appoint PAF (including PA) based on prior recommendations from the Audit Committee to the Board of Commissioners.

5. The proposal for the appointment of PA and/or PAF submitted by the Board of Commissioners considers the recommendations of the Audit Committee, by taking into account:
 - a. Independence of PA, PAF, and staff of PAF;
 - b. Scope of audit;
 - c. Audit services fee;
 - d. Expertise and experience of PA, PAF, and audit team of PAF;
 - e. Audit methodology, techniques, and tools used by PAF;
 - f. Benefits of fresh eye perspectives that will be obtained through the replacement of PA, PAF, and audit team of PAF;
 - g. Potential risks for using audit services by the same KAP consecutively for a long period of time; and/or
 - h. Evaluation of the implementation of audit services on annual historical financial information by PA and PAF in the previous period.
6. BCA reports the appointment of PA and/or PAF regarding the audit of annual historical financial information by using the form contained in the attachment (OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedure for Use of the Services of Public Accountants and Public Accounting Firms in Financial Service Activities), by attaching:
 - a. The documents for the appointment of PA and/or PAF, among others, the Summary of Minutes of General Meeting of Shareholders or Minutes of General Meeting of Shareholders, Work Agreement between BCA and PAF.
 - b. Recommendations of the Audit Committee and considerations used in providing recommendations for the appointment of PA and/or PAF.

Effectiveness of External Audit Implementation

The Audit Committee evaluates the implementation of audit services provision on annual historical financial information provided by the PA and/or PAF, at least including:

- a. Conformity of the implementation of audit by the PA and/or PAF with the applicable audit standards;
- b. Adequacy of time for field work;
- c. Assessment of the scope of services provided and the adequacy of sampling; and
- d. Recommendations for improvements provided by the PA and/or PAF.

The ACEvaluation report is submitted by the Board of Directors of BCA by using the form contained in the attachment (OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedure for Use of the Services of Public Accountants and Public Accounting Firms in Financial Service Activities) and signed by the Audit Committee.

Relationship between Bank, Public Accountants, and OJK

In the implementation of audits, BCA always communicates with external auditors regarding the audit plan, audit progress and other important issues to support the smoothness of the audit process. The audit report is submitted to the OJK in accordance with the prevailing laws and regulations.

2020 Audit Fees

KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) was appointed as BCA's auditor to audit BCA's financial statements for the year ending December 31, 2020, with the service fee of Rp7,580,000,000.- (seven billion five hundred and eighty million rupiah) excluding VAT.

Other Services Provided by PAF/PA Beyond Audit

In 2020, KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) also provided services for validating the implementation of PSAK 71, and services for reviewing the internal audit function, with the service fee of Rp562,000,000.- (five hundred and sixty two million rupiah) excluding VAT and Rp850,000,000.- (eight hundred and fifty million rupiah) including VAT.

Information regarding PAF and PA that performed audit services of BCA for the past 5 (five) years, as follows:

	2020	2019	2018	2017	2016
Public Accounting Firm	Tanudiredja, Wibisana, Rintis & Rekan	Tanudiredja, Wibisana, Rintis & Rekan	Tanudiredja, Wibisana, Rintis & Rekan	Tanudiredja, Wibisana, Rintis & Rekan	Siddharta Widjaja and Rekan
Public Accountant	Jimmy Pangestu	Lucy Luciana Suhenda	Lucy Luciana Suhenda	Lucy Luciana Suhenda	Kusumaningsih Angkawijaya

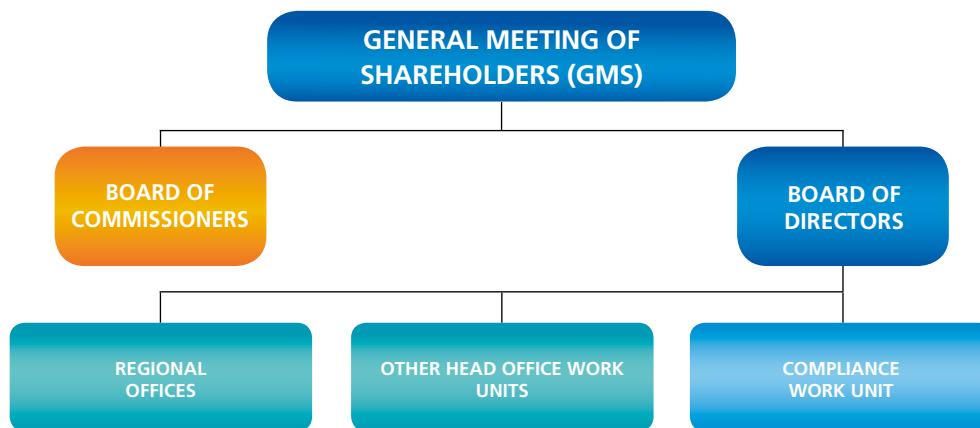
COMPLIANCE FUNCTION

In performing the compliance function based on the OJK Regulation No. 46/POJK.03/2017 concerning Implementation of Commercial Bank Compliance Function, BCA has established a Compliance Work Unit (SKK) that is independent and free from the influence of other work units. Moreover, as the main entities in the BCA financial conglomerate and in order to implement the Integrated Governance for financial conglomerate, BCA has added the integrated compliance aspect in the organizational structure of SKK.

SKK Organizational Structure

Compliance Work Unit (SKK) Organizational Structure is stipulated under the Board of Directors Decree No. 170/SK/DIR/2018 dated October 25, 2018. SKK is led by a Chairman of SKK where the appointment has been reported to the Financial Services Authority (OJK).

SKK is responsible directly to the Compliance Director. The appointment and dismissal of Compliance Directors meet the applicable requirements and go through the process which determined by Financial Services Authority (OJK).



SKK Responsibilities

The followings are the responsibilities of SKK:

- Monitor BCA's level of compliance in fulfilling the provisions by the Financial Services Authority (OJK), Bank Indonesia (BI) and other regulators. This includes ensuring that the policies, provisions, systems and procedures, as well as BCA's business activities are in compliance with the regulatory provisions;
- Coordinate the implementation of the Anti-Money Laundering and Prevention of Terrorism Funding Program (AML and CFT), i.e. by being responsible to make an assessment of the risk of AML and CFT program implementation in pursuant to the regulatory provisions.

Integrated Compliance Function

In accordance with OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Good Corporate Governance for Financial Conglomerates, BCA as the main entity in financial conglomerate also added an integrated compliance function in the Compliance Work Unit organizational structure. The main tasks of the integrated compliance function in the Compliance Work Unit are monitoring and evaluating the compliance function implementation and its compliance level on each of the Financial Services Institution (FSI) that incorporated within BCA Financial Conglomerate, including the implementation of the AML and CFT program.

To ensure the BCA's compliance function implementation, the Board of Directors and the Board of Commissioners actively monitor its implementation through the policies and procedures approval, periodic reporting, clarification requests, and meetings.

Implementation of the Compliance Function Duties in 2020

In 2020, SKK has performed its functions as follow:

1. Encouraged the creation of a compliance culture
 - Conducted the socialization/informed the latest regulations from regulators to the Board of Directors, Board of Commissioners, and work units.
 - Provided the information about the regulations enacted by OJK, BI, and other laws and regulations on BCA's portal site that can be accessed by work units.
 - Engaged in various training, seminars, regulatory socialization, and compliance certification organized by the Banking Professional Certification Institute (LSPP) which attended by SKK human resources in order to improve quality, including active participation in the working group of the Banking Compliance Director Communication Forum (FKDKP).

- Carried out the consultative functions related to the implementation of applicable regulations through the provision of advice / response to questions from the work unit or branch.
2. Ensured that BCA's policies, provisions, systems and procedures, as well as business activities complied with the provisions:
 - Identified the sources of compliance risk.
 - Conducted the gap analysis, analyzed the impact of any new provision to BCA operations, and proposed manual adjustments, internal policies and procedures.
 - Updated the database in accordance to the applicable regulatory provisions.
 - Developed a Compliance Matrix Diary as a monitoring tool to keep BCA's commitment to the reporting obligations to regulators.
 - Reviewed and provided opinions to ensure the compliance with applicable regulatory provisions for:
 - ✓ New products and activities Design;
 - ✓ Internal regulations draft to be issued;
 - ✓ Corporate credit releases adherence; and
 - ✓ Documents in order to ensure operational readiness for opening, changing addresses and closing office networks.
 - Conducted a compliance test on the application of provisions at Branch Offices, in collaboration with the Branch Internal Supervisor.
 - Monitored the level of compliance with applicable regulatory provisions pertaining to prudential banking principles, such as:
 - ✓ Minimum Capital Adequacy Requirement (KPM);
 - ✓ Statutory Reserves (GWM);
 - ✓ Net Open Position (PDN);
 - ✓ Legal Lending Limit (BMPK);
 - ✓ Non Performing Loan (NPL); and
 - ✓ Macroprudential Intermediation Ratio (RIM).

Throughout 2020, BCA operations were run in compliance with prudential provision under the prudential banking principle.

 - Conducted monitoring towards if there were any sanctions/fines imposed by the regulator.
 - Made a compliance risk assessment and compiled a Compliance Risk Profile Report in every quarter as an effort to manage compliance risk.
 - Prepared the Quarterly Compliance Monitoring Report to be submitted to the Board of Director and Board of Commissioner.
 - Coordinated with the work units in order to assess the Bank's risk-based soundness.
 - Utilized the information technology, also known as Regulatory Technology (RegTech) to increase the efficiency and effectiveness in overseeing the regulatory provisions process.
 3. Ensured BCA compliance against the commitments made to regulators:
 - Monitored BCA's commitment to OJK, BI, and other regulators in collaboration with the Internal Audit Division (DAI).
 - Monitored and followed up on requests for information/data by OJK and BI in the context of bank oversight function.
 4. Monitored and evaluated the compliance function on each of the subsidiaries that incorporated under BCA financial conglomerate, and prepared the integrated compliance reports to be submitted to the Board of Director and Board of Commissioner.

Compliance Indicators in 2020

Compliance indicators in 2020 presented as the BCA's commitment and BCA's level of compliance with the prevailing rules and regulation, as follow:

Table of Compliance Indicators in 2020

No	Compliance Indicator	Applicable Provision	BCA's Achievement	Description
1	Minimum Capital Adequacy Requirement (KPM) Covers the credit risk, market risk, and operational risk.	Min. 14% to < 15%	23.80%	Higher than the minimum limit
2	Non Performing Loan (NPL) Net	Max. 5%	1.34%	Lower than the maximum limit
3	Legal Lending Limit (BMPK)	Max. 10% of Equity	0.00%	Not exceed or violate the Legal Lending Limit of the related party and non-related party.
4	Statutory Reserves (GWM) Rupiah	Min. 3%	6.05%	Comply
5	Macroprudential Liquidity Buffer (PLM)	Min. 6%	13.51%	Comply

No	Compliance Indicator	Applicable Provision	BCA's Achievement	Description
6	Statutory Reserves (GWM) Foreign Exchange	Min. 4%	8.52%	Comply
7	Net Open Position (PDN)	Max. 20% from Capital	0.94%	Lower than the maximum limit
8	Liquidity Coverage Ratio (LCR)	Min. 85%	276.29%	Higher than the minimum limit

Commitments to OJK, BI and other supervisory authorities have been properly met.

Anti-Money Laundering and Prevention of Terrorism Funding Program (AML and CFT)

BCA is committed to implement Anti-Money Laundering and Prevention of Terrorism Funding Program (AML and CFT) in accordance with OJK Regulation No. 12/POJK.01/2017 and OJK Regulation No. 23/POJK.01/2019 I Implementation of Anti Money Laundering and Combating the Financing of Terrorism Program in Financial Services Sector and OJK Circular Letter No. 32/POJK.03/2017 Implementation of Anti Money Laundering and Combating the Financing of Terrorism Program in Banking Sector. Activities related to the implementation of AML and CFT program during 2020 included the following:

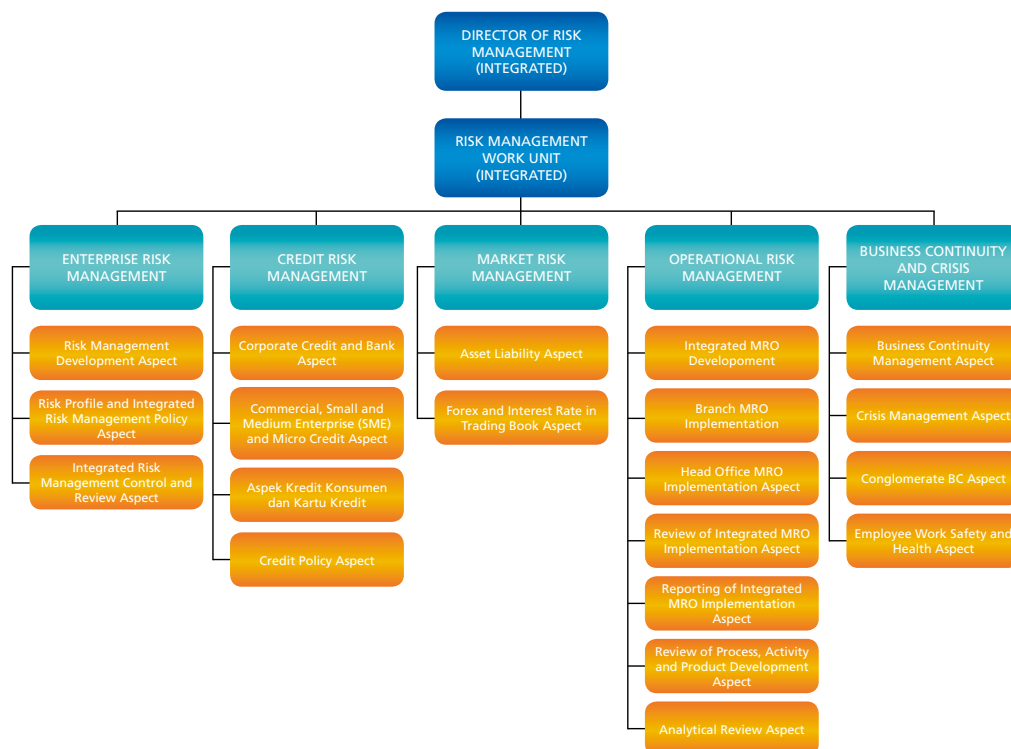
- Performed periodic reports of the AML and CFT implementation to the to the Board of Director and Board of Commissioner.
- Monitored suspicious financial transactions using web-based application, namely the STIM (Suspicious Transaction Identification Model), developed and improved a system of applications using the latest technology, and updating parameters that can detect suspicious transactions.
- Coordinated the customer data updates by setting up the targets and monitoring their realization.
- Reviewed the new products and activities plan to ensure they take into account the AML and CFT regulations.
- Screened the customer data and watch list transactions through the List of Suspected Terrorists and Terrorist Organizations (DTTOT), and the List of Funding of Proliferation of Weapons of Mass Destruction (DPPSP), The Office of Foreign Assets Control (OFAC) List, United Nations (UN) List, European Union (EU) List, which issued by the competent authority whenever a new account was opened and when there were any changes in the watch list transactions record.
- Identified and assessed the risk of AML and CFT implementation in BCA using a risk-based approach by considering the factors related to customers, countries or geographical areas, products and services and distribution networks.
- Conducted compliance tests of the AML and CFT implementation at branch offices in collaboration with branch internal supervisors.
- Reported suspicious financial transactions, cash financial transactions, and financial funds transfer transactions from and to overseas, and submitted the data via the Integrated Service User Information System (SiPESAT) to the Financial Transaction Reports and Analysis Center (PPATK).
- Improved the understanding of the AML and CFT continuously by organizing training and socialization through the classroom training, online training, e-learning, and virtual events and internal forums such as the Coordination Meeting with the Head of the Operational Branch and the Service Operation Forum.
- Developed the training materials of the AML and CFT Implementation.
- Conducted the periodic reviews of internal regulations related to AML and CFT which in accordance to the regulatory provisions, as well as the changes in BCA's processes or products.

IMPLEMENTATION OF RISK MANAGEMENT

BCA is applying the risk management and internal control system effectively in accordance with objectives, policies, the size and complexity of its business activities. The Board of Commissioners and the Board of Directors of the BCA responsible for the implementation of risk management and internal control system in BCA, and its Subsidiaries as part of BCA Financial Conglomerate.

In ensuring the implementation of effective risk management, the bank has guidelines that are in accordance with the requirements and procedures set by the regulator and refers to international best practices. BCA has The Basic Risk Management Policy based on Board of Directors Decree No. 126/SK/DIR/2017 Dated October 3rd 2017 dan The integrated risk management policy based on Board of Directors Decree No. 178/SK/DIR/2015 dated December 10th 2015. Both policies are in accordance with OJK Regulation No. 18/POJK.03/2016 concerning Application of risk management for commercial bank and OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.

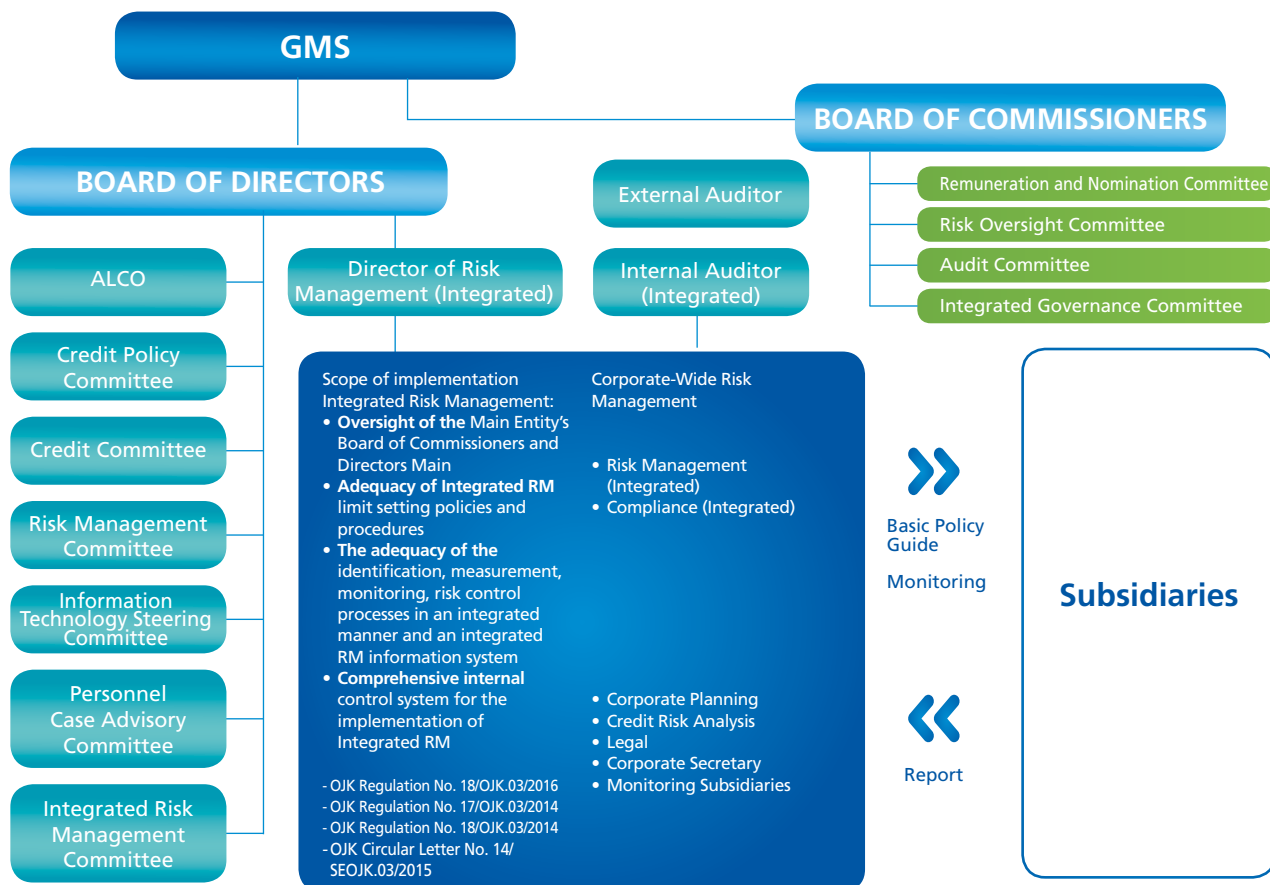
Risk Management Organizational Structure



Overview of the Company's Risk Management System

In the process of risk management, BCA has implemented the Integrated Risk Management Framework. This framework is used in the determination of organizational strategies, policies and procedures, and risk management infrastructure to ensure that all risks faced by the BCA can be identified, analyzed, evaluated, monitored, and reported correctly.

Risk Management Implementation Framework



The implementation of BCA risk management includes:

- Active supervision of the Board of Commissioners and Board of Directors.

The implementation supervision of the Board of Commissioners and Board of Directors are conducted in accordance with the duties and responsibilities in the Corporate Governance Guidelines on the Application of Risk Management. The board of Commissioners actively maintaining the communication with the board of Directors to provide advice on strategic steps in the application of risk management in the BCA.

- Supervision by Board of Commissioners assisted by Risk Oversight Committee (ROC), aims to ensure the existing risk management framework has provided adequate protection against all BCA's risks and has the main duty :
 - To provide recommendations and opinions in an independent professional manner regarding the suitability of policies with the implementation of risk management policies.

- Monitor and evaluate the implementation of the duties of the RMC and risk management unit

- Supervision by Board of Directors assisted by:
 - Risk Management Committee (RMC) specifically tasked with providing recommendations to the Board of Directors which at least includes:
 - Draw up policies, strategies, and guidelines for risk management implementation.
 - Improve the implementation of management based on the results of evaluation on the implementation of effective risk management processes and systems.
 - Determine other matters pertaining to business decisions that deviate from normal procedures (irregularities).

- b. Integrated Risk Management Committee (IRMC) specifically tasked with providing recommendations to the Board of Directors which at least includes:
 - The preparation of integrated risk management policies.
 - Improvement of completion of integrated risk management policies based on the results of the implementation evaluation.
 - c. Another committee that is tasked to handle risk more specifically, among others, the Credit Policy Committee, Credit Committee as well as Asset and Liability Committee (ALCO).
- The adequacy of risk management policies and procedures and risk limits.
 1. BCA has managed risks and ensure the availability of policies and determination of risk limits supported by procedures, reports and information systems that provide accurate and timely information and analysis to management, including determining steps to deal with changing market conditions.
 2. BCA has ensured that in the process of compiling work systems and procedures it has taken into account both the operational and business aspects and the level of risk that may occur in a work unit.
 3. BCA has the Basic Policy of Risk Management (KDMR) and the Basic Policy of Risk Management Integrated (KDMRT) as the main guidelines in the implementation of risk management in the BCA. The provisions set forth in KDMR and KDMRT include:
 - a. Framework of the risk management application of each type of risk.
 - b. Report of the risk management application.
 - c. The application of consolidated risk management.
 - d. The application of integrated risk management.
 4. The implementation of the review of the policies, procedures, and risk management framework are conducted periodically in accordance to the needs of the BCA and the laws and regulations that apply.
- The adequacy of the process of identification, analyze, evaluate, and control of risk as well as risk management information system.
 1. BCA has adequate procedures for the identification, analyze, evaluate, and control of risk as well as risk management information system. Monitoring risk exposures on an ongoing basis by SKMR
 2. SKMR has been formed to ensure BCA and its subsidiary company in an integrated manner to mitigate risks properly through the identification,

measurement, monitoring, control and reporting in accordance with risk management framework and be able to face an emergency that threatens going concern of BCA.

Roles and Responsibilities SKMR included:

- a. Provide suggestion to Board of Directors in formulating policies, strategies, and framework for the implementation of risk management.
 - b. Enhancement of procedures and tools to identification, analyze, evaluate, and control risk.
 - c. Design in implement infrastructure as needed for the implementation of risk management.
 - d. Monitoring the implementation of policy, strategy and risk management framework approved by the board of Directors.
 - e. Monitor the position or exposure risk overall and for each risk, including monitoring compliance with risk tolerance and limit.
 - f. Conducted stress testing.
 - g. Identify and control all risks including those originating from new products and new activities.
 - h. Provide recommendation to work units and/or to KMR/KMRT regarding the application of risk management.
 - i. Evaluate the accuracy and validity of the data used to measure risk.
 - j. Prepare and submit Risk Profile Reports at least quarterly and Report on the Risk Profile of the Integrated each semester.
 - k. review periodically to ensure the adequacy of the framework, methodology, and risk management information system.
 - l. Carry out the authority and responsibility as integrated risk management work unit integrated in accordance with the OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
3. BCA has built a technology-based information system, which is an Integrated Risk Management Information System (IRMIS) application that will be used to prepare:
 - BCA Risk Profile Report (LPR BCA).
 - Integrated Risk Profile Report (LPRT).
 - Integrated Capital Adequacy Report (LKPT).
 The implementation of the review of the risk management information system is conducted periodically to adjusted the needs of the BCA and the laws and regulations that apply.

- Internal control system comprehensively.
The implementation of the system of internal control to support the implementation of risk management in BCA is presented on page 463 of the Internal Control System section in this Annual Report.

Risks Faced and Managed

In accordance with OJK Regulation No. 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates and OJK Circular Letter No. 14/SEOJK.03/2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, BCA becomes the Main Entity of the BCA's Financial Conglomerate, which integrates the managing of 10 (ten) types of risks, as follows:

1. Credit Risk

- Risk organization continues to be refined by referring to the four eyes principle where credit decisions are taken from two sides, namely business development, and credit risk analysis.
- BCA has a basic bank credit policy (KDPB) which is constantly refined in line with BCA's development, regulatory provisions and in accordance with the prudential banking principles and international best practices.
- Improvement of credit risk management system and procedures is carried out through the development of a "Loan Origination System on the workflow of crediting process (from beginning to end) so that an effective and efficient credit process can be achieved. The development of a debtor risk profile measurement system continues to be developed so that it can be applied as a whole, as well as the process of building a credit database that continues to be carried out and refined.
- To maintain credit quality, monitoring continues to be carried out regularly, both in the credit category (corporation, commercials, small and medium Enterprises (SME), Consumers and Credit Cards), the industrial sector and the overall credit portfolio and branches that have SME/KPR Credit Card with a DPK 30+ ratio (overdue > 30 days) and a high NPL, close monitoring and control of authority is carried out so that the branch can focus on improving credit quality.
- BCA has developed credit risk management by conducting stress testing analysis of the loan portfolio and monitoring the results of the stress testing. In response to conditions of market changes and economic turmoil, BCA periodically conducts stress testing analysis. Stress testing is useful for BCA as a tool to estimate the magnitude of the risk impact on "stressful conditions" so that the Company can make appropriate strategies to mitigate these risks as part of implementing the "contingency plan"
- In the context of monitoring and controlling credit risk that occurs in subsidiaries, BCA has regularly monitored the credit risk of subsidiaries, while ensuring that the subsidiaries have a good and effective Credit Risk Management Policy.
- BCA has already implement the Early Warning System (EWS), followed by credit provisions in accordance with the latest provisions of the regulator and the development of the credit business with due attention to the credit business and to the principles of prudence and BCA's risk appetite.
- In 2021, the focus will be on developing a credit scoring system with a more advanced analytics to support sustainable credit growth.
- BCA has also developed a policy regarding of restructuring of credit for borrowers who affected by COVID-19 with reference to the OJK regulation No. 11/POJK.03/2020 concerning National Economic Stimulus as a Countercyclical Policy on The Impact of The Spread of Coronavirus Disease 2019, through the mechanism of:
 - Determination of credit quality and the criteria of the debtor that can be given to restructuring.
 - Establish different restructuring scheme for each segment:
 - o Productive Credit: providing grace period, extension of the tenor and interest rate reduction.
 - o KPR: an extension of the tenor, providing grace period and interest rate reduction.
 - o KKB: postponement of installment payments and the option of an extension of the tenor.

2. Market Risk

- In managing foreign exchange risk, the BCA centralizes the management of Net Open Position (NOP) in the Treasury Division, which combines daily NOP Reports from all branches. In general, each branch must close its foreign exchange risk at the end of each working day, even though there is a PDN tolerance limit for each branch depending on the amount of foreign exchange transaction activity in the branch. BCA makes daily NOP Reports that combine PDN in consolidated and administrative account financial position reports (off-balance sheet accounts).

- To measure foreign exchange risk, BCA uses the Value at Risk (VaR) method with the Historical Simulation approach for internal reporting purposes, while for the calculation of reporting on the Minimum Capital Provision Obligation, the Company uses standard methods in accordance with regulatory provisions.
- ALCO regularly monitors market developments and adjusts deposit and credit interest rates.
- BCA deposits and credit interest rates based on market conditions and competition by monitoring the movement of the benchmark interest rates and interest rates offered by competing banks.
- In order to anticipate the impact of the pandemic COVID-19 to market risk, BCA has taken several steps which is to analyze and review the policy of risk weights to anticipate market risk which is reflected from the increased volatility of the exchange rate USD to IDR, as well as doing a stress test for the position of Trading and AFS.

3. Liquidity Risk

- BCA attaches great importance to safeguarding the adequacy of liquidity in fulfilling its commitments to customers and other parties, both in terms of providing credit, repaying customer deposits, and for meeting operational liquidity needs. The overall management function of liquidity needs is carried out by ALCO and operationally by the Treasury Division.
- The measurement and control of liquidity risk is carried out by:
 - Monitoring liquidity reserves and liquidity ratios such as Loan to Funding Ratio (LFR), Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR).
 - Analyzing maturity profiles, cash flow projections.
 - Stress test regularly to see the impact on BCA's liquidity in the face of extreme conditions. The company also has a contingency funding plan to deal with these extreme conditions.
- BCA has implemented provisions related to liquidity in accordance with regulatory provisions that require the Bank to maintain Rupiah liquidity (Statutory Reserves/GWM) both on daily basis and on average for a certain reporting period:
 - Primary GWM and RIM Demand Deposits (Macroprudential Intermediation Ratio) in the form of Rupiah demand deposits at Bank Indonesia.

- PLM (Macroprudential Liquidity Buffer) in the form of SBI, SDBI, and SBN.
- Foreign currency GWM in the form of foreign currency demand deposits at Bank Indonesia
- In order to anticipate the impact of the pandemic COVID-19 against the liquidity risk, BCA has taken several steps among others:
 - Improving monitoring changes of secondary reserves and other liquidity ratios to ensure adequate liquidity and Early Warning Indicators (EWI) as the leading indicator of liquidity risk.
 - Simulation of liquidity risk stress testing.
 - Increasing the frequency Meeting of ALCO to review the funds rate and credit.

4. Operational Risk

- A reliable and effective Operational Risk Management is a key factor in maintaining BCA's position as the leading transaction bank in Indonesia. BCA faces operational risks caused by human errors, insufficient internal processes, system failures, and or external events. To manage, mitigate, and minimize operational risks, BCA has an Operational Risk Management Framework, and has implemented the Operational Risk Management Information System (ORMIS), a web-based application that consists of several tools and methodology, as follows:
 - Risk Control Self Assessment (RCSA) to all branches /regional offices and to work units/divisions at the Head Office that are considered to have significant operational risks. One of the objectives of RCSA implementation is to instill a risk culture and increase risk awareness which is the main requirement in risk management.
 - Loss Event Database (LED) as a database of cases of losses related to operational risk that occur in all Branch/Regional Office and Work Unit/Division at Head Office. The main purpose of implementing LEDs is as a means of recording operational losses that will be used in calculating the capital burden allocation for operational risks, continuous monitoring of events that can cause operational losses for BCA, and to analyze cases or problems encountered, so that corrective/preventive actions can be taken to minimize/mitigate the risk of operational losses that may arise in the future.

- Key Risk Indicator (KRI) which is an application used to provide an indicator as a means to be able to provide an early warning sign of the possibility of an increase in operational risk in a work unit. This KRI is also further developed as Predictive and Risk Management which can assist the Work Unit in monitoring risk exposures.
- In accordance with regulators provisions regarding the Minimum Capital Provision Obligation, in calculating BCA's capital adequacy ratio (CAR), BCA has allocated capital for the provision of losses from operational risk using the Basic Indicator Approach, excluding capital allocation for reserve losses from credit risk and market risk.
- With the enactment of the calculation of ATMR for Operational Risk using the standard approach by the regulator, the bank has conducted a gap analysis and prepare the things that need to be done in order to meet the specified requirements by the Regulator.
- To ensure that BCA can serve 24 hour and seamless banking transactions, the Company runs 2 (two) data centers in redundancy designed to ensure business continuity in the event of a system failure in one of the two data center locations.
In addition to 2 (two) data centers that work in mirroring, BCA also has a Disaster Recovery Center (DRC) in Surabaya. At present the Surabaya DRC continues to be developed as part of the Bank's Business Continuity Management and is designed to be able to operate as a Crisis and Command Center in the event of a disruption or natural disaster in the Jakarta area which causes the data center in Jakarta to be inoperable.
- BCA also has a Secondary Operation Center ready for use in the event of a disturbance/ disaster in the building/work location of BCA's Critical Work Unit.
- In order to support government programs in anticipation of the spread of COVID-19 to continue and to prioritize the safety and comfort of the customer in the transaction, without neglecting the health of customers and workers, then the BCA do the following things:
 - Improve the experience of customers in the trade in the digital world, with the initiative here :
 - ⇒ Cardless Banking
 - ⇒ Digital Account Opening
 - ⇒ QR Payment
 - ⇒ Omni Channel, which is an integrated individual data between electronic channels BCA
 - Developed infrastructure in order to support Work From Home (WFH) for workers according to the rules from the government without neglecting support for the customer in the transaction.
- Security awareness done on a routine basis to all workers and management BCA in the form of e-learning, videos, infographics, and simulated phishing email. As a form of awareness BCA to the security of the client and to provide the best service to the customer, the bank also conducts webinars on cybersecurity to the customer.
- In order to minimize the risk of impact of the pandemic COVID-19 BCA also do the following, among which:
 - a. Socialization to the workers regarding the information related to COVID-19, a plea to anticipate the spread of COVID-19 and the preventive measures that can be done. In addition, also provided call center as a means for workers who need information related to COVID-19.
 - b. Protecting the environment/work area for workers and customers:
 - Perform measurements of the body temperature at the time of entering the building BCA.
 - Enhancement of the sanitation facilities and infrastructure.
 - Providing hand sanitizer.
 - Conducted self assessment alongside workers/guests (unless the customer) that will fit into the work area BCA.
 - Conducted assessment for workers who want to travel.
 - Social distancing in office area and lift.
 - Forbidding cross building activities.
 - c. Regulating the activities at the office office:
 - Conducted split operation for workers in home office/branch office who related to transactions operational customer service.
 - Work From Home (WFH) alternately for the workers of the home office/branch office in accordance with the conditions and needs.
 - Postpone or conduct with conference call/video conference for those face-to-face activities involving many people, such as meeting and training.

- Restrictions/adjustments service hour in the branch office, the weekend service banking, and closing some of the KCP/ Cash Office/Car Cash
- Office hours arrangement for workers who are WFO:
 - ⇒ Flexi time: KP non Operational.
 - ⇒ Go Home Early: KP Operasional/ Regional/Branch Office (work hours beyond 16:00 and requires permit from work unit head).

Arrangements of the activity in the office is made to keep security under control to minimize the risks that may arise in connection with the implementation of the policy Work From Home (WFH) and the adjustments of the other internal working process.

5. Legal Risk

- Inherent Legal Risk is assessed based on the potential loss of cases that occur in BCA and Subsidiary Companies that are in the process as well as those that have been completed in court compared to capital on a consolidated basis. The parameters used to calculate the potential losses for cases currently in process in the court are the basis of the claim (case position), case value, and legal documentation. Meanwhile, the parameters used to calculate losses from a claim are losses suffered by the Company and Subsidiaries based on court decisions that have permanent legal force.
- To identify, measure, monitor and control legal risk, the Company has established a Legal Group at the Head Office and Legal Work Unit in all Regional Offices.
- In order to mitigate legal risk, the Legal Group has done, among others:
 - Creating a Legal Risk Management Policy, has internal provisions governing the organizational structure and job description of the Legal Group as well as standardizing legal documents.
 - Hold legal communication forums to improve the competence of legal staff.
 - Disseminating the impact of the new regulations in force on the Company's banking activities and various modus operandi of banking crimes and legal handling guidelines for branch officials, Regional Offices and related Head Office work units.

- Conduct legal defense of civil and criminal cases involving the Company that is in the process in court and monitor the progress of the case.
- Prepare a strategy for credit security strategies (in collaboration with other work units, including the Credit Rescue Unit) in connection with the problem of bad credit.
- Registering the assets of BCA, including Intellectual Property Rights (IPR) for BCA's banking products and services as well as rights to land and buildings owned by BCA at the competent authority.
- Monitor and carry out legal actions for violations of BCA's assets including violations of BCA's Intellectual Property Rights (IPR).
- Monitor and analyze cases currently in process in court faced by BCA and Subsidiaries.
- Conduct an inventory, monitor, analyze and calculate potential losses that may arise related to legal cases that occur.

6. Reputational Risk

- An assessment of reputation risk is carried out using parameters such as the number of complaints and negative publications as well as the achievement of complaints.
- Developing Infrastructure i.e. implementation the appropriate software and hardware (including: Halo BCA - 24-hour Telephone Service, BCA CRM Contact Center, Halo BCA Mail Application, Interactive Voice Response [IVR], Social Media Manager Application, Halo BCA Chat Service through www.bca.co.id), the development of procedures and better work management in order to facilitate monitoring and management information systems that allow speed and quality of organizational work.
- Reputation Risk is managed based on regulatory provisions.

7. Strategic Risk

- Inherent strategic risk assessment is carried out using parameters such as the suitability of the strategy with the conditions of the business environment, low risk strategies and high risk strategies, BCA's business position and the achievement of the Bank's Business Plan
- Quality assessment on strategic risk management is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, and the adequacy of risk control system.

8. Compliance Risk

- Compliance risk is a type of risk that must be managed by the Company, considering that this risk can cause both financial and non-financial losses.
- In accordance with OJK Regulation No.46/POJK.03/2017 dated July 12, 2017 concerning the Implementation of Commercial Bank Compliance Function, BCA has appointed a member of the Board of Directors as Director in charge of the compliance function, who is responsible for ensuring compliance and minimizing compliance risk by formulating compliance risk management policies and procedures and monitor the implementation. In carrying out its duties, the Director in charge of the compliance function is assisted by the Compliance Unit (CU) which is independent of the operational work unit.
- In assessing inherent compliance risk, the parameters used are the type and significant of violations committed, frequency of violations committed or track records of compliance, and violations of provisions for certain financial transactions. In addition, CU is also responsible for the implementation of the Anti-Money Laundering and Prevention of Terrorism Funding Program (AML and CFT), including being responsible for conducting risk assessments on the implementation of the AML and CFT program according to regulatory provisions.
- BCA has compliance policies and procedures, which include, among other things, a process to always adjust the provisions and internal systems with applicable regulations, communicate provisions to related employees, conduct a review of new products activities conduct periodic compliance tests, and train employees. The results

of supervision of the Compliance Director are reported quarterly to the President Director with a copy to the Board of Commissioners.

- To increase efficiency and effectiveness in the process of managing regulatory provisions, BCA makes use of information technology or what is known as Regulatory Technology (RegTech).
- In order to support the bank's strategic positioning as a transactional bank, specifically related to preventing money laundering and terrorism funding, the Company uses a web-based application called STIM (Suspicious Transaction Identification Model) and has developed a system for cutting edge application and parameter updates to detect suspicious transactions.
- The Company also screens customer data and transactions related to the List of Terrorist and Terrorist Organizations (DTTOT) and the List of Funding for the Proliferation of Mass Destruction Weapons (DPPSP) issued by the competent authority whenever an account is opened, when BCA enters business relations, and changes to the list are identified.

9. Intra-Group Transaction Risk

- The assessment of inherent intra group transaction risk is carried out using parameters such as the composition of intra group transactions in the Financial Conglomerate, documentation and fairness of transactions and other information.
- Quality assessment of the implementation of intra group transaction risk management is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, and the adequacy of the risk control system

10. Insurance Risk

- The inherent insurance risk assessment is carried out using parameters such as technical risk, insurance risk domination of the overall business line, product risk mix and types of benefits, and reinsurance structure.
- Quality assessment application of insurance risk management is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, and the adequacy of the risk control system.

Review/Review Results on Management System Implementation Risk

Based on the results of self-assessment, BCA had a 'low to moderate' risk profile rating in 2020 both individually and when treated as an integrated entity with its subsidiaries.

The risk profile rating was the result of an assessment on "low to moderate" risk rating and the quality rating of the implementation of "satisfactory" risk management.

The risk ratings of the 10 (ten) types of risk assessed are as follows:

- Risks that were rated as "low" are Market Risk, Liquidity Risk, Legal Risk and Intra-Group Transaction Risk.
- Risks that had "low to moderate" risk level were Credit Risk, Operational Risk, Reputation Risk, Strategic Risk, Compliance Risk and Insurance Risk.

BCA was able to achieve "low to moderate" risk rating because the Company and its Subsidiaries had established a quite effective and efficient risk management process in all of its activities.

- The trend of integrated inherent risk for the coming period is stable because it is estimated that there will be no significant changes in inherent risk. BCA's Financial Conglomerate needs to pay close attention to the impact of the COVID-19 pandemic, which puts pressure on macroeconomic conditions because it can have an impact on BCA's Financial Conglomerate business activities, however, it is estimated that the risk in all BCA's Financial Conglomerate business activities will be able to be managed on a prudent basis.
- The quality of the implementation of risk management in the coming years will be stable because BCA and its Subsidiaries continuously adjust risk management in all their activities with more improvements allowing both to identify, measure, monitor and control any emerging risk.

BCA and its Subsidiaries have implemented integrated risk management covering all risks that may directly or indirectly affect its business sustainability. What BCA and its Subsidiaries aim is that they can manage risk better and determine risk appetite and risk tolerance in accordance with the complexity and characteristics of the business.

BCA's and its Subsidiaries' risk management policies are continually updated to remain compliant with all applicable regulations, the direction of Basel II and III Accord development, prudential banking principles and global best practices. BCA's Financial Conglomerate will continue to attend closely to economic situation and to latest development in the banking industry

Statement on the Adequacy and Effectiveness of the Risk Management System

The Board of Commissioners is assisted by the Risk Oversight Committee plays an active role in monitoring and evaluation of the implementation of the risk management system has been done by the Board of Directors. The Board of Directors continues to evaluate the effectiveness of the risk management system in BCA periodically based on the applicable policy and risk management procedure, the adequacy of the risk management information system, and risk exposures report and the risk profile BCA. Based on the results of the evaluation submitted by the management, the Board of Commissioners considered that the risk management system in BCA is adequate and effective.

INTERNAL CONTROL SYSTEM

BCA implements the monitoring mechanism formed by the management in a sustainable manner adapted to the purpose, the size and complexity of the business activities of the BCA and based on the requirements and procedure as set out by the regulator. BCA's internal control system abides by OJK Circular Letter No. 35/SEOJK.03/2017 dated July 7, 2017 on Internal Control System Standard Guidelines for Commercial Banks.

The Purpose of Internal Control System

The implementation of an effective internal control system in BCA aims to ensure:

1. Compliance with laws and regulations as well as policy/terms of internal.
2. Completeness, accuracy, efficiency, and timeliness of the provision of financial information and management.
3. The effectiveness and efficiency of operational activities.
4. The effectiveness of the risk culture thoroughly.

In addition, to support OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates, BCA sets up a internal control system in a thorough manner against the application of integrated risk management to ensure:

- a. Compliance with internal policies or conditions and relevant regulations and laws;
- b. Financial and management information is fully available, accurate, appropriate, and timely; and
- c. The effectiveness of risk culture in the organization of a Financial Conglomerate thoroughly.

The Framework of Internal Control System

BCA applies three lines model framework to support the development of credible risk management and governance. The application of the three lines model principle to the BCA is as follows:

1. Management

The Board of Commissioners and its Supporting Committees, among others, ensure:

- Structures and processes are adequate and available for the implementation of effective governance.
- The purpose and activities of the organization have been aligned with the interests of the main stakeholders.

2. Board of Directors, First Line, and Second Line

The responsibility of the Board of Directors includes the role of first-line and second-line. First line is responsible for providing products and services to the customer, including managing associated risks. Second-line role is to provide support related to the management of risk, including the responsibility for enterprise risk management, among others, by the Director of Compliance and Risk Management, the Risk Management Unit (SKMR), and Compliance Unit (SKK).

3. Internal Audit Division

The Internal Audit Division provides independent and objective assurance and advice on the relevance and effectiveness of governance, risk management and internal control processes. The Internal Audit Division informs the Board of Directors, the Audit Committee, and the Board of Commissioners of the results of the audit.

In fulfilling its role, all lines communicate and collaborate in a periodic manner, as well as contributing to creating and maintaining values to be aligned with stakeholder interests.

Main Components of Internal Control System

BCA's Internal Control consists of 5 (five) main components that are consistent with the Internal Control Integrated Framework that has been developed by The Committee of Sponsoring Organizations of the Treadway Commission (COSO) which are:

1. Management Oversight and Control Culture.
2. Risk Identification and Assessment.
3. Control Activities and Segregation of Duties.
4. Accountancy, Information and Communication System.
5. Monitoring Activities and Correcting Deficiencies.

During 2020, the relevance of applying the system of internal control to the COSO integrated internal control framework is described as follows:

No	Components of internal control in accordance with the COSO Internal Control Integrated Framework	Implementation in BCA
1.	<u>Management Oversight and Control Culture</u> The oversight of the board of Directors in creating and maintaining an effective internal control system as well as ensure that the system runs safely and reliably in accordance with the objectives of the BCA, as well as supervision by the Board of Commissioners of the implementation of internal control in general, including the policy that established the board of Directors. It is the responsibility of the Board of Directors and the Board of Commissioners to develop a culture of control.	<p>The Board of Directors creates the internal control structure, including publishing the Guidelines for Standards for Internal Control Systems, Policies and Operating Procedures.</p> <p>The Board of Commissioners assess the adequacy of the internal control committee under the coordination of the Board of Commissioners, among others, the Audit Committee and the Governance Committee Integrated.</p>
2.	<u>Risk Identification and Assessment</u> A series of actions undertaken by the Board of Directors to identify, analyze and evaluate the risks incurred by the BCA in order to achieve the stated objective.	<p>The process of identification and assessment of risks, among others through the formation of SKMR which aims to convince the BCA and the subsidiary company in an integrated manner to mitigate risks properly through the identify, analyze, evaluate, control and reporting of the risk management framework risk, as well as able to deal with emergency situations that threaten going concern of BCA in accordance with Board of Directors Decree No. 078/SK/DIR/2018 Dated May 28th 2018.</p>
3.	<u>Control Activities and Segregation of Duties</u> Which includes the control activities are planned and implemented to control the risks that have been identified, and the determination of policies and control procedures including ensuring consistent adherence to policies and procedures.	<p>In conducting a review of control activities, the Board of Directors, among others, conduct review of the adequacy of the scope of the internal audit and approve the annual audit plan to ensure the implementation of the internal audit function in each of the levels of management in assessing the adequacy and effectiveness of the internal control system.</p>
4.	<u>Accountancy, Information and Communication system</u> Accounting, information, and communication systems can identify issues that may arise and are used as an exchange of information in the exercise of their functions in accordance with their respective responsibilities.	<p>Implementation of accounting, information and communication system supported by the availability of information systems that can generate a report regarding the activities of the business, financial condition, risk management, and compliance to support the work of the Board of Directors and Board of Commissioners.</p>
5.	<u>Monitoring Activities and Correcting Deficiencies</u> Ongoing monitoring of the overall effectiveness of the implementation of internal control, as well as the process of reporting internal control weaknesses and improvement actions is carried out.	<p>Monitoring of the activities carried out by the Board of Directors, among others, through the follow-up report on the results of the follow-up audit submitted by DAI on a quarterly basis. Board of directors monitor and ensure the findings and recommendations of the DAI, the External Auditors, the results of the OJK supervision and the results of the other supervisory authority has been followed up by the relevant units. Adjustments to the target completion of the follow-up audit must be approved by the President Director and the Board of Commissioners and reported to the Audit Committee.</p>

Implementation of Internal Control

Based on the framework and components of internal control that has been compiled, BCA implement internal controls to ensure the adequacy of financial control, the effectiveness and efficiency of operations, as well as compliance with applicable laws and regulations.

Internal control is implemented through several activities, namely

a. Financial Control

- 1) The Board of Directors has prepared strategic plans that have been approved by the Board of Commissioners. The strategic plans have been stipulated in the Bank Business Plan as the Blueprint

of a 3 (three) year business strategy which include Annual Work Plan and budget of BCA, which have been distributed to all relevant officers of BCA in order to be implemented.

- 2) The strategies have been established by factoring in any impact of strategic risk on BCA's capital, in among other areas, capital projections and the Minimum Capital Requirement.
- 3) The Board of Directors actively engages in discussions or offers input and monitors the internal situation, and developing external factors that directly or indirectly would affect meeting BCA's business strategic objectives.

- 4) BCA has implemented a financial control process, both on BCA and on the members of BCA's Financial Conglomerates, in order to monitor the realization against the budget as drafted in periodic reports. BCA has established a subsidiary monitoring unit to monitor the performance development of each of its subsidiaries.
- 5) BCA has ensured that all policies and accounting standards updated periodically in accordance with the provisions and regulations.

b. Operational Control

To support comprehensive operational risk control, BCA has implemented the following:

- a) Established an organizational structure as follows:
 - Segregation of duties to avoid conflict of interest.
 - Supervisor oversees the implementation of internal control at Branch Offices on daily basis.
 - Branch Internal Supervisor to oversee the implementation of internal control at Branch Offices
 - Regional Office/Internal Supervisor to oversee the implementation of internal control at Regional Offices.
 - Head Office internal supervisor to oversee the implementation of internal control in certain work units at Head Office.
 - Internal Audit Division that is independent of risk-taking unit to examine and assess the adequacy and effectiveness of risk management, internal control, and corporate governance processes, either at BCA or for members of BCA's Financial Conglomerates.
 - Risk Management Work Unit and Compliance Work Unit that are independent of risk-taking units.
 - Anti Fraud Bureau to improve the effectiveness of Anti Fraud strategy implementation on all activities of BCA.
- b) Each banking operational transaction that BCA undertakes has been equipped with a work procedure that is stipulated in work manuals. Such work procedure is developed by the Operational and Service Development and Strategy Division and reviewed by various relevant work units to ensure that operational risks that may arise have been effectively and properly mitigated.
- c) Established employee rotation and transfer policies.
- d) Imposing a limit and authorization for officers to conduct a transaction.
- e) Have an information security policy, such as: Utilizing User IDs and passwords as well as installing finger scan for employees to access computers.

c. Compliance to law and regulation, whereby

- 1) BCA is committed to comply with the prevailing laws and regulations and take the necessary steps to improve weaknesses found regarding risk, if any.
- 2) BCA has established a Compliance Work Unit independent of risk-taking units and is responsible for monitoring the compliance of BCA and its subsidiaries in an integrated manner.
- 3) BCA has:
 - Monitoring on Reporting Compliance to BI or OJK or other regulators.
 - Compliance Report of BCA, including Report on the Implementation of AML and CFT Program to be submitted to the OJK every 6 (six) months.
 - Compliance Monitoring Report on the Prudent Principles of BCA, including Report on the implementation of AML and CFT Program to be submitted to the Board of Commissioners, President Director and Deputy President Director every 3 (three) months.
- 4) BCA's Compliance Risk Management Strategy involves the necessary policies to always comply with applicable regulations which means proactively taking preventive measures (ex-ante) to minimize the possibilities of violations and conducting curative actions (ex-post) for improvements.

Evaluation of Internal Control Systems

The Board of Directors is responsible for ensuring the application of the internal control system to achieve BCA objectives. The Board of Commissioners assisted by the Audit Committee is also responsible to supervise the implementation of the internal control system in BCA.

To assess the adequacy and effectiveness of the BCA's internal control system, during 2020 BCA carried out follow-up and remediation activities, including:

1. BCA continuously evaluates and monitors the effectiveness of the overall implementation of internal control, including in cases where changes in internal and external conditions that may keep BCA from achieving its goals are identified.
2. Monitoring is prioritized on BCA's key risks and serves as part of daily activities, including through periodic evaluations to detect and prevent new risks, both by operational work units, risk monitoring work units, and by the Internal Audit Division.
3. The adequacy and effectiveness of the internal control system is evaluated independently by the Internal Audit Division and the results are reported to the Boards of Commissioners and Directors, and the Audit Committee.

APPLICATION OF ANTI-FRAUD STRATEGY

1. Introduction

According to OJK Regulation No. 39/POJK.03/2019 dated December 19, 2019 concerning on Implementation of Anti Fraud Strategy for Commercial Banks, BCA already has in place anti-fraud strategy guidelines been ratified by Circular Letter No.064/ SE/POL/2015 dated April 7, 2015. These guidelines reflect commitment of BCA management to prevent fraud by implementing an effective and continuous fraud control system. This system directs BCA in taking decisive measures to prevent, detect, investigate, and monitor any incidents of fraud.

In accordance with the OJK Regulation, BCA defines fraud as any deliberate act or omission intentionally committed by anyone working at the BCA to deceive, swindle or manipulate the BCA, its customers, or any other party, or to misuse office facilities that may lead to suffering financial loss or where the wrongdoers make either direct or indirect financial gain. Considered as fraudulent acts are:

- 1) Cheating;
- 2) Fraud;
- 3) Asset embezzlement;
- 4) Disclosure of information;
- 5) Banking felonies.

In prepared and implemented an effective of Anti-Fraud Strategy, BCA has paid attention to the matters, are as follows:

- 1) Internal and eksternal factors;
- 2) The complexity of business activities;
- 3) Potential, type, and risk of fraud;
- 4) The adequacy of required resources.

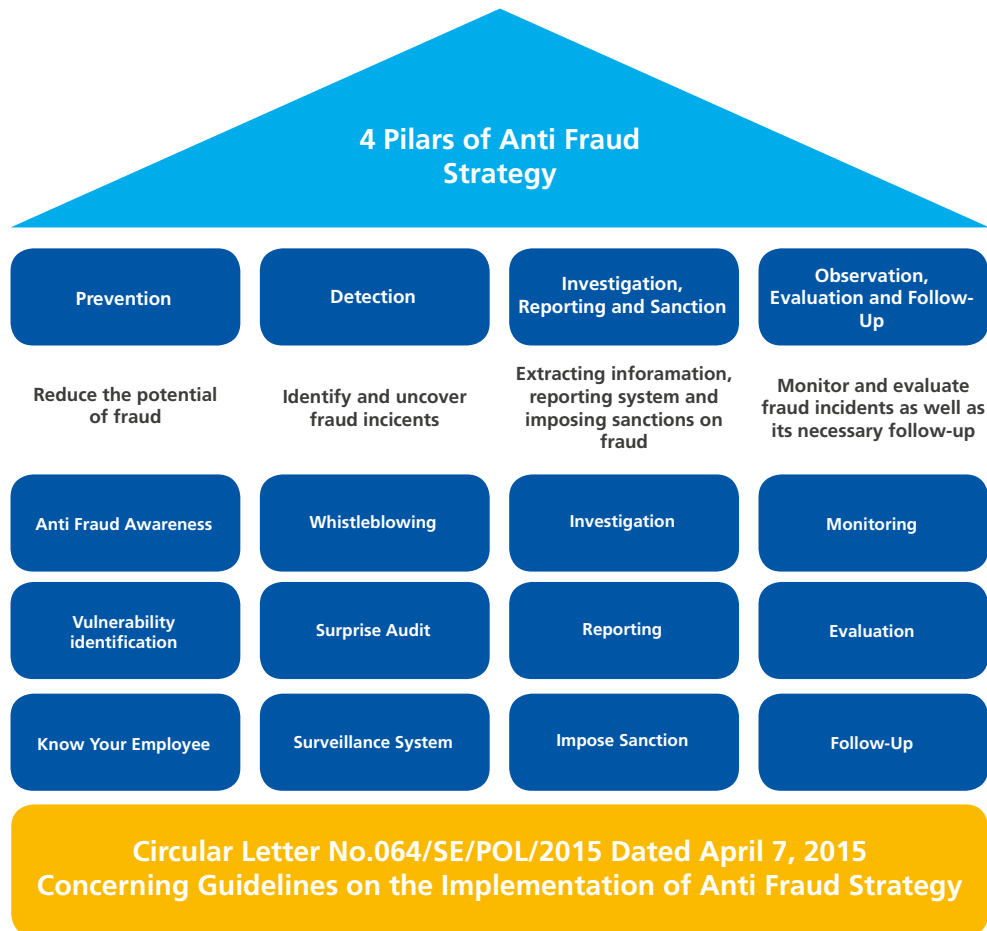
In supporting the implementation of Anti-Fraud Strategy, BCA has established Anti-Fraud Bureau who carries out out the implementation function of Anti-Fraud Strategy in BCA. Anti-Fraud Bureau responsible to reports directly to the President Director and has a direct communication and reporting to the Board of Commissioners.

2. Objectives

The objective of anti-fraud policy implementation in BCA are:

- To nurture an anti-fraud culture across BCA organization.
- To enhance awareness and concern for the risk of fraud in BCA's operations.
- As a reminder to all personnel of BCA to comply with applicable procedures and regulations.

Pillar and Implementation of Anti-Fraud Strategy



Anti-fraud strategy in its application is manifested in to a fraud control strategy, has 4 (four) pillars are as follows:

- 1) **Prevention**
Set up devices or equipments in order to reduce the potential risk of fraud, which encompasses at least, anti fraud awareness, vulnerability identification, know your employees.
- 2) **Detection**
Set up devices or equipments in order to detect fraud incidents in BCA's business operation which encompasses at least whistleblowing, surprise audit, and surveillance system mechanism.
- 3) **Investigation, reporting, and sanctions**
Intended to extract information, use reporting system, and impose sanctions on fraud incidents in BCA's business operations, which at least encompasses investigative standards, reporting mechanisms, and imposition of sanctions
- 4) **Monitoring, evaluation, and follow up**
To monitor and evaluate fraud incidents that at least covering monitoring, evaluation, and follow ups.

3. Implementation and Internalization

Anti Fraud Declaration

In line with the commitment of BCA in implementing Anti-Fraud strategy, BCA has formulated Anti-Fraud Declaration (Board of Directors Decree No. 139/SK/DIR/2020) are as follows:

In order to strengthen internal control system, implementation of Good Corporate Governance, and as a further implementation of OJK Regulation No. 39/POJK.03/2019 dated December 19, 2019 concerning on Implementation of Anti Fraud Strategy for Commercial Banks, therefore BCA declares its commitments to:

1. conduct the business fairly and transparently;
2. avoid doing business with third parties who were not committed to company's policy; and/or
3. apply consequences for violating policies and commitments.

Let all levels of BCA organization, customers, and partners work together to build anti-fraud culture and create BCA safe from fraud.

Socialization and Training Anti-Fraud

BCA improves the awareness and vigilance of employee against fraud, through anti-fraud statement, e-learning, comics, posters, videos, in class training, socialization of anti-fraud culture, and so on.

In 2020, all employees were required to attend e-Learning of Anti-Fraud Awareness that can be access through MyBCA internal portal or Mobile Learning.



Data of Anti Fraud Awareness in 2020 dan 2019

Participant	2020	2019
New Employees	2,310	2,914
Existing Employees	31,148	30,628

4. Reporting

In monitoring the implementation of Anti-Fraud strategy, BCA submits Implementation of Anti-Fraud Strategy Report to OJK in every semester and Incidental Report if there is fraud that have significant effect to disrupt BCA operations.

WHISTLEBLOWING SYSTEM

The whistleblowing system is a reporting tool where both internal and external parties can report fraud or violations presumed that have been committed by anyone at BCA.

BCA's whistleblowing policy is set forth in the Board of Directors Decree No. 146/SK/DIR/2017 dated November 1, 2017 and disclosed in the BCA website on the Corporate Governance section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

Objectives of Whistleblowing System

The whistleblowing system implementation in BCA aims:

- To raise stakeholders (employees, customers, etc.) awareness in reporting the fraud or violations activities that presumably being committed in BCA without any fear and anxious, as their confidentiality is guaranteed.
- To detect and prevent fraud or violations at the earliest stage possible through the information disclosed by a whistleblower.

1. Whistleblowing Procedure

A. Media

The media that can be utilized by the whistleblower to convey the report is accessible through BCA website (<https://www.bca.co.id/en/whistleblowing>). Correspondingly, the managing team of whistleblowing system will receive directly the report

B. Acceptable Reporting Criteria

For the convenience and acceleration of the follow up process, whistleblower must meet the following reporting criteria:

- 1) The reporting must be based on good faith and should not be a personal complaint or a fake story with bad intention.
- 2) The whistleblower's identity should be provided with a minimum of information, which include:
 - Whistleblower name (anonymous is permitted);
 - Whistleblower phone number that can be reached/an active email address;

- 3) The preliminary indication of fraudulent act or violations that are reliable and accountable with an additional of attached data (if any) which incorporated the 4W1H, as follows:
- Action/Reported actions (What);
 - Alleged Parties (Who);
 - Time of events (When);
 - Place/location of events (Where);
 - Chronology of events (How).

- 4) Types of fraud/violations to be reported:

Fraud	<p>A deliberate misuse or omission to mislead, deceive or manipulate BCA, customer, or other party, that takes place in a BCA environment and/or uses BCA facilities, resulted in the bank, customer, or other party suffering a loss and/or the fraud perpetrator gain direct or indirect financial benefits.</p> <p>Type of fraud acts:</p> <ol style="list-style-type: none"> 1. cheating, 2. scams, 3. assets embezzlement, 4. information leakage, 5. banking crimes.
Code of Conduct Violation	Measures that are not in accordance with the BCA's culture that has been formulated based on positive values that grow and develop within the BCA's employees, to achieve common goals and as a reference for the BCA's employees in making decisions and taking measures.
Conflict of Interest Violation	The acts that cause a circumstance in which a person who, in performing his or her fiduciary duty and obligation, pursues outside interests, such as personal, family related or other parties interests, that may have impaired or intruded upon his or her professional judgment and objectivity in making decisions and policies according to the authority that has been awarded by BCA to him or her.
Laws Violation	Any actions that violate applicable law in Indonesia.

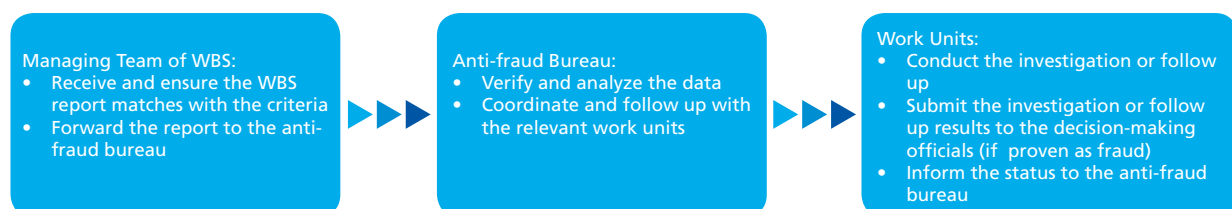
2. Whistleblower Protection

BCA will provide the protection to the whistleblower, which include:

- Guarantees the confidentiality of the submitted whistleblower's identity and the report contents;
- Guarantees the protection against mistreatments that might harm the whistleblower;
- Guarantees the protection against perpetrator's threats, intimidations, punishments or any unpleasant activities.

3. Management of Whistleblowing System (WBS) Report Flow

The following is the flow on how a report is handled by BCA regarding to the whistleblowing system:



4. Parties who Managed the Report

The management and follow-up on the reports are handled carefully with the BCA's internal team who were appointed by the BCA's management, in accordance to the prevailing BCA's internal laws and laws and regulations in Indonesia.

5. Disclosure of Internal Fraud and Complaints through Whistleblowing System in 2020

A. Number of Complaints Reported through Whistleblowing System

The recapitulation of reports received through the whistleblowing system is submitted to the Board of Directors periodically. As of December 2020, there were 22 (twenty-two) complaints received through the WBS with the following status:

Status	Number	Description
Open (still in process)	4	<ul style="list-style-type: none"> - In the process of investigation (1) - Forwarded to the relevant work units for further follow-up (1) - Waiting for data from the whistleblower (2)
Closed (settled)	18	Failed to fulfill the reporting criteria: <ul style="list-style-type: none"> - Personal information/complaint from customers (14) - Inadequacy of data and the whistleblower did not provide the additional data/information as requested (4)

B. Number of Internal Fraud Cases

BCA discloses internal fraud pursuant to article 64 of OJK Regulation No.55/ POJK.03/2016 on the Implementation of GCG for Commercial Banks and Section IX item 5 of OJK Circular Letter No.13/SEOJK.03/2017 in the Implementation of GCG for Commercial Banks.

Internal fraud is defined as fraud committed by management, supervisors, permanent and contract employees, or outsourced workers. Classified as fraud is a case where the financial loss or potential financial loss exceeds Rp100,000,000.- (one hundred million rupiah).

Table of Fraud Violation Committed by Management, Permanent Employees, and Non-Permanent Employees

Internal Fraud in 1 Year	Members of BoD and BoC		Permanent Employees		Contract and Outsourced Employees	
	2019	2020	2019	2020	2019	2020
Total Fraud	-	-	7	9	-	-
Settled	-	-	7	9	-	-
In the internal settlement process	-	-	-	-	-	-
Settlement process that has not been done	-	-	-	-	-	-
Through legal process	-	-	-	-	-	-

C. Sanctions and Follow-Up on Complaints through the Whistleblowing System

If the investigation results are proven that the perpetrator committed fraud or violations, consequently the decision-making officials will impose the sanctions in accordance to the prevailing regulations.

GRATIFICATION CONTROL

1. Background

The general public' and stakeholders' trust towards BCA are greatly influenced by ethical behavior of the BCA's personnel, ranging from the Board of Commissioner, Board of Director, management down to the employees. This trust is very important to maintain and foster business relationship with customers and other third parties that have relationships with BCA.

In this regard, to raise the public confidence and to uphold the Law No. 20/2001 on the Amendment to Law No. 31/1999 on Corruption Eradication, the Board of Director considers that it is necessary to enact the Gratification Control provision, which intended to pursue the implementation of Good Corporate Governance principles and provide the guideline to the BCA personnel as individuals workers in dealing with the customers, partners, fellow co-workers.

2. Gratification Control Policy

As one of the endeavors to prevent the occurrence of gratification, the Board of Director of BCA has issued the Board of Directors Decree No. 219/SK/DIR/2003 dated November 10, 2003 concerning Provisions Regarding Conflicts of Interest that embodied the gratification control provision to be enforced to all of the BCA personnel. The gratification control provision is intended to provide reasonable, proper and credible to all of the BCA personnel in engaging with the customers, partners and co-workers, and it is not designated to interfere with the employees' personal life.

Gratification Control Policy regulates several matters including:

- All BCA's personnel are prohibited from requesting or accepting or permitting or consenting to receive a gift or reward from any third parties who obtain or seek to obtained the favors from the BCA in the form of credit facilities or other facilities related to BCA's operational activities.
- All BCA's personnel are prohibited from requesting or accepting or permitting or consenting to receive a gift or reward from any third parties who obtain or seek to obtained a job or orders relating to the procurement of goods or services from BCA.
- In the event of customers, partners, and other parties are offering the gifts at certain times, such as religious celebrations or other kind of celebrations, if:

- The parcel/gifts that has been received, it is believed to have a negative impact and affect BCA's decision; and
- The value of the parcel/gifts is beyond the reasonable limits.
- The BCA's personnel who receive those parcel/ gifts shall immediately return the parcel/gifts and provide the explanation politely, stated that all of the BCA's personnel are not allowed to receive any parcel/gifts.

The summary of gratification control policy has been disclosed and can be downloaded through the BCA website in the section of Governance (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

3. Joint Commitment

The Gratification Control provision is binding and must be understood and implemented earnestly by all of the BCA's personnel as a part of BCA's Code of Ethic and in shoring up the implementation of Good Corporate Governance principles. In the event of the violation or any misconduct occurred to this provision, the violator may be liable to the sanctions in accordance to the extent of violation.

In relation to the above aforementioned matter, all of the BCA's personnel are obliged to:

- To ascertain, comprehend and implement the Gratification Control Provision with full responsibility and without exception.
- To uphold the implementation of Gratification Control Provision, in which all of the Board of Commissioners members, Board of Directors members and BCA's employees must create the Annual Disclosure, containing all circumstances or conditions that permit the emergence of conflict of interest.

It has now been adopted as the part of BCA's culture to not accepting the gifts or payments from customers, debtors, vendors, partners, and other third-parties related to the services rendered by BCA's employee within his/her scope of work. In accordance to this matter, BCA's personnel must comply the code of ethics related with the vendors. This code of ethic statement is stated in the Corporate Governance Guideline and can be seen in this Annual Report section of Code of Ethic.

ANTI CORRUPTION POLICY

As a commitment to improve practices and culture of anti-corruption, BCA has established several following policies related to corruption preventions:

1. BCA's Code of Ethics that related to Anti-Corruption (details information can be seen in Code of Ethics sections page 492-493 of this Annual Report).
2. Application of Anti Fraud Strategy Guidelines (details information can be seen in Application of Anti Fraud Strategy section page 466-468 of this Annual Report).
3. Gratification Control Policy (details information can be seen in Anti-Gratuity Policy section page 471 of this Annual Report).
4. Conflict of Interest Policy (details information can be seen in Affiliated Transactions and Conflict of Interests section page 473-475 of this Annual Report).

These policies aim to provide guidance which are related to prevent the corruption in BCA, and it can be seen in BCA website under Governance section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

Implementation of Anti-Corruption Practices

BCA continuesly strive to enhance anti-corruption culture in BCA through various practices as follow:

1. Annual Disclosure

In order to prevent the corruption, all members of the Board of Commissioners, the Board of Directors, and BCA employees are required to declare the Annual Disclosure that contains of all circumstances or situations which allow conflicts of interest. Details information regarding Annual Disclosure can be seen in Internalization section page 311-313 of this Annual Report).

2. Internalization of Anti-Corruption Values

The implementation is carried out through sharing sessions, socialization, articles posted on internal portal, plasma TV, info magazine of BCA and other internal communication media.

3. Reporting on Corruption

In order to support the implementation of anti-corruption policy, BCA has had reporting channel named Whistleblowing System for internal or external BCA. During 2020, there is no cases regarding corruption violations that have been received through Whistleblowing System. Details information of Whistleblowing System can be seen in Whistleblowing System section page 468-470 of this Annual Report.

Furthermore, during 2020 BCA never made any political donations/contributions or voluntary donations that lead to corruption or bribery. Provisions of politic or social donations have been regulated in Corporate Governance Guidelines in Code of Ethics sections, as follow:

- Every participation of BCA personnel in social and/or political activities is on personal behalf and can not represent BCA. Each attitude and action that reflects position of BCA must be approved by Board of Directors.
- Every donation on behalf of BCA, either for social or political activities, must be approved by Board of Directors.

AFFILIATED TRANSACTIONS AND CONFLICT OF INTERESTS

Policy of Affiliated Transactions and Conflict of Interests

BCA has implemented policies related to affiliated transactions and conflict of interests, as stipulated in Board of Directors Decree No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated and Conflict of Interest Transactions and Circular Letter No.319/SE/POL/2019 dated December 27, 2019 on Guidelines for the Implementation of Affiliated and Conflict of Interest Transactions and Decree of the Chairman of Bapepam and LK no. Kep.12/BL/2009.

The Policy of Affiliated Transactions and Conflict of Interests is cover the following items:

1. Definition of affiliated and conflict of interest transactions.
2. Affiliated parties.
3. Affiliated transaction category.
4. Reporting mechanism and approval of affiliated transactions plan.
5. Mechanism flow and reporting period and/or disclosure of information.

BCA continuously ensure the suitability of internal policy to development of prevailing regulations. Based on OJK Regulation No. 42/POJK.04/2020 dated July 1, 2020 concerning Affiliated Transactions and Conflict of Interest Transactions, BCA is currently conducting an analysis to improve internal policy related to Affiliated Transactions and Conflict of Interest Transactions.

Review Mechanism and dan Approval of Affiliated Transactions and Conflict of Interest Transactions.

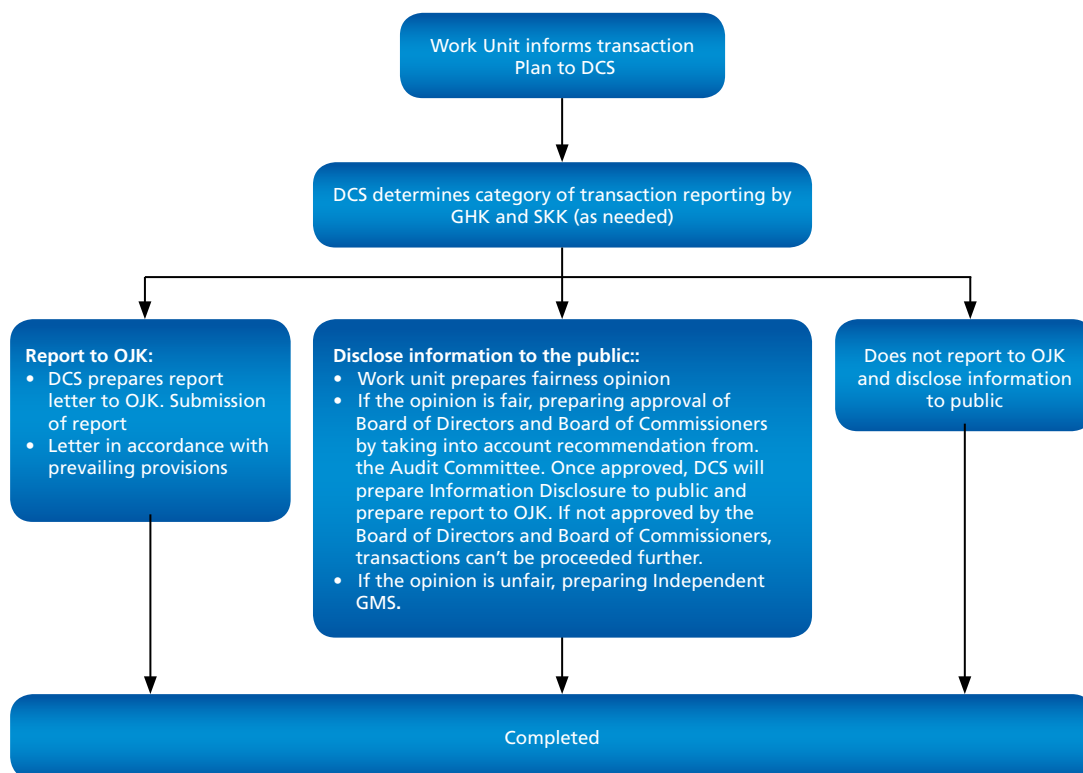
In real case, every work unit who conduct transactions with affiliated parties is required to inform in written to Division of Secretariat and Corporate Communication accompanied by required data. Division of Secretariat and Corporate Communication is coordinating with others work unit to analyze in determining category of transactions. In order to

improve quality of disclosure of information on affiliated transactions and conflict of interest, in 2020, BCA conduct review on mechanism and reporting flow of affiliated transactions and conflict of interest, affiliated transaction reporting system, and analyzation and socialization of affiliated transactions in accordance with OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions.

To ensure that each transaction is made in the best interests of BCA and to prevent conflicts of interest from affiliated transaction, particularly in material Related Party Transactions that has been proposed to management, therefore Audit Committee is authorized to review and provide advices regarding those transactions to the Board of Commissioners.

Flow of Affiliated Transactions and Conflicts of Interest Reporting

The following illustrates the flow of affiliated and conflict of interest transactions reporting in BCA:



Note:
DCS : Secretariat and Corporate Communication Division
GHK : Legal Group
SKK : Compliance Work Unit

1. Affiliated Transactions

Affiliated Parties of BCA are as follows:

1. Employees, Directors, and Commissioners of BCA.
2. Major shareholders of BCA, who are the person or the entities that own at least 20% (twenty percents) of BCA's shares with voting rights, or own less than that, directly or indirectly, as has been regulated by OJK.

3. Company Controlled by BCA, is company that has been controlled by BCA, either directly or indirectly.
4. Companies that have one or more Board of Directors or Board of Commissioners who are also be the members of Board of Directors or Board of Commissioners of BCA.
5. Companies that have been controlled by Major Shareholders of BCA.
6. Anyone who has a familial relationship due to marriage or family lines of up to the second degree, either horizontally or vertically with members of the Board of Directors, Board of Commissioners, and/or major shareholders of BCA.

Details of disclosure of BCA affiliated parties, nature of relationship, nature of transactions, and details of significant balances and transactions with related parties are in accordance with PSAK 7 (Revision 2015) that can be seen on Consolidated Financial Statements – Audited on Notes No. 49 which it is part of this Annual Report.

Realization of Affiliated Transaction in 2020

Throughout 2020, BCA has 9 (nine) affiliated transactions with the following details:

No	Date	Type of Transaction	Affiliated Party	Transaction Value	Nature of Relationship
1	February 12*	Rental Bali Room – Hotel Indonesia Kempinski for Lunch Together Management	PT Grand Indonesia	Rp151,915,500.-	Transaction between BCA and company controlled by BCA's controlling shareholder
2	February 20*	Rental Bali Room – Hotel Indonesia Kempinski for Analyst Meeting Q4 2019	PT Grand Indonesia	Rp128,742,000.-	
3	November 10	Application of Maintenance Service of Static Document OCR (Optical Character Recognition)	PT Darta Media Indonesia	Rp45,000,000.-	
4	November 23	Implementation of Software Enhancement Chatbot Human Capital Inspire	PT Darta Media Indonesia	Rp2,400,000,000.-	
5	November 23	Maintenance Service for Software Enhancement Chatbot Human Capital Inspire	PT Darta Media Indonesia	Rp312,000,000.-	
6	November 27	Buy and Sell Software OCR Context Dynamic and its implementation	PT Darta Media Indonesia	Rp800,000,000.-	
7	December, 11	Penetration Test Service	PT Darta Media Indonesia	Rp5,000,000.- /Many days with a range of transaction values Rp880,000,000.- for 1 (one) year,	
8	December, 14	Affiliated Transaction related to merger of PT BCA Syariah and Bank Interim	PT BCA Syariah and Bank Interim	Share Conversion	Transaction between 2 (two) companies controlled by BCA
9	December,30	Manage Service Support System	PT Akar Inti Teknologi	Rp4,818,000,000.-	Transaction between BCA and company controlled by BCA's controlling shareholder

* Affiliated Transaction according to Decree of the Chairman of Bapepam and LK no. Kep.12/BL/2009.

Nature of Affiliated Relationship

The transactions in the table above are affiliated transactions in accordance with Article Number 1 on OJK Regulation No. 42/POJK.04/2020 concerning of Affiliated Transactions and Conflict of Interest Transactions.

Fairness of Transaction

The principles that must be observed when conducting transactions with affiliated parties are as follows:

1. Have to pay attention to the principles of Good Corporate Governance, which are transparency, accountability, responsibility, independency dan fairness.
2. The appropriateness and fairness of transactions' value and requirement (arm's length transaction).

All affiliated transactions that have been carried out by BCA during 2020 are fair and at arms' length transaction.

Compliance of Affiliated Transactions with the Applicable Procedures

Transactions that have been conducted with affiliated parties are implemented in context of normal business activities for business interests of BCA. All affiliated transactions that took in place in 2020 have been through the procedures related to affiliated transactions established by BCA.

2. Conflict of Interests Transactions

Policy Related to Conflicts of Interest

In accordance with Code of Ethic of BCA, decision making process is not influenced by other parties and any conflicts of interest. The results of decision making and existing conflicts of interest are always recorded and documented as evidence.

Conflict of interest policy of BCA has regulated to all BCA personnel to know and avoid the activities that may contain any conflicts of interest. In order to

manage the potential of conflicts of interest, all of BCA employees of echelon 5 and above are required to sign the Annual Disclosure (details information can be seen in Internalization page 311-313 of this Annual Report).

In relation to Integrated Governance, Board of Directors of BCA ensure that implementation of risk management for intra-group transactions in Financial Conglomerate are independent from conflict of interest that may occur between each individual of Financial Service Institutions.

Policy of Conflict of Interest for Board of Directors and Board of Commissioners

Provisions related to conflicts of interest for Board of Directors and Board of Commissioners are regulated in Corporate Governance Guidelines, with details as follow:

- Members of Board of Commissioners and/or Board of Directors who have conflicts of interest are prohibited to make any decisions and/or any actions and/or being involved in process of executing transactions that brings disadvantage for BCA or reduce BCA profit, and he/she has to disclose condition of conflicts of interest in each decision.
- Members of Board of Directors are not authorized to represent BCA, in cases where he/she has conflicts of interest with BCA.

Throughout 2020, members of Board of Directors and members of Commissioners of BCA have no any conflicts of interest and have managed any potential of conflicts of interest that have been regulated in accordance with prevailing provisions.

Disclosure of Conflicts of Interest Transactions

Throughout 2020, BCA did not have any conflicts of interest transactions.

Name and position of parties who have conflicts of interest	Name and position of decision makers	Types of Transaction	Value of Transaction	Description
-	-	-	-	-

Independent Parties in Affiliated and Conflicts of Interest Transactions

In accordance with BCA policy, if there is a transaction with affiliated party that required to be disclose to public and to be reported to OJK, then BCA will appointed independent appraiser to evaluating fairness of the transaction values.

If the independent appraiser states that the transaction is unfair, therefore the transaction is considered as having conflicts of interest, then it is required to collect approval from Independent Shareholders of BCA via Independent GMS.

LEGAL CASES

The legal cases, both criminal and civil, that have been faced by BCA in 2020, 2019, and 2018 are presented in the table below:

1. Criminal Law Issues

Details of criminal law issues that have been faced by BCA during 2020, 2019, and 2018 are as follows:

Legal Issues in Criminal Cases	2020	2019	2018
Legally settled (a verdict has been issued with legal power)	9	8	11
In settlement process	4	5	4
Total	13	13	15

Criminal cases in the Court over reports from BCA against customers, employees, or other third parties which cover the cases of suspicion of funds transfer, theft, embezzlement, fraud, letter forgery, transfer / transferring information and / or electronic documents to other people's electronic systems without rights, but there is not a case with a material loss value of more than Rp1 Billion.

Whereas, criminal cases in the Court over reports from customers, employees, or other third parties against BCA are non/zero.

2. Civil Law Issues

Details of civil law issues that have been faced by BCA during 2020, 2019, and 2018 are as follows:

Legal Issues in Civil Cases	2020	2019	2018
Legally settled (a verdict has been issued with legal power)	118	123	120
In settlement process	145	144	145
Total	263	267	265

Civil cases faced by BCA are occur as a result of:

- 1) Lawsuit filed on accounts inherited by customers' heirs.
- 2) Customer claims/appeal against account blocking by BCA as request from the Court, Tax Office and or other third parties.
- 3) Lawsuit filed by customers/other third parties on payment transactions, transfers, balances, and/or disbursement of documents.
- 4) Lawsuit on the use and payment of credit card bills.
- 5) Lawsuit filed by third parties on disputes over BCA properties i.e. land and buildings.
- 6) Lawsuits on accounts of legal entities in accordance with a dispute of legal entities management and/or association.
- 7) Lawsuit/appeal filed by BCA on the settlement of bad loans and saving collateral.
- 8) Lawsuit/rebuttal of debtor (husband/wife), collateral owner and/or other parties related to foreclosure, auction and or cleaning up foreclosed collateral.
- 9) Lawsuit/rebuttal of debtor (husband/wife) and or third parties on credit and/or collateral.
- 10) Lawsuit filed by BCA or its employees on Industrial Relations.

Civil Cases of BCA which are still on going in 2020 with value of claims over Rp10 billion, but the material value of cases did not exist or did not have any effect to business continuity of BCA, are as follows:

No.	Cases Code	BCA Position	Lawsuit	Case Status	Risk for BCA
1.	431/PDT.G/2017/ PN.BDG.	Defendant II	Third party lawsuit against collateral with collateral reason is inheritance that has not been divided	Cassation: Adjudication Process (District Court and High Court: Ruled in favor of BCA)	Potential of compensation payments by joint and several liability
2.	758/Pdt.G/2020/ PN.Sby.	Defendant I	Debtor lawsuit against auction by reason of value auction limit is too low because it is below market value and the auction shouldn't be can be implemented because the debtor's lawsuit	District Court: Adjudication Process	Potential of compensation payments by joint and several liability
3.	121/PDT.G/2020/ PN.CKR.	Defendant III	The suit of the heirs of the customer who is the defendant criminal, to sue return of property confiscated deceased customer as evidence by prosecutor's office on the grounds the criminal charges have been dropped by passing away the accused's customer	District Court: Adjudication Process	Potential of compensation payments by joint and several liability
4.	145/PDT. BTH/2019/ PN.BPP	Opposition I	Debtor lawsuit against ex land emptying, collateral that was purchased through auction by BCA (AYDA) on the grounds of the auction is not valid because of the limit value below market value	High Court: Adjudication Process (District Court : Ruled in favor of BCA)	Potential of compensation payments by joint and several liability
5.	114/PDT.G/2018/ PN.SRG	Defendant	Debtor lawsuit against auction on the grounds of BCA do deeds It's against the law for not provide restructuring credit and auction should be done based on court order (fiat execution)	Cassation: Adjudication Process (District Court & High Court: Ruled in favor of BCA)	Potential of compensation payments
6.	485/PDT.G/2015/ PN.JKT.PST	Defendant V	Third party lawsuit against collateral with collateral reason is inheritance that has not been divided	Cassation: Adjudication Process (District Court and High Court: Ruled in favor of BCA)	Potential of compensation payments by joint and several liability
7.	249/PDT.G/2018/ PN.DPS	Defendant I	Debtor lawsuit against auction by reason of process auction does not match rule of law	Cassation: Adjudication Process (District Court and High Court: Ruled in favor of BCA)	Potential of compensation payments by joint and several liability

Throughout 2020, BCA did not face any significant risks over legal cases, because based on self assessment, BCA legal risk level is in a "low" position.

SIGNIFICANT CASES

1. Significant Cases faced by BCA, members of Board of Directors, and members of Board of Commissioners.
Throughout 2020, BCA dan all of members of Board of Directors or Board of Commissioners who are currently officiate have never been involved in significant cases, both criminal cases and/or civil cases.

2. Cases faced by Subsidiaries

Throughout 2020, all of cases in the Court that have been faced by subsidiaries, are as follows:

Subsidiary	Case Status	Civil	Criminal
PT BCA Finance	Legally settled (a verdict has been issued with legal power)	73	0
	In settlement process	65	0
PT BCA Multi Finance (d/h PT Central Santosa Finance)	Legally settled (a verdict has been issued with legal power)	0	10
	In settlement process	4	0
BCA Finance Ltd	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT BCA Syariah	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	13	0
PT Asuransi Umum BCA	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Asuransi Jiwa BCA	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	1	0
PT BCA Sekuritas	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Central Capital Ventura	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Bank Digital BCA (d/h PT Bank Royal Indonesia)	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	1	0

3. Significant Cases Faced by Members of Board of Directors and Board of Commissioners of BCA Subsidiaries
Throughout 2020, all of members of Board of Directors and Board of Commissioners of BCA Subsidiaries have never been involved in any significant cases, whether criminal and/or civil.

Impact of Legal Issues for BCA and Subsidiaries

All of legal Issues faced by BCA and Subsidiaries during 2020 did not have material impact on position and business continuity of BCA and its subsidiaries.

ADMINISTRATIVE SANCTIONS FROM RELATED AUTHORITIES

Throughout 2020, there was no administrative sanctions that may have the an impact to business continuity of BCA or administrative sanctions to members of Board of Directors and/or Commissioners from related authorities.

INFORMATION ACCESS AND CORPORATE DATA

BCA is continuously maintaining an effective communication with regulators, shareholders, customers, BCA's employees, business partners, and the public as part of the implementation of transparency and the accountability principle to the stakeholders. The BCA's good relation with the stakeholders is stipulated under the Communication Policy.

BCA's Communication policy is set in the Communication Function and Information section and in the Information Disclosure section under the BCA Corporate Governance Guidelines. As a form of communication, BCA provides the access to its corporate data and information to the public through several communication channels as further explained below.

Communication Channels of Stakeholders

Stakeholders are the parties who have interests in the BCA's business activity and significantly influence the sustainability of BCA.



BCA collaborate and interact with the stakeholders through the formal process and a related engagement as needed. The interaction with the stakeholders is managed by the Secretariat and Corporate Communication Division.

In establishing the interaction with the stakeholders, BCA provide various communication channels to ensure that the information distribution can be executed intensively and effectively.

Name of Stakeholders	Interest	Media	Frequency
Customers and Clients	<ul style="list-style-type: none"> Information related to the products and banking services, as well as the security of customer privacy. Providing the best banking solution for the stakeholders. Banking solutions development always comes from the customer needs and it takes into account the customers' protection and safety, while it is also conducted consistently and continuously. Providing solutions to the transaction problems and to the products and/or services while it is in used. 	<ul style="list-style-type: none"> Halo BCA Contact center BCA website Social media 	At all times
Investors and Shareholders	Financial performance and the implementation of prudence principle and the Good Corporate Governance.	1. GMS 2. Quarterly Report 3. Annual Report and Sustainability Report 4. Investor Relations Contact: Phone: +62 21 235 88000 Email: investor_relations@bca.co.id	1. Once a year 2. Quarterly 3. Once a year 4. At all times
Regulators (Financial Services Authority and Bank Indonesia)	Compliance and the implementation of prudence principle and the Good Corporate Governance.	<ul style="list-style-type: none"> Monthly Report Quarterly Report Information disclosure related to the Affiliated Transaction. Information elaboration in mass media Submission of evidence of AGMS and EGMS announcement, summary of Consolidated Financial Statements E-reporting GMS preliminary notice, GMS plan, monthly report, and public expose plan Press release on Financial Report, photocopy of AGMS and EGMS deeds and newspaper ads Submission of evidence of GMS preliminary notice Reports and announcement of the dividend distribution schedule Ownership or any changes to share ownership report 	According to the regulations (monthly, quarterly, and incidental)
Public Communities	Empowerment programs and opportunities through community programs and Corporate Social Responsibility (CSR).	a. Sustainability report b. Bakti BCA Pillars: <ul style="list-style-type: none"> BCA Smart Solutions BCA Synergy Solutions BCA Excellence Business Solutions 	a. Once a year b. At all times
Media, Interest Groups, Public	Information and BCA's data, concerning to the BCA's financial condition, products and corporate actions.	a. Press release through printed and electronic media b. Secretariat and Corporate Communication Division Contact: humas@bca.co.id	a. If needed b. At all times

Name of Stakeholders	Interest	Media	Frequency
Business Partners/Suppliers/Vendors	<ul style="list-style-type: none"> Procurement of goods and/or services, types of needs / specification, information and BCA's data, criteria for partners. Input, advice and other informations. 	<ul style="list-style-type: none"> BCA website Beauty Contest Code of ethics for vendors Logistic Division (Procurement Aspects) 	If needed
Labor dan Labor Union	Industrial relations and matters related to welfare, rights and obligations of labor.	Internal communication through info BCA, BCA Update, MyBCA, audio visual media, Halo SDM - call center for BCA employees, sharing session, GCG series articles, banking services and/or facilities	At all times

Product Information and Transparency

BCA has provided clear, accurate and up-to-date information related to the BCA's products and services in pursuant to the Financial Service Authority/Bank Indonesia provisions, which its customers can retrieve the information conveniently through:

- BCA website that provides comprehensive and timely information on BCA's products and/or services;
- Leaflet, brochure, Plasma TV, or other printed materials in every BCA branch offices throughout Indonesia that contain the banking product information to facilitate the customer in understanding the information.
- BCA officers, comprises of Relationship Office, Account Officer, and Customer Service at all BCA branch offices, who are keen to give the product/service information and the solutions that needed by customers.

BCA also provides the information of its banking products and/or services directly to the customers. The information conveyed to the customers is based on their prior approval when they signed in approval column form during opening an account, in which they are agreed to receive more data. The publication of information on BCA products, services, and/or banking facilities is carried out in accordance with regulatory provisions concerning Transparency in Bank Product Information and Use of Customer Personal Data.

Media

BCA's business management does not only focus in gaining the profits, but also it also encompasses the effort to provide the best banking solutions for the stakeholders. The best solution of banking is given by BCA through the communication channels:

1. Halo BCA

BCA continues to give the convenience to the consumers to access its BCA's information, reporting mechanism and/or problem solving through:

Halo BCA

- Phone number: 1500888.
- Email address: halobca@bca.co.id.
- Halo BCA Chat: www.bca.co.id, Whatsapp (0811 1500 998).
- Video Call in main branch offices: BSD, SCBD, Alam Sutera, Thamrin, Matraman, Darmo, and at myBCA.
- Video Banking at myBCA Gandaria City, Bintaro Xchange, Central Park, Kota Kasablanka, Emporium Pluit, Ciputra World Surabaya, Grand City Surabaya, BCA Learning Institute Sentul.

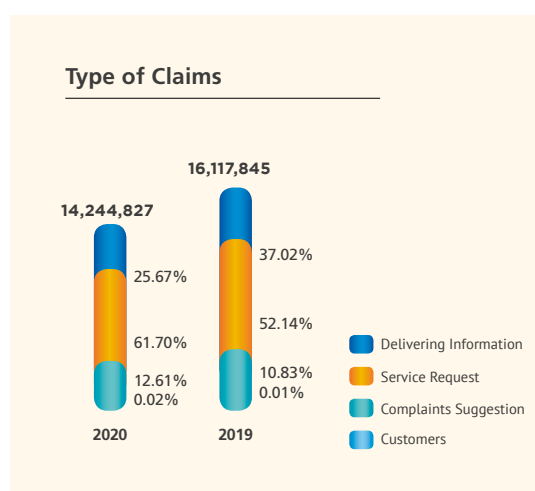
Service level at Halo BCA

Service level for receiving customer contacts:

- Call Response time: 20 seconds
- Whatsapp Response time : 2 minutes
- Twitter Response time: 3 minutes
- Halo BCA Chat Response time: 2 minutes
- Email Response time: 1 hour

Service Level Agreement (SLA)

BCA has established the duration of problem solving, which varies starting from 1 (one) until 45 (fourty five) working days, depending on the types of the reported problems. Currently, 99,3% of the problems raised through Halo BCA have been resolved in accordance with the service level agreement (SLA). The number of customers contacting Halo BCA in 2020 is 14,244,827 (fourteen million two hundred forty-four thousand eight hundred twenty-seven).



Types of customer complaints are divided into the following criteria:

- 25.67% are information delivery.
- 61.70% are customer services inquiries (e.g. blocking, activation, etc.).
- 12.61% are customer who file the complaints.
- 0.02% are suggestion given by customers.

2. BCA Website

BCA website, www.bca.co.id serves as the sources of reliable information for the existing customers and/or prospective customers. It offers variety of products, services and attractive promotions, as well as it provides various BCA information, consists of, corporate information, finance and banking, BCA's shareholders information, credit rating, investor news, and other information disclosures. It also shows the corporate activities, comprises of analyst meeting, financial reports, and a wide array of BCA Corporate Social Responsibility (CSR) programs that are held regularly and presented in BCA website. The disclosures of those informations are inline with the BCA's commitment to maintain the transparency of information as part of Good Corporate Governance (GCG) implementation and in compliance with the regulations, while satisfy the needs of information that are essential for investors, Capital Market communities and shareholders. Through the BCA website, these parties can subscribe their e-mails to receive quarterly financial information publications.

In addition, to fulfill the customer needs in this digital era, BCA website (www.bca.co.id) exists as the digital channel by providing various types of online form (e-form) that includes the online application form for Home Ownership Loan (KPR), Working Capital Loan, Application Program Interface (API) Partnership and other application forms for various services of BCA.

3. BCA Social Media

Social media has become an integral part of people's lives. With the BCA's motto, "Always by Your Side", it is not only a written motto, but it is proven by the existence of BCA in numerous social media platforms that growth continuously.

- Twitter Account (@XpresiBCA, @GoodLifeBCA, @BizGuideBCA, @HaloBCA, @BankBCA, @KartuKreditBCA),
- Facebook (/XpresiBCA, /GoodLifeBCA, /BizGuideBCA, /BankBCA, /KartukreditBCA),
- Youtube (Solusi BCA),
- Slideshare (www.slideshare.net/SolusiBCA),
- LinkedIn PT Bank Central Asia Tbk,
- Instagram (@goodlifeBCA),
- Line (@BankBCA),

The official BCA accounts and social media activities can be accessed through www.bca.co.id/sociamedia.

BCA continues to innovate by providing VIRA chat-bot or BCA Virtual Assistant Chat Banking. VIRA can be accessed through Facebook Messenger and LINE chat application of BCA bank account. Through VIRA, customers can receive information related to the recent promotions, account balances check and mutation, exchange rates, ATM information, credit card information, and other banking access.

Throughout 2020, BCA actively conducted the communication campaign that relies on social media, as follows:

- Campaigns on updates in BCA banking products to communicate the benefits of the products to the potential markets.
- Educational campaigns related to the secure banking transaction for the public.
- Campaigns related to the recent promotional programs from BCA.

4. List of Press Releases in 2020

BCA's press releases represent the implementation of Good Corporate Governance (GCG) principles, specifically on the principle of transparency. During 2020, there were 138 (one hundred thirty eight) press releases made by BCA, which include:

No.	Month	Date	Press Releases Distribution
1	January	January 2, 2020	BCA Jabodetabek Branches that Have Not Resumed Normal Operations
2		January 3, 2020	BCA Jabodetabek Gradually Resumed Normal Operations
3		January 6, 2020	All BCA Branches Have Resumed Normal Operations
4		January 24, 2020	Modern Money Transfer, Five Simple Ways Using BagiBagi Feature on BCA mobile and Sakuku
5		January 24, 2020	Latest and Unique, BCA Now Has BagiBagi Feature on BCA Mobile!
6		January 28, 2020	Strengthening MSME, BCA Join Forces with Modalku
7		January 30, 2020	BCA's Ad "Buat Apa Susah" Named Youtube's Favorite Ads
8	February	February 09, 2020	9 Young Talents Win BCA Young HackR 2020
9		February 13, 2020	Enhancing the Role of MSMEs, BCA Organizes MSMEs Development in Bekasi
10		February 18, 2020	BCA Expoversary 2020 offers a City-wide Atmosphere will be Hold in 8 Days
11		February 18, 2020	Teamed with GK – Plug and Play, SYNRGY Accelerator Batch 2 Program is Ready to Start!
12		February 19, 2020	Consistently Providing The Best Services, BCA Receive Eight Awards in Top Brand Award 2020
13		February 20, 2020	PT Bank Central Asia Tbk Full Year 2019 Results - Solid Performance Amid Modest Business Environment
14		February 21, 2020	Presenting Special Prizes, BCA Expoversary 2020 is Officially Held!
15		February 21, 2020	Let's Go to Bobaland at BCA Expoversary 2020. Enjoy the Promo of Up to 63%
16		February 21, 2020	Crazy Promo: Happy Hour Gadget Flash Sale at BCA Expoversary 2020!
17		February 21, 2020	Promoting One Stop Shopping Concept, BCA Expoversary 2020 visits Surabaya!
18		February 22, 2020	BCA Credit Card Holders, Come Join Reward BCA Auction at BCA Expoversary 2020
19		February 22, 2020	More Than 7,000 Visitors Enliven BCA Expoversary Day One
20		February 23, 2020	For Three Days, BCA Expoversary 2020 Packed with More Than 50,000 Visitors
21		February 24, 2020	BCA Organizes Team Building for Wirawisata Goa Pindul
22		February 25, 2020	BCA Jabodetabek Branches that Have Not Resumed Normal Operations
23		February 25, 2020	Educating Customers on Forex Remittance, BCA Holds Remittance Seminar
24		February 25, 2020	[Infographic] BCA Financial Performance 2019
25		February 26, 2020	All BCA Branches Have Resumed Normal Operations
26		February 28, 2020	Realizing Millennial Tourism, BCA Launches Peramun Hill Virtual Guide in Belitung
27	March	March 7, 2020	Improving 21st Century Teacher Competencies, BCA Organizes Teacher Training in Yogyakarta
28		March 11, 2020	Consistently Providing Service Excellence, BCA Wins Two Award from Infobank
29		March 16, 2020	MSMEs as Drivers of Indonesia Economic, BCA Held Coaching of MSME Batik Lamongan
30		March 19, 2020	[Infographic] #BankingFromHome
31		March 20, 2020	BCA Supports Work from Home Movement, Easy Transactions from Home
32		March 24, 2020	Temporary Closure of half of Select BCA Branches
33		March 24, 2020	Fight COVID-19, BCA donates medical equipment for Patients and Healthcare Workers
34		March 27, 2020	Supporting the #BankingfromHome Movement, BCA Increases KlikBCA Individu Transfer Limit to Rp250 million/day
35	April	April 1, 2020	SYNRGY Accelerator Batch 2 Presents 10 Startups at Virtual Demo Day
36		April 1, 2020	#BankingFromHome, Free GoPay Balance Topup and 50% Off LinkAja Topup using BCA
37		April 2, 2020	Addressing the Needs of COVID-19 Referral Hospitals, BCA Donated Ventilators to RSPAD Gatot Soebroto
38		April 2, 2020	Temporary Closure of Select BCA Branches
39		April 6, 2020	Offering Customer Service Excellence, BCA Relocates KCU Metro
40		April 8, 2020	Reach out Excellence Digital Talent, BCA launch BCA SYNRGY Academy Program and Jogja Development Lab (JDL) in Yogyakarta
41		April 9, 2020	BCA Holds Annual General Meeting of Shareholders
42		April 17, 2020	BCA Makes Adjustments to Branch Services
43		April 24, 2020	Supporting COVID-19 Handling Efforts, BCA Hands Over Medical Equipments in Lombok

No.	Month	Date	Press Releases Distribution
44	May	May 12, 2020	Supporting COVID-19 Handling Efforts, BCA Distributes Aid Package in Padang
45		May 12, 2020	Fighting Against COVID-19, Kanwil I BCA Distributes Donation from BCA Employees to Community
46		May 12, 2020	Helping Communities Affected by COVID-19, BCA Employees and Bakti BCA Hands Over Donations in Surabaya
47		May 12, 2020	Fighting Against COVID-19, Employees of BCA and Bakti BCA Hands Over Donations to the Community
48		May 12, 2020	Reducing Burden on COVID-19 Affected Communities, BCA Employees and Bakti BCA Hand Over Donations in Aceh
49		May 12, 2020	Caring for People Affected by COVID-19, BCA Employees and Bakti BCA Hand Over Donation at Wisma BCA BSD
50		May 12, 2020	Facing Communities Affected by COVID-19, BCA Employees and Bakti BCA Hands Over Donations in Balikpapan
51		May 12, 2020	Helping Communities Affected by COVID-19, BCA Employees and Bakti BCA Hands Over Donations at KCU Matraman
52		May 12, 2020	Caring for People Affected by COVID-19, BCA Employees and Bakti BCA Hand Over Donation at Pluit Sub-Branch Office
53		May 12, 2020	Supporting COVID-19 Handling, BCA Donated Medical Equipments in Medan
54		May 12, 2020	Initiating a Fundraiser, BCA Employees and Bakti BCA Help Communities Affected by COVID-19
55		May 12, 2020	Helping Communities Affected by COVID-19, BCA Employees and Bakti BCA Hands Over Donation in Malang
56		May 12, 2020	Caring for Communities Affected by COVID-19, BCA Employees Distribute Aid to Regional Office VIII Pondok Indah
57		May 12, 2020	Invoking Solidarity, Insan BCA and Bakti BCA Hands Over Donation to Fight Against COVID-19
58		May 13, 2020	After Sumatra, BCA Distributes Aid to Central Java and Yogyakarta
59		May 14, 2020	Consistently Fighting Against COVID-19, BCA Channels Aids in Tarakan
60		May 14, 2020	United in Preventing COVID-19, BCA Employees and Bakti BCA Distribute Donation in Palembang
61		May 15, 2020	Helping Handling COVID-19, BCA Distributes Aid to Medical Personnel in Makassar
62		May 20, 2020	United in Fighting Against COVID-19, BCA Participates in Large-Scale Social Collaboration (KSBB)
63		May 20, 2020	Eid al-Fitr 2020 Special Moments: BCA Presents #BankingFromHome and #RamadanDiRumah
64		May 20, 2020	Eid Mubarak 2020, #HolidayWithoutMudik with BCA
65		May 23, 2020	Welcoming Eid Al-Fitr at Home, BCA and Narasi Holds Live Streaming "Rayakan Kebaikan"
66	June	May 27, 2020	[Infographic] BCA Financial Report Q1 2020
67		May 27, 2020	PT Bank Central Asia Tbk First Quarter 2020 Results - Sustaining Solid Financial Position to Weather Uncertainties
68		May 28, 2020	Supporting COVID-19 Handling, BCA Donated Medical Equipments in Medan
69		June 05, 2020	Synergize to Fight COVID-19, BCA Group Channeled Donations to PERSI
70		June 07, 2020	BCA and Detik Collaborate on "Living a Good Life with Bakti BCA" Webinar
71		June 09, 2020	BCA Distributed PPE and Medical Masks to Kediri
72		June 22, 2020	Activate Your BCA Credit Card PIN before 1 July 2020
73		June 22, 2020	Offering Service Excellence, BCA Relocates KCP Seberang Hulu
74		June 26, 2020	After Sumatera, BCA Distributes Aid to Central Java and Yogyakarta
75		July 06, 2020	Achieving Success, BCA Secures First Place for Indonesia's Most Valuable Brand
76	July	July 07, 2020	BCA Distributed PPE to Airlangga University Hospital in Surabaya
77		July 10, 2020	Contributing to the Country, BCA's Welma Sets ORI017 Sales Record
78		July 16, 2020	BCA Launches SYNRGY Accelerator Batch 3!
79		July 16, 2020	Supporting Frontliners in Combating COVID-19, BCA Distributes PPE to RSUD RA Kartini Jepara

No.	Month	Date	Press Releases Distribution
80		July 16, 2020	BCA and Desa Wisata Institute Hold a Post-COVID-19 Tourism Village Strategy Webinar
81		July 24, 2020	BCA Distributes Donations for Inadequate Housing in Surakarta
82		July 27, 2020	PT Bank Central Asia Tbk First Half 2020 Results - Navigating the Bank through Pandemic Cycle
83		July 28, 2020	BCA, Nusantara Institute and Nusantara Kita Foundation to Hold Indonesian Women and Culture Webinar
84		July 30, 2020	Shareholders Approve BCA's bank's Plan to Acquire PT Bank Rabobank International Indonesia
85	August	August 05, 2020	BCA and Bogor Agricultural University (IPB) Hold "Striving for Excellence During New Normal" Webinar
86		August 11, 2020	Latest Feature, Activate Debit Online on BCA mobile Now!
87		August 13, 2020	Encouraging Digital Promotion Optimization, BCA and Desa Wisata Institute Organize Webinar for 12 Assisted Tourism Villages
88		August 19, 2020	Supporting Mask Movement (GPM), BCA Donates 100,000 Face Masks to Three Provinces in Indonesia
89		August 22, 2020	Raising MSMEs in Indonesia, BCA Supports Micro Loan Distribution at Kertalangu Denpasar Tourism Village
90	September	September 01, 2020	Supporting KUR Distribution, BCA Collaborates with BPR Karya Perdana Sejahtera
91		September 01, 2020	BCA's Commitment to Building Tourism Village Potentials in Indonesia
92		September 02, 2020	BCA Donated Rp1 billion for 81 Community Health Centers in Jawa Timur
93		September 04, 2020	National Customer Day, BCA Continues to Present Service Innovations for Customers
94		September 09, 2020	New and Fresh, BCA Presents ONLINEXPO KPR BCA
95		September 10, 2020	Making Life Easier, Three Must-Know Features in New Normal Era
96		September 11, 2020	ATM BCA, Easy Solution for PDAM Payment
97		September 11, 2020	Supporting Nelayan Berseri Laut Lestari Program, BCA Donated Rp280 million for Fishermen
98		September 24, 2020	BCA Holds Financial and Investment Literacy Webinar for 500 UGM Vocational Students
99		September 29, 2020	BCA Officially Acquires Bank Interim
100	October	September 30, 2020	10 BCA SYNRGY Accelerator Batch 3 Startups Appear at Virtual Demo Day
101		October 01, 2020	Ahead of the Youth Pledge Day, BCA Supports the Startup Weekend Indonesia
102		October 02, 2020	BCA Wins Indonesia's HR Asia Best Companies to Work in Asia 2020 Award
103		October 06, 2020	Virtual Intellectual Forum: BCA Holds Indonesia Knowledge forum (IKF) IX 2020
104		October 08, 2020	Commemorating World Tourism Day, BCA Holds Webinar for Tourism Villages in Indonesia
105		October 12, 2020	BCA Distributes Bakti BCA Scholarships 790 Indonesian Students
106		October 12, 2020	BCA Improves Investment Solutions with 2 (Two) Schroders Mutual Funds
107		October 14, 2020	BCA and Its Employees Distribute Donation for Palu
108		October 22, 2020	BCA Introduce the Assisted Village through Talkshow Program "Liburan dari Rumah"
109		October 24, 2020	BCA Always Stands by Your Side through #BankingFromHome During Long Holiday
110	November	October 26, 2020	PT Bank Central Asia Tbk January-September 2020 - Results Solid Liquidity in the Challenging Time
111		November 04, 2020	BCA Organizes "Economic Outlook: Remain Optimistic Amid the Pandemic" Webinar for MSMEs
112		November 05, 2020	BCA Invites Customers to "Holiday from Home" to Assisted Village in West Sumatra
113		November 07, 2020	Encouraging the Youth to Preserve Indonesian Culture, BCA Supports Virtual Dance Competition and Traditional Fashion Competition
114		November 09, 2020	BCA Supports Indonesia Fashion Week 2020
115		November 17, 2020	BCA Distributes Rp30 Billion to MSME via Akseleran
116		November 17, 2020	BCA Distributes PPE and 30,000 Cloth Masks to Central Java
117		November 18, 2020	BCA and Blibli.com Hold an Online Marketing Webinar "Digital Marketing Strategies on E-Commerce Platforms"
118		November 19, 2020	Calling for the Public to Take Virtual Walks, BCA Introduces Assisted Villages in Belitung
119		November 20, 2020	Advancing the MSME Sector in Indonesia, BCA Launches Bangga Lokal Program
120		November 25, 2020	Offering Ease of JKN-KIS Payment, BCA Received Payment Channel Award

No.	Month	Date	Press Releases Distribution
121		November 25, 2020	Collaborating with Blibli, BCA Presents a Virtual Automotive Festival "KKB BCA x BLIBLI Autofest"
122		November 26, 2020	BCA Holds an Inspirational Webinar: "Women's Involvement in Tourism Village Development"
123		November 27, 2020	Supporting Teacher Development, BCA Holds Series of National Teachers Day 2020 Program
124		November 30, 2020	BCA Wins Top Innovative Choice Award 2020 via Welma Application
125	December	December 01, 2020	Financial Literacy Webinar "Dare To Dream, Start Action", BCA's Commitment to Provide Financial Education for the Younger Generation.
126		December 02, 2020	SYNRGY Academy to Open Batch 2 After Producing 36 Ready-for-Work Digital Talents in Batch 1
127		December 03, 2020	BCA Invites the Community to Recognize Tamansari Tourism Village and Wukisari Wayang Tourism Village
128		December 03, 2020	Supporting Education in East Indonesia, BCA Encourages Creative Virtual Learning
129		December 07, 2020	Maximize Banking Activities with BCA #BankingFromHome on Simultaneous Regional Election Holiday
130		December 10, 2020	President Director of BCA Jahja Setiaatmadja Won the Most Influential Leader Award
131		December 14, 2020	Having Committed to Sustainable Governance, BCA Re-Enters the SRI-KEHATI Index
132		December 14, 2020	BCA Receives the Private Commercial Bank Award at Bisnis Indonesia Award 2020
133		December 17, 2020	Recording the Best Retail SBN Investment Sales, BCA Obtains Two Awards from Indonesian Ministry of Finance
134		December 17, 2020	BCA Invites the Public to Take Virtual Travel to Doesoen Kopi Sirap and Gemah Sumilir Batik Village
135		December 18, 2020	BCA Wins Indonesia Most Admired CEO 2020
136		December 21, 2020	Commemorating Mother's Day, BCA Holds "Women's Role in Developing Villages"
137		December 21, 2020	BCA Always by Your Side through #BankingFromHome Throughout Christmas and New Year Holiday
138		December 29, 2020	Welcoming End of Year Holiday Season, BCA Presents Lifestyle Feature on BCA mobile

5. Correspondence with OJK and IDX

BCA's correspondence with the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX) represent the implementation of Good Corporate Governance (GCG) principles, specifically on the principle of transparency and accountability. During 2020, correspondences with the two regulators that have been performed by BCA, which include:

Financial Services Authority (OJK)

Date	Letter No.	To	Subject
January 25, 2020	064/DIR/2020	Financial Services Authority	Submission of Result of filling out the Fulfillment Checklist of PT Bank Central Asia Tbk
February 3, 2020	008/DCS/2020	Financial Services Authority (OJK)	Report on Affiliated Transaction
February 14, 2020	021/DCS/2020	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transaction
February 18, 2020	141/DIR/2020	Financial Services Authority (OJK)	Announcement of Agenda of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company") for fiscal year 2019
February 21, 2020	024/DCS/2020	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transaction
February 21, 2020	025/DCS/2020	Financial Services Authority (OJK)	Submission of Q4 2019 Financial Statement (audited) of PT Bank Central Asia Tbk ("Company")
February 21, 2020	026/DCS/2020	Department of Bank Supervision 3	Submission of Q4 2019 Financial Statement (audited) of PT Bank Central Asia Tbk ("Company")
February 21, 2020	028/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of December 31, 2019

Date	Letter No.	To	Subject
February 21, 2020	029/DCS/2020	Department of Bank Supervision 3	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of December 31, 2019
February 26, 2020	032/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Summary of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
February 28, 2020	034/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership
March 10, 2020	039/DCS/2020	Financial Services Authority	Submission of Annual Report and Sustainability Report of PT Bank Central Asia Tbk ("Company") for Financial Year 2019
March 10, 2020	040/DCS/2020	Department Head of Bank Supervision 3	Submission of Annual Report and Sustainability Report of PT Bank Central Asia Tbk ("Company") for Financial Year 2019
March 13, 2020	068/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
March 13, 2020	069/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2020	070/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2020	071/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
March 30, 2020	237/DIR/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 2, 2020	245/DIR/2020	Financial Services Authority (OJK)	Revision of Summons Related to changes of venue for Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
April 14, 2020	092/DCS/2020	Financial Services Authority (OJK)	Submission of Copy of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
April 14, 2020	093/DCS/2020	Department Head of Bank Supervision 3	Submission of Copy of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
April 15, 2020	096/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary of Minutes of Annual General Meeting of Shareholders (AGMS) of PT Bank Central Asia Tbk (Company)
April 15, 2020	097/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Summary of Minutes of Annual General Meeting of Shareholders (AGMS) of PT Bank Central Asia Tbk (Company)
April 15, 2020	098/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 15, 2020	099/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 5, 2020	100/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 15, 2020	101/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 16, 2020	102/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 16, 2020	103/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 16, 2020	104/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 16, 2020	105/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	106/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk

Date	Letter No.	To	Subject
April 17, 2020	107/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	108/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	109/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	110/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	111/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	112/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 23, 2020	113/DCS/2020	Department Head of Bank Supervision 3	Submission of Annual Report and Financial Statement of Subsidiaries
April 29, 2020	115/DCS/2020	Financial Services Authority (OJK)	Submission of a Copy of Deed of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
April 29, 2020	116/DCS/2020	Department Head of Bank Supervision 3	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 29, 2020	117/DCS/2020	Department of Bank Supervision 3	Submission of Annual Report of the Integrated Governance Implementation - Financial Conglomerate of PT Bank Central Asia Tbk ("Company")
May 26, 2020	121/DCS/2020	Department Head of Bank Supervision 3	Submission of Annual Financial Statement of BCA Finance Limited (audited)
May 27, 2020	123/DCS/2020	Financial Services Authority (OJK)	Submission of Q1 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
May 27, 2020	124/DCS/2020	Department of Bank Supervision 3	Submission of Q1 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
May 27, 2020	125/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of March 31, 2020
May 27, 2020	126/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of March 31, 2020
June 4, 2020	131/DCS/2020	Financial Services Authority (OJK)	Report on Information or Material Facts
June 5, 2020	133/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 8, 2020	134/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 8, 2020	135/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 8, 2020	136/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Acquisition Summary Plan
June 8, 2020	137/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 8, 2020	138/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 22, 2020	152/DCS/2020	Financial Services Authority (OJK)	Continuous Submission of Sustainable Subordinated Bonds I of PT Bank Central Asia Tbk ("Company")
June 24, 2020	154/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")
June 24, 2020	155/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")

Date	Letter No.	To	Subject
July 8, 2020	164/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Notice of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")
July 8, 2020	165/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Notice of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")
June 10, 2020	166/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	167/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	168/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	169/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	170/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	171/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
July 10, 2020	172/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	173/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	174/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	175/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	176/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
July 13, 2020	177/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 16, 2020	431/DIR/2020	Financial Services Authority (OJK)	Announcement of Agenda of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
June 17, 2020	433/DIR/2020	The Board of Commissioner of Financial Services Authority	Notification of Termination of Subordinated Bond Public Offering
July 28, 2020	191/DCS/2020	Financial Services Authority (OJK)	Submission of Q2 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
July 28, 2020	192/DCS/2020	Department Head of Bank Supervision 3	Submission of Q2 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
July 28, 2020	193/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of June 30, 2020
July 28, 2020	194/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of June 30, 2020
August 4, 2020	195/DCS/2020	Financial Services Authority (OJK)	Submission of Copy of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
August 4, 2020	196/DCS/2020	Department Head of Bank Supervision 3	Submission of Copy of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
August 4, 2020	197/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
August 4, 2020	198/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Summary Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk

Date	Letter No.	To	Subject
August 10, 2020	200/DCS/2020	Financial Services Authority (OJK)	Submission of a Copy of Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
August 11, 2020	201/DCS/2020	Department Head of Bank Supervision 3	Submission of a Copy of Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
September 14, 2020	210/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
September 29, 2020	215/DCS/2020	Financial Services Authority (OJK)	Report on Information or Material Facts
October 21, 2020	237/DCS/2020	Department Head of Bank Supervision 3	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
October 21, 2020	238/DCS/2020	Financial Services Authority (OJK)	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
October 27, 2020	242/DCS/2020	Financial Services Authority (OJK)	Submission of Q3 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
October 27, 2020	243/DCS/2020	Department Head of Bank Supervision 3	Submission of Q3 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
October 27, 2020	244/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of September 30, 2020
October 27, 2020	245/DCS/2020	Department Head of Bank Supervision 3	Submission of Q3 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
November 10, 2020	250/DCS/2020	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transaction
November 20, 2020	252/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
November 23, 2020	253/DCS/2020	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transaction
November 23, 2020	254/DCS/2020	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transaction
November 27, 2020	255/DCS/2020	Financial Services Authority (OJK)	Report of Affiliated Transaction
December 11, 2020	262/DCS/2020	Financial Services Authority (OJK)	Report of Affiliated Transaction
December 14, 2020	1086/DIR/2020	Financial Services Authority (OJK)	Report of Affiliated Transaction
December 30, 2020	264/DCS/2020	Financial Services Authority (OJK)	Report of Affiliated Transaction

Indonesia Stock Exchange (IDX)

Date	No Letter	To	Subject
February 20, 2020	023/DCS/2020	Indonesia Stock Exchange (IDX)	Submission of Press Release of Summary Information of Q4 2019 (audited) Financial Performance of PT Bank Central Asia Tbk ("Company")
March 6, 2020	038/DCS/2020	Indonesia Stock Exchange (IDX)	Explanation of Implication of the Effectiveness of PSAK 71, 72, and 73 for 2020 on the Financial Statement of PT Bank Central Asia Tbk ("Company")
April 14, 2020	094/DCS/2020	Indonesia Stock Exchange (IDX)	Report and Announcement of Schedule and Procedure of Distribution of Cash Dividends for Financial Year 2019 of PT Bank Central Asia Tbk ("Company")

Date	No Letter	To	Subject
August 12, 2020	202/DCS/2020	Indonesia Stock Exchange (IDX)	Respond to the Letter No. S-04454/BEI.PP2/08-2020
September 28, 2020	213/DCS/2020	Indonesia Stock Exchange (IDX)	Respond to the Letter No. S-05636/BEI.PP2/09-2020
October 27, 2020	246/DCS/2020	Indonesia Stock Exchange (IDX)	Respond to the Letter No. S-06452/BEI.PP2/10-2020

6. Internal Communication

Internal communication plays a pivotal role in building the character and culture of BCA and the solidity of the working teams. Seamless, intensive and effective internal communication in disseminating BCA's related information accelerate work processes and mechanisms across all of the BCA's lines, having a positive impact on the overall performance targets.

The content of information and media communication are the keys to the success of internal communication. Each complements the other, providing comprehensible information that is convenient for employees to follow up.

Effective internal communication is key to BCA's success in achieving its vision and mission. With a relatively large workforce which spread across Indonesia, BCA recognizes the need to devise a proper internal communications strategy aimed at creating a harmonious relationship with all employees.

The following are BCA's internal media communication:

1. InfoBCA Magazine

InfoBCA magazine is an internal monthly magazine that serves as media for education, socialization, entertainment and a tool to share knowledge and experiences, activities within BCA for all employees. InfoBCA magazine contains BCA's information, banking products, banking services, networking, internal programs, awards, technologies, management, and other useful information for employees. InfoBCA magazine is published in both print and e-magazine versions (which can be downloaded from MyBCA internal portal).

2. MyBCA

MyBCA is an internet-based internal communication system. The internet network can only be accessed by internal parties using facilities provided by BCA. MyBCA is managed by the Information Technology Group, in accordance with public relations aspects and other work units in the head office. It serves as a tool to convey BCA information, business unit programs, socialization of banking products, services, learning, and various other important information. MyBCA has been developed for its online employment information and

administration services, including healthcare fees, leave request, overtime, business trips, employee data, compensation, appraisals and others.

3. Plasma TV

Plasma TV is an internal media communication installed in strategic places within the building or other premises in BCA offices. This audio visual media contains information regarding BCA, its banking products and services, work unit activities, and other important information.

4. E-mail

BCA adopts an emailing system for its internal media communication. Another internal communication built through the email system includes a management communication forum.

5. Microsoft Lync

Through the Microsoft Lync facility, BCA's employees can send data or information via PC (personal computer) and communicate with each other, it is similar to chatting features on modern gadgets. The Microsoft Lync facility is very useful for urgent matters, because the incoming messages directly appear on the screen along with the incoming message alert. Other than that, the facility can also be used to transmit large files and data.

6. Internal Events

Internal communication is also built through various internal events, such as:

- BCA anniversary celebrations;
- Lunch time with the Management (Lunch Together Management);
- Gatherings, i.e. the celebrations of Christmas/ New Year and Eid al-Fitr and annual gatherings/ recreations, pre-retirement events for retiring employees, and others;
- National work meeting;
- Bakorseni (arts, sport-related);
- Sessions of knowledge sharing i.e. COP (Community of Practice) activities, BCA Open Source, etc.

7. Corporate Identity Manual

An internal guide or a set of standards for BCA, especially in the use of the corporate logo, how the logo is used in different forms, and other corporate materials.

8. Facebook Semua Beres and Instagram Semua Beres

BCA uses Facebook and Instagram as a means of internal communication under the Semua Beres Facebook and (@bcasemuaberes) Instagram accounts. Subscribed employees are connected to one another and can share information and experiences.

9. Halo SDM

A call center facility for employees which serves as a communication bridge for all information about provisions enacted on human resources. The facility provides an opportunity for every employee to know better, understand and comply with BCA's internal rules.

5. Record all of the transactions accurately in accordance with applicable policies.
6. Foster and protect a harmonious working environment and fair competition.
7. To not abuse the position and authority for personal or family interests.
8. To not commit in any misconduct that may damage the professional image and the reputation of BCA in general.
9. To avoid any types of gambling or speculation.
10. Improve knowledge and insight continually by keeping abreast of developments in the banking industry in particular and the business in general.

Enforcement of BCA's Code of Ethics

BCA's Code of Ethics provides the framework for ethical values and ethical standard that must be fulfilled. In addition, it is part of the responsibility of individual BCA employees and applicable across all levels of the organization, including the Board of Directors, Board of Commissioners and all BCA employees.

Code of Ethics Related to Anti-Corruption

BCA complies with the Anti-Corruption regulations to ensure that business activities are in line with the principles of prudence and Good Corporate Governance principle. BCA employees are committed to an anti-corruption culture in all work aspects.

Anti-Corruption policies in the BCA's Code of Ethics include:

1. Ensuring that there are no conflicts of interest between personal interests and BCA or customer interests.
2. Not abusing the position and authority for personal or family interests.
3. Not committing any misconduct that may damage the professional image and the reputation of BCA in general.

Code of Ethics Related to Vendors

In performing their duties, BCA employees often work with vendors. Therefore, in relation to anti-corruption culture, each of BCA's employees has to observe the Code of Ethics related to vendors, including:

1. In carrying out their duties, all BCA employees must protect the reputation of BCA, including but not limited to:
 - a. Maintaining the self-appearance and behaving with the good ethics and manners (through the actions and words).
 - b. Not compromising excessively while performing vendor pre-qualifications and vendor bill verification.
 - c. Avoiding any meetings that will influence the decisions related to the employees' duties and responsibilities.

CODE OF ETHICS

BCA upholds the positive values to all BCA employees. Accordingly, BCA's Code of Ethics is established to regulate ethical standards, values, and principles that must be carried out by the BCA employees. BCA's Code of Ethics is the elaboration of BCA's culture of implementing Good Corporate Governance and achieving its vision and mission. The BCA's Code of Ethics serves as guidance for BCA employees to act and make decision while they are carrying out their duties and responsibilities professionally on a daily basis. It provides the guidelines on what is expected of BCA employees as they conduct relations with customers, shareholders, suppliers/partners, government and the communities where the company operates.

The main principles of the BCA's Code of Ethics are:

1. Professionalism.
2. Integrity.
3. Excellent team
4. Prime service.
5. Social care.

Core of BCA's Code of Ethics

The core of the BCA's Code of Ethics comprises:

1. Comply and adhere to the prevailing laws and regulations;
2. Protect the bank's reputation and safeguard the corporate assets;
3. Protect the confidentiality of bank and customer data;
4. Ensure that there are no conflicts of interest between personal interests and the bank or customer interests.

2. Avoiding any situations where the vendors' behavior might lead to personal gain and/or create loss for BCA.
3. Protecting the confidentiality of BCA and vendor data obtained when performing their duties and not using them for personal gain.
4. Providing information proactively to Management or the authorities if there is any family relationship or affiliation with the vendors that may potentially influence objectivity in carrying out tasks.
5. Not taking any profit from vendor's mistakes.
6. Not asking for or receiving any form of money/gift/parcel/services and not binding to the debt transactions.
7. Returning any form of money/gift/parcel/services in accordance to the prevailing regulations and proving that such of returns with a letter signed by the work unit head and a receipt for the return of goods.
8. Preventing conflict of interest consistently while dealing with vendors.

Socialization

BCA make an effort to ensure that the Code of Ethics is communicated and distributed to all BCA employees. Initiatives taken to socialize the Code of Ethics include:

1. BCA Code of Ethics pocketbook has been distributed to all BCA employees.
2. BCA's Code of Ethics is presented in the form of e-learning which accessible to all BCA employees, including the first jobber and pro hire employees who have just joined with BCA.
3. BCA's Code of Ethics has been uploaded on the BCA internal portal (MyBCA) and BCA website in the Corporate Governance section.
4. BCA's Code of Ethics has been socialized through sharing sessions or COP (Community of Practice) in each Division/work unit, such as BCA's confidential rules, confidential position, fraud, etc.

Enforcement and Sanctions for the Code of Ethics Violation

1. The Code of Ethics is binding in nature and all BCA employees must understand and implement it wholeheartedly to support the fulfillment of Good Corporate Governance principles.
2. All BCA employees, including members of the Board of Commissioners and Board of Directors signed a statement stating that they understand and promise to comply with and implement BCA's Code of Ethics as guidance for conduct inside and outside of the workplace.
3. Code of Ethics violations can be reported through the whistleblowing system as stipulated in the implementation of BCA's Whistleblowing System policy, in accordance with the Board of Directors Decree Letter No. 146/SK/DIR/2017 dated November 1, 2017.
4. In the event of a violation or non-compliance with the Code of Ethics, the offender is subject to sanctions according to the severity of the wrongdoing. The sanctions are stipulated in the Collective Labor Agreement which include:
 - Main sanctions can be in the form of a verbal warning, a written reprimand, written warning, demotion or termination.
 - Additional sanctions can be given in the form of job transfer (rotation), promotion delay, salary/wage increase delay, revocation of facilities attached to the offender's position, dismissal, or other sanctions which in line to the prevailing laws.

Any decisions that were taken by BCA regarding sanctions for violations are in accordance with the type and severity of the violation and based on comprehensive evaluation of the individual who committed misconduct.

Code of Ethics Violation Cases in 2020

In 2020, there was a total of 186 (one hundred eighty six) Code of Ethics violation cases. The following are the recapitulation of the Code of Ethics violations cases:

Types of Code of Ethics Violation Cases in 2020:

Year	Category of Cases	Total Cases	Status of Resolution
2020	SP I	162	Case Resolved
	SP II	16	
	SP III	8	

Note: SP = Warning Letter

CORPORATE CULTURE

BCA believes that culture has an important role in determining the success of BCA while conducting business activities. BCA has established a culture as follows:

- Vision and Mission to provide foundation, direction, and guidance for all of BCA personnel in conducting their business activities.
Vision and Mission of BCA were evaluated by management in 2014 and were found to be still in accordance with the current BCA's strategic direction. Descriptions about Vision and Mission of BCA are listed in the Company Profile chapter.
- Values provide moral guidance for all BCA personnel in carrying out the Mission and achieving the Vision of BCA.

BCA Values

1. **Customer Focus**
Paying attention to, understanding, and providing services to meet customers' specific expectations and/or needs.
2. **Integrity**
Persistence in upholding honesty, openness, and consistency in carrying out roles/duties in various situations and conditions to build customer trust.
3. **Teamwork**
Interaction and synergy based on understanding of the self and others to reach organizational goals.
4. **Continuous Pursuit of Excellence**
Continuous efforts to achieve the best in order to provide added value to customers.

Socialization of Vision, Mission and Values

Socialization of the Vision, Mission, and Values is carried out in the following ways:

1. Socialization involving all work units and employees of BCA, such as COP, team sharing sessions, and weekly briefings.
2. Coordination meetings or quality meetings for all regional offices.
3. Career development programs such as management development programs or manager development programs, special forums such as account officer forums, and special groups such as project management offices.
4. Video on BCA's internal portal.
5. E - learning.
6. BCA Info Magazine (internal monthly magazine).
7. Employees' PC screen savers and mouse pads.
8. Internal training.
9. Internal culture video clip.
10. BCA Handbook.
11. Comic books that are distributed to all employees.
12. Games.
13. Other media.

Introduction of Corporate Culture for New Employees

For all new employees in BCA, introduction of corporate culture is provided through an induction program, which includes introduction of the Vision, Mission, and Values of BCA. Games are effective to introduce the Vision, Mission and Values of BCA to new employees, who are categorized as Y and Z generations.

BUY BACK SHARES AND/OR BONDS

Throughout 2020, BCA did not repurchase any shares or bonds.

OTHER CORPORATE ACTIONS

In 2020, BCA conducted other corporate actions with the following details:

1. Disclosure of Acquisition of PT Bank Rabobank International Indonesia

In 2020, BCA and its subsidiary (PT BCA Finance) acquired PT Bank Rabobank International Indonesia. Acquisition by BCA and its subsidiary (PT BCA Finance) was approved at the 2020 EGMS and has been published with the following description:

Date	Disclosure of Information /Publication	Description
June 8, 2020	<ul style="list-style-type: none"> • BCA website • Investor Daily 	<p>BCA announced an abridged acquisition plan of PT Bank Rabobank International Indonesia on the BCA website (https://www.bca.co.id/) in the "Investor News" section and the Investor Daily Newspaper.</p> <p>The acquisition plan will be implemented with the following conditions:</p> <ul style="list-style-type: none"> • BCA will buy 3.719.069 (three million seven hundred nineteen thousand sixty-nine) shares from the shareholders of PT Bank Rabobank International Indonesia representing 99,999973% (ninety-nine point nine nine nine seven three percent) of the total shares that have been issued and paid up in PT Bank Rabobank International Indonesia, and • PT BCA Finance ("BCA Finance"), which is a controlled subsidiary of BCA, will buy one share from the shareholders of PT Bank Rabobank International Indonesia representing 0,000027% (zero point zero zero zero zero two seven percent) of the total shares that have been issued and paid up in PT Bank Rabobank International Indonesia.
June 23, 2020	<ul style="list-style-type: none"> • The Jakarta Post • Bisnis Indonesia • BCA website • KSEI website 	Announcement of the 2020 EGMS can be downloaded in the "Corporate Action" section on the BCA website (https://www.bca.co.id/).
July 8, 2020	<ul style="list-style-type: none"> • The Jakarta Post • Bisnis Indonesia • BCA website • KSEI website 	Notice of the 2020 EGMS in which one of the meeting agendas was the approval of shares acquisition plan in PT Bank Rabobank International Indonesia by BCA, can be downloaded in the "Corporate Action" section on the BCA website (https://www.bca.co.id/).
July 30, 2020	-	The 2020 EGMS, in which one of the meeting agendas was the approval of shares acquisition plan in PT Bank Rabobank International Indonesia by BCA, was held at Menara BCA Grand Indonesia, 19th Floor, Jl. M.H. Thamrin No. 1, Jakarta 10310.
August 3, 2020	<ul style="list-style-type: none"> • BCA website 	<p>Announcement of the summary of the minutes of the 2020 EGMS can be downloaded in the "Corporate Action" section on the BCA website (https://www.bca.co.id/), which includes the results of decisions related to the agenda for the approval of shares acquisition plan in PT Bank Rabobank International Indonesia by BCA, as follows:</p> <ul style="list-style-type: none"> • Approving BCA action to purchase shares of PT Bank Rabobank International Indonesia • Approving the acquisition plan; • Approving the acquisition deed concept; and • Granting the power and authorization to the Board of Directors of BCA to implement the acquisition of shares of PT Bank Rabobank International Indonesia
August 4, 2020	<ul style="list-style-type: none"> • The Jakarta Post • Bisnis Indonesia • BCA website • KSEI website 	
September 25, 2020	-	Completion of the acquisition of PT Bank Interim Indonesia ("Bank Interim") previously known as PT Bank Rabobank International Indonesia by BCA and its subsidiary, BCA Finance (the "Buyers"), from the shareholders of Bank Interim, namely Coöperatieve Rabobank U.A., PT Aditirta Suryasentosa, PT Antarindo Optima, PT Antariksabuana Citanagara, and PT Mitra Usaha Kencana Sejati (the "Sellers"), under the Conditional Sale and Purchase Agreement dated December 11, 2019, and the Amended and Restated Conditional Sale and Purchase Agreement dated May 11, 2020 between the Buyers and the Sellers ("CSPA").
September 29, 2020	<ul style="list-style-type: none"> • BCA website 	BCA has submitted a notification to the OJK that on September 29, 2020 an Acquisition Deed was signed in order to settle acquisition of the PT Bank Interim Indonesia. BCA also published this information on the BCA website (https://www.bca.co.id/) in the "Investor News" section.

Acquisition Funding

The acquisition plan will be funded through BCA's own capital from funds reserved as retained earnings. In this case, BCA also states and guarantees that the acquisition funding:

- Does not originate from loans or financing facilities in any form from a Bank or other party in Indonesia
- Does not originate from or for the purpose of money laundering as stipulated in Law No. 8 of 2010 on the Prevention and Eradication of Money Laundering Crimes
- Does not originate from banking felonies; or
- Does not originate from other felonies.

Relationship Between the Transacting Parties

The parties involved in the acquisition transaction of Bank Interim (previously known as PT Bank Rabobank International Indonesia) are BCA and BCA Finance as "Buyers" and shareholders of Bank Interim, namely Coöperatieve Rabobank UA, PT Aditirta Suryasentosa, PT Antarindo Optima, PT Antariksabuana Citanagara, and PT Mitra Usaha Kencana Sejati as "Sellers".

BCA Finance is a controlled subsidiary whose shares are entirely owned by BCA (both directly and indirectly). The Buyers and the Sellers are not affiliated under the laws and regulations applicable in the capital markets.

Therefore, the transaction is not subject to OJK Regulation No. 42/POJK.04/2020 dated July 1, 2020 concerning Affiliated Transactions and Conflict of Interest Transactions.

Transaction Value

- A. In accordance with the provisions of the CSPA and as described in the Acquisition Deed, the Buyers have purchased 3,719,070 shares of Bank Interim, representing all the subscribed and paid-up share capital held by the Sellers in Bank Interim. Thus, the composition of shareholders in Bank Interim is currently as follows:

Name	Number of Shares	Nominal Value
BCA	3,719,069	1,859,534,500,000
BCA Finance	1	500,000

- B. The acquisition amounted to Rp643,650,000,000,- (six hundred forty three billion six hundred and fifty million Rupiah).
- C. The transaction is not a Material Transaction based on OJK Regulation No. 17/POJK.04/2020 dated April 20, 2020 concerning Material Transactions and Alterations of Business Activities.

2. Disclosure of the Merger of PT Bank Interim Indonesia into PT Bank BCA Syariah

The merger of Bank Interim into PT Bank BCA Syariah (hereinafter referred to as the "Merger") is effective as of December 10, 2020 and the Merger has been approved by the Financial Services Authority ("OJK") as evident in the Duplicate Copy of Decision of Member of the Board of Commissioners of the Financial Services Authority Number KEP-182/D.03/2020 concerning the Granting of Approval for the Merger of PT Bank Interim Indonesia into PT Bank BCA Syariah dated December 8, 2020.

As a follow-up to such OJK approval, PT Bank BCA Syariah ("BCA Syariah") as the surviving bank in the Merger has submitted to the Minister of Law and Human Rights ("MOLHR") a notice of Merger Deed No. 65, made before Christina Dwi Utami, S.H., M.Hum., M.Kn., a Notary in the Municipality of West Jakarta (the "Merger Deed") and a notice of Amendment of BCA Syariah's Articles of Association following the merger, both of which have been received by the MOLHR, as evident in Letter of Acknowledgement of Receipt of Notice of Corporate Merger No. AHU-AH.01.10-0012509 and Letter of Acknowledgement of Receipt of Notice of Amendment of Articles of Association No. AHU-AH-01.03-0417472, each dated December 10, 2020.

In connection with the foregoing and in accordance with:

- Article 20 letter a of OJK Regulation No. 41/POJK.03/2019 dated December 26, 2019 on Merger, Consolidation, Acquisition, Integration and Conversion of Commercial Banks; and
- Article 10 paragraph 1 in conjunction with Article 1 point 10 of the Merger Deed

The Merger is effective as of December 10, 2020, which is the date the MOLHR issued the letters of acknowledgement of receipt of the notice of the Merger Deed and the notice of the amendment of BCA Syariah's articles of association.

Upon the effectiveness of the Merger, BCA Syariah becomes the surviving bank following the Merger, whereas Bank Interim is dissolved by law without having to first go into liquidation, and all the assets and liabilities of Bank Interim pass by law to BCA Syariah as the surviving bank following the Merger.

Relationship Between the Transacting Parties

BCA Syariah and Bank Interim are companies controlled by BCA with more than 99% (ninety-nine percent) of their shares owned by BCA, so BCA only reports this merger transaction to OJK in accordance with Article 6 of OJK Regulation Number 42/POJK.04/2020 dated July 1, 2020 concerning Affiliated Transactions and Conflict of Interest Transactions. This Merger does not involve or result in any conflicts of interest, whether between the banks conducting the Merger or with any member of the Board of Directors, the Board of Commissioners, or the Sharia Supervisory Board.

BCA has appointed Ruky, Safrudin & Rekan ("Independent Party") Public Appraisal Services Office to evaluate the fairness of the merger of PT Bank Interim Indonesia into PT Bank BCA Syariah. The independent party believes that the transaction is fair as disclosed in the fairness opinion report No. 00079/2.0095-00/BS/07/0269/1/X/2020 dated 7 October 2020.

Transaction Value

The conversion of Bank Interim's shares in connection with the Merger was carried out on the following provisions:

- The fair market value of 100% (one hundred percent) of Bank Interim's shares as of July 31, 2020 is Rp312,984,000,000.- (three hundred twelve billion nine hundred eighty-four million rupiah) (rounded) or equivalent to Rp84,156.52 (eighty-four thousand one hundred fifty-six point five two rupiah) per share, and the fair market value of 100% (one hundred percent) of BCA Syariah's shares as of July 31, 2020 is Rp2,413,482,000,000.-

(two trillion four hundred thirteen billion four hundred eighty-two million rupiah) (rounded) or equivalent to Rp1,208,977.61 (one million two hundred eight thousand nine hundred seventy-seven point six one rupiah) per share, so that 100% (one hundred percent) of Bank Interim's shares, namely 3,719,070 (three million seven hundred nineteen thousand and seventy) shares entitle the shareholders of Bank Interim to hold 258,883.207 (two hundred fifty-eight thousand eight hundred eighty-three point two zero seven) (rounded) shares in BCA Syariah, or every one share in Bank Interim will entitle the shareholders of Bank Interim to hold 0,07 (zero point zero seven) share in BCA Syariah (rounded).

- BCA Syariah conducts a stock split, in which 1 (one) share of BCA Syariah will be split into 1,000 (one thousand) shares, resulting in a change in the nominal value of the share from Rp1,000,000.- (one million rupiah) per share to Rp1,000.- (one thousand rupiah) per share, and therefore after the split of BCA Syariah's shares, all Bank Interim's shareholders are entitled to the post-conversion shares totaling 258,883,207 (two hundred fifty-eight million eight hundred eighty-three thousand two hundred seven) shares in BCA Syariah (rounded), representing 11.48% (eleven point four eight percent) of the shares of BCA Syariah as the surviving bank following the Merger (enlarged capital). Then, the post-conversion shares will be distributed in the amount of 258,883,137 (two hundred fifty-eight million eight hundred eighty-three thousand one hundred thirty-seven) shares to BCA and 70 (seventy) shares to BCA Finance.

Accordingly, upon the effectiveness of the Merger, as of December 10, 2020, the capital structure and shareholder composition of BCA Syariah as the surviving bank following the Merger as follows:

Description	Nominal Value of Rp1,000.- per share		(%)
	Number of Share	Total Nominal Value (Rp)	
Authorized Capital	5,000,000,000	5,000,000,000,000.-	
Subscribed and Paid-up Capital			
- BCA	2,255,182,137	2,255,182,137,000.-	99.999950
- BCA Finance	1,070	1,070,000.-	0.000050
Total Subscribed and Paid-up Capital	2,255,183,207	2,255,183,207,000.-	100.00
Total Unissued Shares (Treasury Shares)	2,744,816,793	2,744,816,793,000.-	

PROVISION OF FUNDS TO RELATED PARTY AND LARGE EXPOSURE

Disclosure regarding provision of funds to related parties (individuals or groups, including the Board of Directors, the Board of Commissioners, Executive Officers of the Bank, and other related parties) and provision of large exposure refers to OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Good Corporate Governance for Commercial Banks under the Transparency of the Implementation of Governance section.

Lending Policy to the Board of Directors and the Board of Commissioners

BCA has policies related to loans for the Board of Directors and the Board of Commissioners, which are regulated in:

- Credit Provision Guidance for Small & Medium Enterprises, Commercials, Corporates, and Consumers;
- Policy regarding Credit Approval Mechanism to Related Parties; and
- The Basic Bank Lending Policy of PT BCA Tbk (KDPB) published on July 22, 2019 (hereinafter referred to as "The Lending Policy for Board of Directors and Board of Commissioners")

The Lending Policy of the Board of Directors and Board of Commissioners regulates that the credit loans to the Board of Directors and the Board of Commissioners are granted:

- on the basis of the fairness principle or arm's length basis; and
- at market interest rates.

Policy on Provision of Funds to Related Parties

Provision of funds to related parties and to debtors in large exposure is always carried out with due regard to the prudence principle, through a review process and mechanism in accordance with BCA policies and fulfilling the OJK provisions and prevailing laws and regulations, including the Legal Lending Limit (LLL). In addition, the provision of funds to related parties must be decided by the credit decision officer and obtain approval from the Board of Commissioners.

Implementation of Provision of Funds to Related Parties in 2020

During 2020, BCA has implemented a policy of provision of funds to related parties, large exposure, and lending to the Board of Directors and the Board of Commissioners in accordance with applicable regulations, which must meet, among others the following conditions:

- Provision of funds to related parties shall not conflict with the general lending regulations and procedures and must generate reasonable profits for BCA.
- The credit terms to related parties policy, particularly in regard to credit interest rates and the form or type of loan shall still comply with general credit regulation at BCA.

Provision of Funds to Related Parties and to Main Debtors individuals and Groups (Large Exposure) at BCA during 2020:

Fund Provisioned	Total	
	Debtors/Group	Nominal (Rp)
To Related Parties	553	8,052,576,179,617
To Main Debtors:		
a. Individual	50	142,954,539,368,656
b. Group	30	203,391,293,789,214

Detailed information on related party transactions can be viewed in the Financial Report Section 49 on Page 712-719 of this Annual Report.

STRATEGIC PLAN

The Board of Commissioners and Board of Directors continuously build active communication to align their views with the business strategy of BCA in the banking sector. The Board of Commissioners is responsible for directing, monitoring and evaluating the implementation of strategic policies of BCA and providing advice to the Board of Directors in accordance with the aims and objectives of BCA's Article of Association.

Every year the Board of Directors has a major role in the development and review process, monitoring and supervising the company's strategy and its implementation in accordance with internal policy and regulatory provisions. During 2020, the Board of Directors reviewed, monitored, and supervised the implementation of company's strategy through Joint Meeting of Board of Directors and Board of Commissioners regarding the Strategic Plan and related work unit.

Detailed information regarding the exposure of BCA's Strategic Plan is stated on page 286 Strategic Priorities & Projection 2021 of this Annual Report.

TRANSPARENCY OF BCA FINANCIAL AND NON-FINANCIAL CONDITIONS UNDISCLOSED IN OTHER REPORTS

BCA has policies and procedures applying transparency in financial and non-financial conditions in accordance with OJK Regulation No. 37/POJK.03/2019 dated December 19, 2019 concerning Transparency and Publication of Bank Reports and OJK Regulation No. 29/POJK.04/2016 concerning Annual Report of Issuers or Public Companies. Information of financial and non-financial conditions of BCA have been stated clearly and transparently in several reports through printed media and BCA website, as follows:

Transparency of Financial Conditions

BCA has prepared and presented report on financial transparency according to procedures, type, and scope as stipulated in OJK Regulation and submitted monthly, quarterly, and annually according to the types of report.

1. Annual Report

- a. BCA has prepared and presented an Annual Report to OJK, shareholders, and other institutions as required or deemed necessary. Annual Report contains information as follows:

- Highlights of important financial data including an overview of shares, Board of Commissioners reports, Board of Directors reports, company profile, management discussion and analysis on business and financial performance, corporate governance, corporate social responsibility and sustainable finance.
- Annual Financial Statements audited by Public Accountant and Public Accounting Firm registered in OJK which is prepared for 1 (one) fiscal year and is presented in comparison with 1 (one) previous fiscal year, as well as the beginning of the previous comparative year.
- Responsibility statement of the Board of Commissioners and Board of Directors on the accuracy of the Annual Report, signed by all members of the Board of Commissioners and Board of Directors.

- b. Annual Reports (including Audited Annual Reports) have been posted on BCA website – www.bca.co.id and have been published through Indonesian newspapers that have wide circulation in Indonesia.

2. Quarterly Published Report

- a. BCA has announced Quarterly Published Report on newspapers and BCA website – www.bca.co.id, includes informed Financial Quarterly Published Report to OJK or stakeholders in accordance with the prevailing OJK Regulation.
- b. Announcement of Quarterly Published Report on BCA website including the Financial Quarterly Published Report and other reports, which are maintain for at least 5 (five) fiscal years.
- c. Announcement of Quarterly Published Report on BCA website including the Financial Published Report. The consolidation of BCA and its subsidiaries is carried out in 2 (two) newspapers and Financial Statement of Parent Company of BCA shall be published in 1 (one) newspaper. The selected newspapers are printed daily in Indonesian and have wide circulation in BCA's head office. The Financial Quarterly Published Report is signed by President Director and 1 (one) member of the Board of Directors.

3. Monthly Published Report

- BCA has published its Monthly Published Report on the BCA website, and reported them to OJK in accordance with prevailing OJK Regulations.

Transparency of Non-Financial Conditions

BCA has provided some reports related to transparency of non-financial conditions with procedures, type, and scope as stipulated in prevailing OJK Regulations, and provide and published other information related to non-financial conditions, as follows:

1. Published financial and non-financial conditions transparently to stakeholders, including Periodic Report of LLL to OJK, corporate governance information through Governance Implementation Report of BCA or published information in BCA website, and other transparent information of non-financial conditions in Analyst Meeting, Press Conference, Public Expose and Road Show, and BCA website in accordance with prevailing provisions.
2. Disclosed transparency of Ownership Structure in Annual Report and BCA website.
3. Published product information and/or BCA services clearly, accurate by, and up to date in accordance with OJK Regulations related to Transparency of Bank Product Information and Utilization of Customer Personal Data. This information can be easily obtained by customers through leaflets, brochures, or other written forms from BCA's branch offices in accessible locations, and/or in the form of electronic information provided through hotline service/call center or BCA's website.
4. Provided and informed procedures for customer complaints and dispute resolution for customers in accordance with OJK Regulations that regulate Customer Complaints and Banking Mediation, through the BCA website – www.bca.co.id.
Furthermore, the mediation in order to settle complaints of BCA customers through complaints channel, which are BCA Branch Office or Halo BCA Contact Center 1500888 or email halobca@bca.co.id.
5. Provide internal reports that have been carried out completely, accurately, and in a timely manner, supported by adequate management of the information system. BCA has a reliably managed information system and supported by the competent of human resources, and an adequate IT security system capable to providing complete, accurate, and timely information to the Board of Directors to support the business decision making process.

PROVISION OF FUNDS FOR SOCIAL ACTIVITIES

BCA actively contributes towards the improvement of people's welfare and the environmental conditions through a program called "Bakti BCA" as a form of Corporate Social Responsibility.

Bakti BCA is focused on 3 (three) primary pillars:

1. BCA Smart Solution
2. BCA Synergi Solution
3. BCA Excellent Business Solution

Other than the abovementioned programs, BCA also makes donations to other social institutions.

Complete information on BCA's social activities and total funding for social activities in 2020 is listed in the Corporate Social Responsibility chapter on page 524 in this 2020 BCA Annual Report.

PROVISION OF FUNDS FOR POLITICAL ACTIVITIES

Throughout 2020, and in previous years, BCA has never made any donations for political activities.

IMPLEMENTATION OF INTEGRATED GOVERNANCE

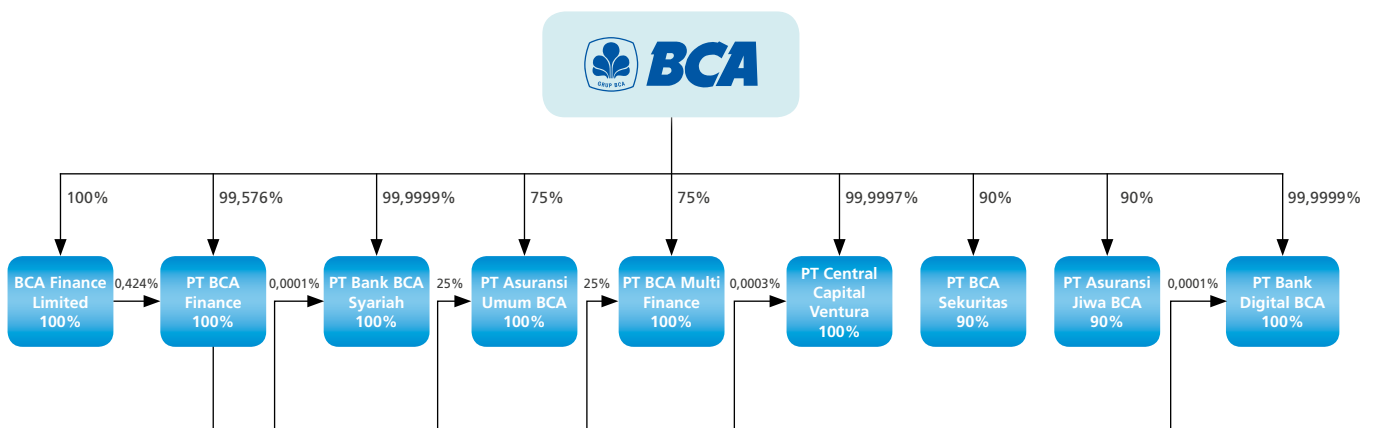
In accordance with OJK Regulation No. 18/POJK.03/2014 dated November 18th, 2014 and OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015 concerning Implementation of Integrated Good Corporate Governance for Financial Conglomerate, BCA as a Main Entity and Subsidiary and/or Affiliated Company, including its subsidiaries in the Financial Conglomerate, has implemented Integrated Good Corporate Governance comprehensively and effectively. As a main entity, BCA has established integrated governance, formed the Integrated Governance Committee, and added Integrated Compliance Work Unit, Integrated of Internal Audit Unit, and Integrated Risk Management Work Unit to BCA's governance structure. In addition, based on OJK Regulation No. 45 /POJK.03/2020 dated October 14, 2020 concerning Financial Conglomerate, BCA has established and submitted Corporate Charter to OJK based on Letter No. 1118/DIR/2020 dated December 22, 2020 concerning Submission of documents Corporate Charter PT Bank Central Asia Tbk.

BCA as a main entity has prepared an annual report on integrated governance for the year 2020 and communicated it to OJK. The Annual report on implementation of integrated governance is prepared in accordance with OJK Circular Letter No. 15/SEOJK.03/2015 on the Implementation of Integrated Governance and contains coverage of the Report on the Implementation of Good Corporate Governance (GCG) as set forth in the applicable regulations for commercial banks.

1. FINANCIAL CONGLOMERATE STRUCTURE OF BCA

Throughout 2020, BCA has revised the financial conglomerate structure with:

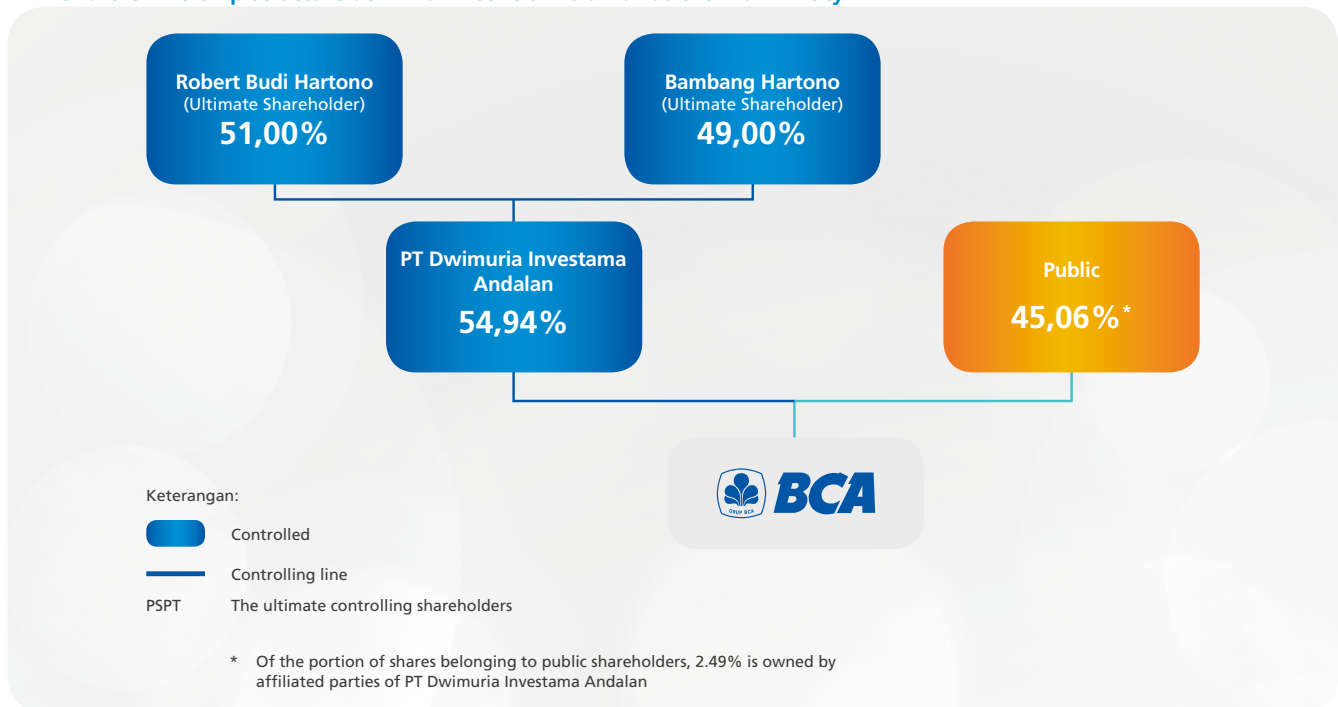
1. Board of Directors Decree No. 850/DIR/2020 dated October 19, 2020 concerning Report Submission of changes of financial conglomerate members of PT Bank Central Asia Tbk, in accordance with the acquisition of PT Bank Interim Indonesia; and
2. Board of Directors Decree No. 1109/DIR/2020 dated December 17, 2020 concerning Report Submission of changes of financial conglomerate members of PT Bank Central Asia Tbk, in accordance with the merger of PT Bank Interim Indonesia into PT Bank BCA Syariah.



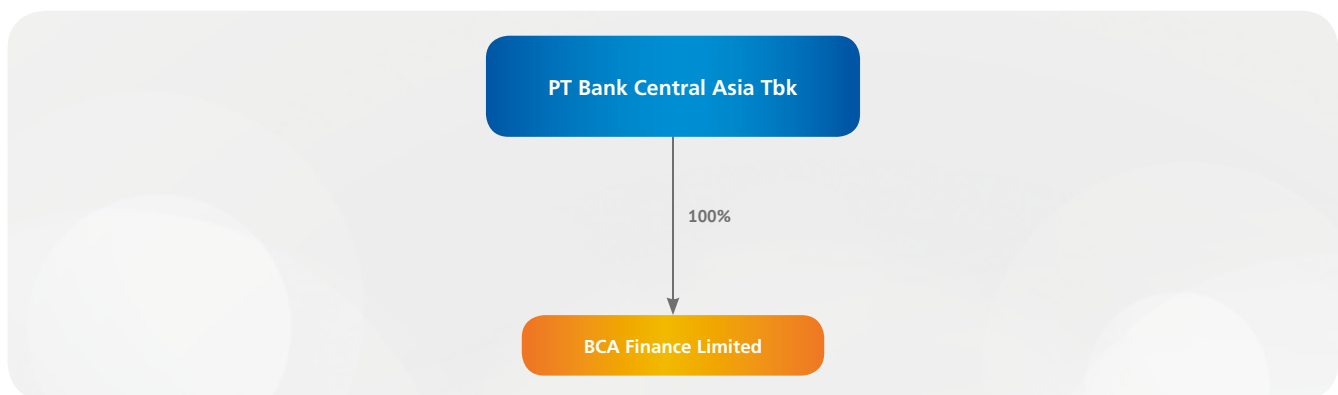
2. SHARE OWNERSHIP STRUCTURE OF BCA FINANCIAL CONGLOMERATE

As of December 31, 2020, share ownership structure of PT Bank Central Asia Tbk as the Main Entity and FSI (Subsidiaries) in the Financial Conglomerate, as follows:

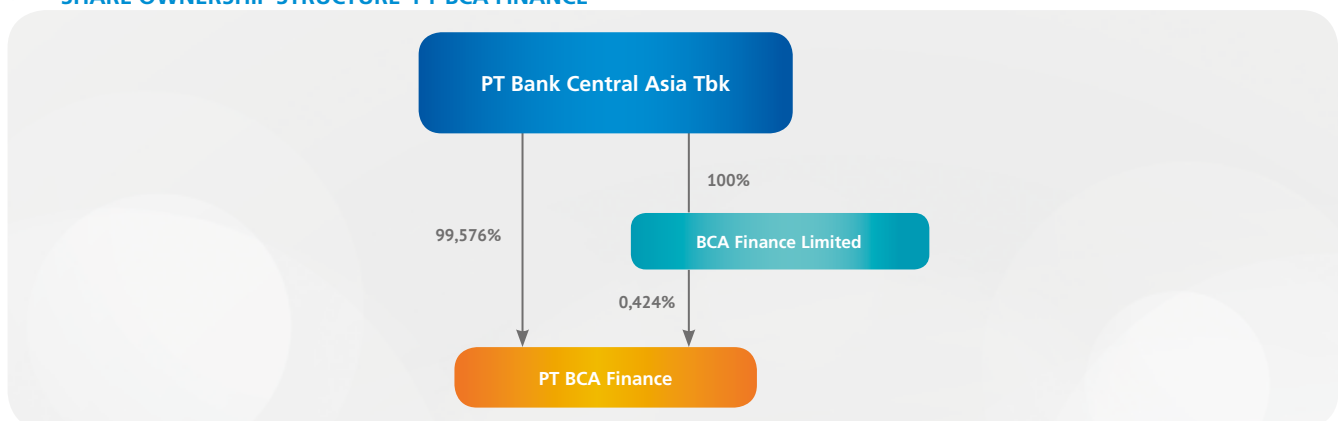
• **Share Ownership structure at PT Bank Central Asia Tbk as the Main Entity**



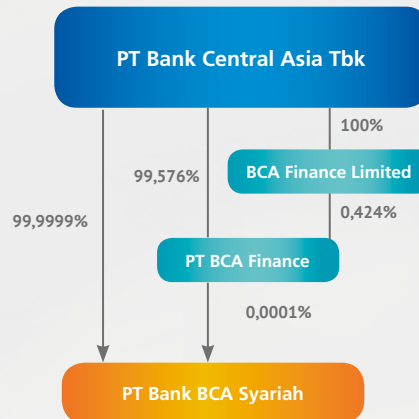
• **SHARE OWNERSHIP STRUCTURE BCA FINANCE LIMITED**



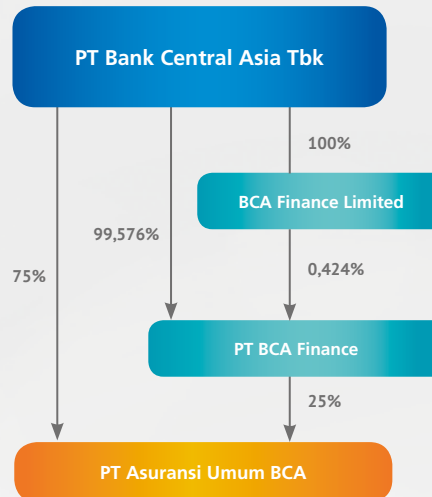
• **SHARE OWNERSHIP STRUCTURE PT BCA FINANCE**



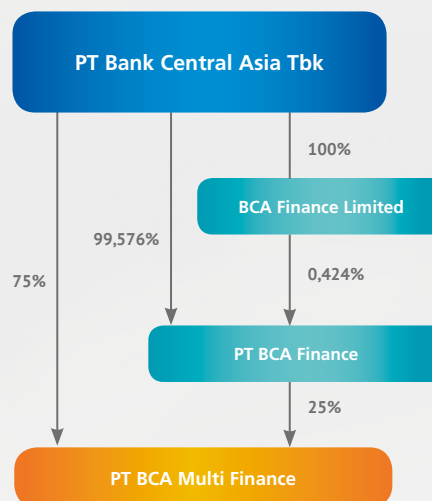
• **SHARE OWNERSHIP STRUCTURE PT BANK BCA SYARIAH**



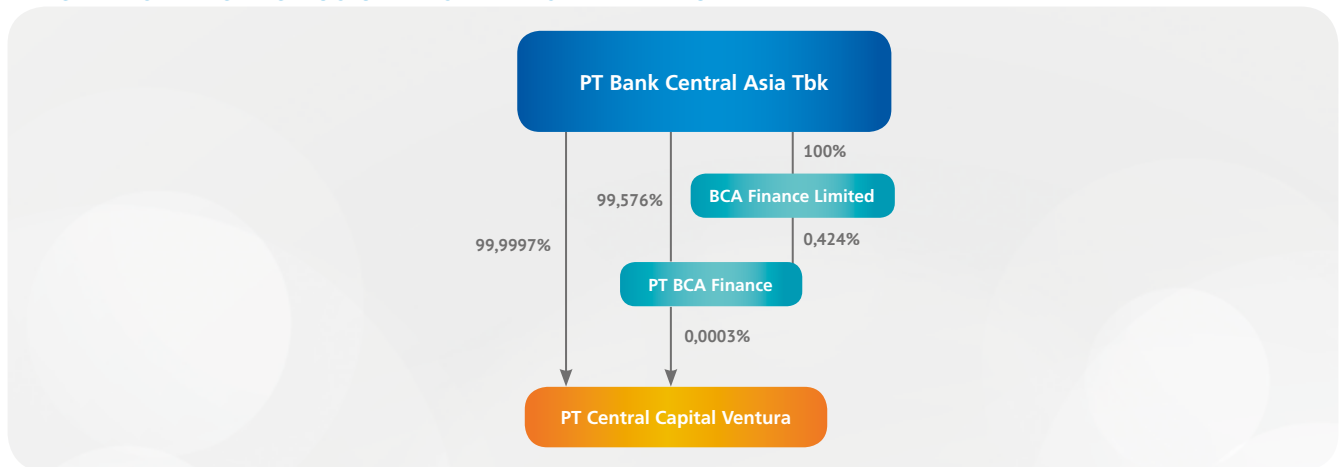
• **SHARE OWNERSHIP STRUCTURE PT ASURANSI UMUM BCA**



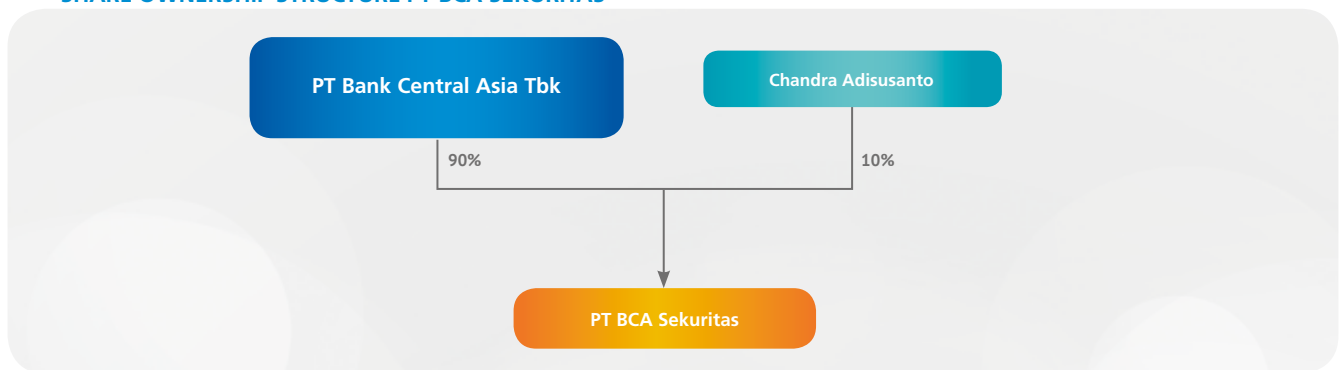
• **SHARE OWNERSHIP STRUCTURE PT BCA MULTI FINANCE**



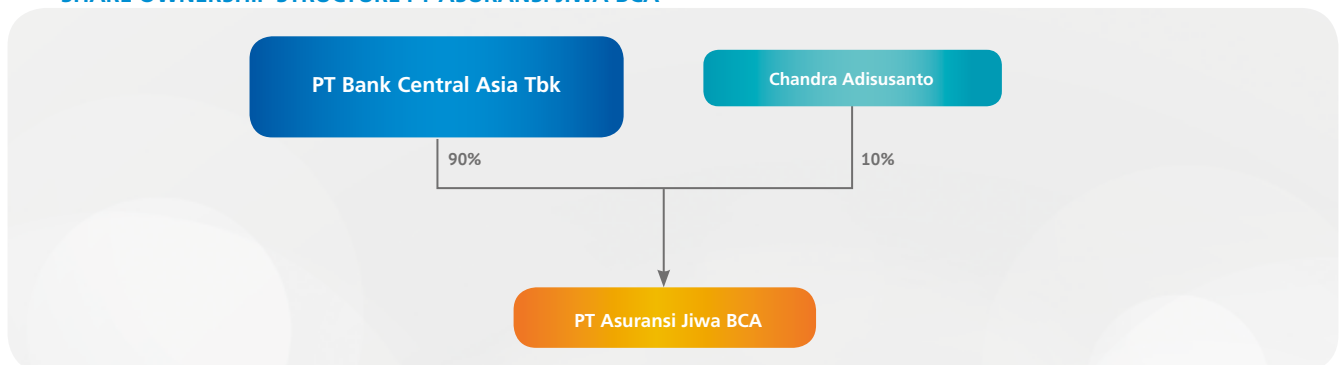
- SHARE OWNERSHIP STRUCTURE PT CENTRAL CAPITAL VENTURA**



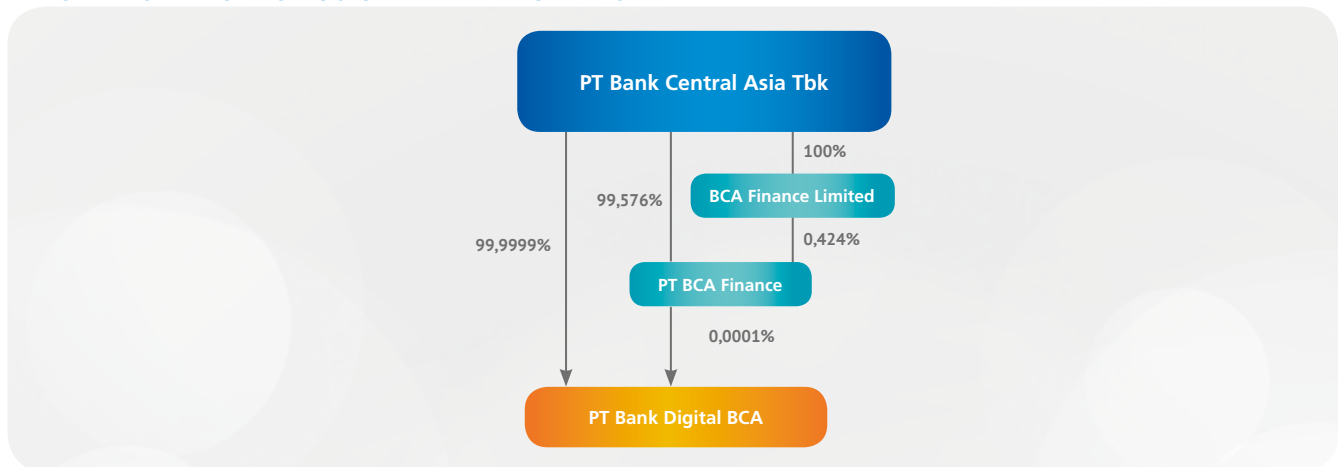
- SHARE OWNERSHIP STRUCTURE PT BCA SEKURITAS**



- SHARE OWNERSHIP STRUCTURE PT ASURANSI JIWA BCA**



• **SHARE OWNERSHIP STRUCTURE PT BANK DIGITAL BCA**



3. MANAGEMENT STRUCTURE OF BCA FINANCIAL CONGLOMERATE

Management Structure of the Main Entity

Management structure at PT Bank Central Asia Tbk as the Main Entity

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Djohan Emir Setijoso
Commissioner	Tonny Kusnadi
Independent Commissioner	Cyrellus Harinowo
Independent Commissioner	Raden Pardede
Independent Commissioner	Sumantri Slamet

BOARD OF DIRECTOR

Position	Name
President Director	Jahja Setiaatmadja
Vice President Director	Suwigno Budiman
Vice President Director	Armand Wahyudi Hartono
Director	Tan Ho Hien/Subur atau Subur Tan
Director	Henry Koenafi
Independent Director	Erwan Yuris Ang
Director	Rudy Susanto
Director	Lianawaty Suwono
Director	Santoso
Director	Vera Eve Lim
Director	Gregory Hendra Lembong
Director (Concurrently Compliance Director)	Haryanto Tiara Budiman

Duties and Responsibilities of Main Entity's Board of Commissioners and Board of Directors

1. Duties and responsibilities of Main Entity's Board of Commissioners
 - a. Monitoring the implementation of Integrated Governance;
 - b. In the efforts to monitor the implementation of Integrated Governance as mentioned above, at least:
 - 1) Monitor the implementation of governance in each Subsidiary for conformity with the Integrated Governance Guidelines;
 - 2) Monitor the implementation of duties and responsibilities of the Board of Directors of the Main Entity, as well as providing directives or advice to the Board of Directors of the Main Entity over the implementation of Integrated Governance Guidelines; and
 - 3) Evaluate the Integrated Governance Guidelines and provide directives for improvement.
 - c. Hold a meeting at least once every semester. The meeting can be held through video conference.
- d. Outlining the meeting resolutions in well-documented minutes of the meeting, as well as clearly stating the dissenting opinions occurring in the meeting, complete with the reason for the dissenting opinion.
- e. Establish the Integrated Governance Committee.
2. Duties and Responsibilities of Main Entity's Board of Directors
 - a. Ensure the implementation of integrated governance in the Financial Conglomerate.
 - b. In the efforts to ensure the implementation of Integrated Governance as mentioned above, at least:
 - 1) Formulating integrated governance guidelines;
 - 2) Direct, monitor, and evaluate the implementation of the Integrated Governance Guidelines; and
 - 3) Follow-up the directives or advice from the Board of Commissioners of the Main Entity in the effort to improve the Integrated Governance Guidelines
 - c. Ensure that audit findings and recommendations from the integrated internal audit unit, external auditors, results of OJK's monitoring and/or monitoring results of other authorities have been followed-up by the Subsidiary.

Management Structure of FSI in the Financial Conglomerate

MANAGEMENT STRUCTURE BCA FINANCE LIMITED

DIRECTOR	
Position	Name
Director	Andy Kwok Sau Lai
Director	Rudy Harjono

MANAGEMENT STRUCTURE PT BCA FINANCE

BOARD OF COMMISSIONER	
Position	Name
President Commissioner	Jacobus Sindu Adisuwono
Commissioner	David Hamdan
Independent Commissioner	Sulistiyowati

DIRECTOR	
Position	Name
President Director	Roni Haslim
Director	Petrus Santoso Karim
Director	Amirdin Halim
Director	Lim Handoyo
Director	Sugito Lie

• **MANAGEMENT STRUCTURE PT BANK BCA SYARIAH**

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Tantri Indrawati
Independent Commissioner	Suyanto Sutjiadi
Independent Commissioner	Joni Handrijanto

DIRECTOR

Position	Name
President Director	John Kosasih
Compliance Director	Houda Muljanti
Director	Rickyadi Widjaja
Director	Pranata

SHARIA SUPERVISORY BOARD

Position	Name
Chairman	Prof. DR. H. Fathurrahman Djamil, MA
Member	Sutedjo Prihatono

• **MANAGEMENT STRUCTURE PT ASURANSI UMUM BCA**

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Petrus Santoso Karim
Commissioner	Liston Nainggolan
Independent Commissioner	Gustiono Kustianto
Independent Commissioner	Gunawan Budi Santoso

DIRECTOR

Position	Name
President Director	Hariyanto
Director	Hendro Hadinoto Wenan
Director	Antonius
Director	Sri Angraini
Compliance Director	Arif Singgih Halim Wijaya

• **MANAGEMENT STRUCTURE PT BCA MULTI FINANCE**

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Roni Haslim
Commissioner	Hermanto, SH
Independent Commissioner	Mendari Handaya

DIRECTOR

Position	Name
President Director	Herwandi Kuswanto
Director	Senjaya Komala
Director	Adhi Purnama
Director	Parmanto Adhi Tjahjono*
Director	Liston Nainggolan**

* Resigned 30 September 2020

** Activated 1 October, 2020

- MANAGEMENT STRUCTURE PT CENTRAL CAPITAL VENTURA**

BOARD OF COMMISSIONER

Position	Name
Commissioner	Jan Hendra

DIRECTOR

Position	Name
President Director	Armand Widjaja
Director	Michelle Suteja

- MANAGEMENT STRUCTURE PT BCA SEKURITAS**

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Dharwin Yuwono
Independent Commissioner	Ir. Hendra Iskandar Lubis

DIRECTOR

Position	Name
President Director	Mardi Henko Sutanto
Director	Imelda Arismunandar

- MANAGEMENT STRUCTURE PT ASURANSI JIWA BCA**

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Christina Wahjuni Setyabudhi
Commissioner	Eva Agrayani Tjong
Independent Commissioner	Pudjianto
Independent Commissioner	Hardjono

DIRECTOR

Position	Name
President Director	Rio Cakrawala Winardi
Director	Yannes Chandra
Director	Antonius Widodo Mulyono
Compliance Director	Sukawati Lubis

- MANAGEMENT STRUCTURE PT BANK DIGITAL BCA**

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Theresia Endang Ratnawati
Independent Commissioner	Ignatius Djulianto Sukardi
Independent Commissioner	Sri Indrajanti Dewi

DIRECTOR

Position	Name
President Director	Lanny Budiati
Director	Iman Sentosa
Compliance Director	Nugroho Budiman

Duties and Responsibilities of the Board of Commissioners, Board of Directors and Sharia Supervisory Board in the BCA Financial Conglomerate

1. The Financial Services Institution (FSI) Board of Commissioners' duties and responsibilities in the BCA financial conglomerate, include:
 - a. Supervising the implementation of corporate governance implementation, duties and responsibilities of the Board of Director and reviewing the audit results from internal and external parties;
 - b. Establishing committee or appointing the parties to perform functions that support the duties and responsibilities of the Board of Commissioners, at least the audit supervision committee or function, and compliance supervision committee or function;
 - c. Organizing the Board of Commissioners meeting, which covers at least the frequency, attendance and decision making procedures;
 - d. Compose the Board of Commissioner's work rules.
2. The Financial Services Institution (FSI) Board of Directors' duties and responsibilities in the BCA financial conglomerate, covering at least:
 - a. Implement the corporate governance principles in the subsidiaries;
 - b. Review the audit results from the internal and external;
 - c. Prepare the work rules;
 - d. Organize the Board of Directors meeting which covers at least the decision making procedures and the meeting documentation;
3. The Financial Services Institution (FSI) Sharia Supervisory Board duties and responsibilities in the BCA financial conglomerate, covering at least:
 - a. Provide an advice and recommendation to the Board of Directors and supervise the BCA Syariah Bank activities in accordance to the Sharia Principles;
 - b. Prepare the Shariah Supervisory Board work rules.

Structure of Integrated Governance in the BCA Financial Conglomerate

Entity	Integrated Governance Committee*	Compliance Function	Internal Audit Function	Risk Management Function
PT BCA Tbk (Main Entity)	√	√ (Including Integrated Compliance Function)	√ (Including Integrated Internal Audit Function)	√ (Including Integrated Risk Management Function)
PT BCA Finance Limited	-	√	√	√
PT BCA Finance	-	√	√	√
PT Bank BCA Syariah	-	√	√	√
PT Asuransi Umum BCA	-	√	√	√
PT BCA Multi Finance	-	√	√	√
PT Central Capital Ventura	-	√	√	√
PT BCA Sekuritas	-	√	√	√
PT Asuransi Jiwa BCA	-	√	√	√
PT Bank Digital BCA	-	√	√	√

*) The IGC (Integrated Governance Committee) Committee is compulsory to be formed in the main entity which consist of the representative of the Independent Board of Commissioner and/or Shariah Supervisory Board members from each of the FSI in the BCA financial conglomerate.

Integrated Governance Committee (IGC)

In accordance with the Board of Commissioners Decree No. 037/SK/KOM/2015 concerning the Establishment of Integrated Governance Committee dated February 26, 2015, BCA has formed the Integrated Governance Committee which consist of the BCA's Independent Board of Commissioner's representative, independent party and all of the BCA's Independent Board of Commissioner and/or Sharia Supervisory Board representative of the subsidiaries members. The IGC's duty is to assist the Board of Commissioners of the main entity in supervising the implementation of Integrated Governance in the BCA Financial Conglomerate.

In 2020, some adjustments were made to the IGC due to:

- a. The composition changes in the Board of Commissioners of subsidiaries;
- b. The addition of Financial Services Institutions (subsidiaries).

Further explanation regarding the IGC can be seen on page 406-412 in the Integrated Governance Committee (IGC) section in this Annual Report.

a. Integrated Compliance Work Unit

BCA as the main entity in the BCA financial conglomerate has added the integrated compliance function in the Compliance Work Unit (SKK) to supervise and evaluate the implementation of compliance in each of the financial services institution (FSI) in the BCA financial conglomerate through coordination with compliance function in each of subsidiaries.

The integrated compliance unit has the following duties and responsibilities:

- a. Monitor and evaluate the implementation of the compliance function of the Subsidiaries;
- b. Develop the required methods and processes to implement Integrated Compliance Risk Management;
- c. Assess and prepare the integrated compliance risk profile based on the implementation of integrated risk management;
- d. Prepare report on the implementation of integrated compliance duties and responsibilities and submit to the Compliance Director of the Main Entity. The Compliance Director prepares and submits the report on the implementation of duties and responsibilities of integrated compliance to the Board of Directors and Board of Commissioners of the Main Entity.

b. Integrated Internal Audit Work Unit

BCA as the main entity in the BCA financial conglomerate has added the integrated internal audit function in the Internal Audit Division (DAI) to monitor the implementation of the internal audit function on each of the financial services institution (FSI) in the BCA financial conglomerate and provide recommendations to increase the added value.

The Integrated Internal Audit Work Unit has the following duties and responsibilities:

- a. Assess the adequacy and effectiveness of risk management internal control, and governance processes of the Subsidiaries, as well as providing improvement recommendations;
- b. Monitor the implementation of internal audits in the Subsidiaries;
- c. Monitor and evaluate the appropriateness of recommendations based on audit results of the Subsidiaries, as well as submitting the report to the Board of Directors, Board of Commissioners, and audit committee of the Main Entity;
- d. Submit the integrated internal audit report to the Director appointed to supervise the Subsidiaries, the Board of Commissioners of the main entity, as well as the Director in charge of the compliance function of the Main Entity
- e. Provide support to Subsidiaries in developing the internal audit function.

c. Integrated Risk Management Implementation

In accordance with the OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates, BCA and the subsidiaries in the BCA financial conglomerate have implemented the integrated risk management comprehensively and effectively based on the characteristics and complexity of the Financial Conglomerate's business.

In the implementation of integrated risk management, BCA as the main entity has established the Integrated Risk Management Committee (IRMC) and added the Integrated Risk Management Function in the Risk Management Work Unit (SKMR) which also serves as the Integrated Risk Management Work Unit (SKMRT).

- BCA's Integrated Risk Management Committee (IRMC) consists of BCA's Subordinating Director of the Integrated Risk Management Function, all of the Board of Director members, some of the related BCA's senior management, and Director of subsidiaries as the representative from the FSI in BCA's financial conglomerate. Further explanation regarding the Integrated Risk Management Committee (IRMC) can be seen in the Integrated Risk Management Committee (IRMC) section on page 420-423 in this Annual Report.
- In carrying out the function, the Integrated Risk Management Committee (IRMC) is also supported by the Integrated Risk Management Work Unit (SKMRT) to ensure that the risks faced by the main entity and the subsidiaries are integrated which can be identified, measured, supervised, controlled, and reported correctly through the implementation of the suitable risk management framework. Duties and responsibilities of the Integrated Risk Management Work Unit (SKMRT), as follows:
 - a. Provide recommendation to the Board of Directors of the main entity and the Integrated Risk Management Committee (IRMC), including the preparation of and improvements to the Integrated Risk Management Policy.
 - b. Oversee the implementation of the Integrated Risk Management Policy such as developing and conducting periodical reviews of the procedure and the tools for identifying, measuring, monitoring and controlling the risks.
 - c. Conduct risk monitoring in the BCA's financial conglomerate.
 - d. Conduct stress testing.
 - e. Review the proposed new lines business that are strategic and have a significant impact on the financial conglomerate risk exposure.

- f. Provide information to the Integrated Risk Management Committee (IRMC) regarding the matters that need to be follow-up related to the evaluation results of the integrated risk management implementation.
- g. Prepare and submit the Integrated Risk Profile Report periodically.

4. INTER-GROUP TRANSACTION POLICY

As the Main Entity of Financial Conglomerate, BCA is required to manage the risk of inter-group transactions and monitor inter-group transactions in an integrated manner.

Definition of Inter-Group Transactions Risk

Inter-group transaction risk that occurs because of the entity's dependence, both directly and indirectly, on other entities in the Financial Conglomerate in order to fulfill obligations on written or unwritten agreements followed and/or unfollowed by a transfer of funds.

Objective of Inter-Group Transaction Risk Management

Main objectives of the inter-group transaction risk management are as follows:

- a. To manage and supervise inter-group transactions of the Financial Conglomerate based on the precautionary principle.
- b. To ensure the risk management process can minimize the possibility of negative impacts caused by dependency of Financial Service Institutions (FSI), directly or indirectly, on other FSI in the Financial Conglomerate.

Types of inter-group transactions

Inter-group transaction risk may arise from:

- a. Cross ownership between FSIs in the Financial Conglomerate.
- b. Centralized management of short-term liquidity.
- c. Collateral, loans, and commitments given or obtained by an FSI from another FSI in the Financial Conglomerate.
- d. Exposure to controlling shareholders, including loan exposure and off-balance sheet exposures, such as guarantees and commitments.
- e. Purchase or sale of assets to other FSI in the Financial Conglomerate.
- f. Risk transfer through reinsurance.
- g. Transactions to divert exposure of risk from third party between FSIs in the Financial Conglomerate.

Scope of inter-group transaction risk management policy

The implementation of inter-group risk management in the Financial Conglomerate includes:

1. Supervision by the Board of Commissioners and Board of Directors

Supervision by the Board of Commissioners and Board of Directors is required to ensure the effectiveness of the implementation of inter-group transaction risk management and compliance with the applicable regulations.

Authority and responsibilities of the Board of Commissioners

authority and responsibilities of the Board of Commissioners in the implementation of inter-group transaction risk management are as follows:

- a. Approve the inter-group transaction risk management policies.
- b. Evaluate the accountability of the Board of Directors and provide direction for improvement of implementation of inter-group transaction risk management policies.

Authority and responsibilities of the Board of Directors

Authority and responsibilities of the Board of Directors in the management of inter-group transaction risk are as follows:

- a. Understand inherent risks of inter-group transactions in the Financial Conglomerate.
- b. Formulate and establish inter-group transaction risk management policies.
- c. Be responsible for the implementation of inter-group transaction risk management.
- d. Ensure that each entity in the Financial Conglomerate implements inter-group transaction risk management.
- e. Monitor risk of inter-group transactions regularly.
- f. Develop risk culture as part of the implementation of inter-group transaction risk management.
- g. Ensure the implementation of inter-group transaction risk management is free from conflicts of interest between the Financial Conglomerate and individual FSIs.

2. Adequacy of Policies, Procedures, and Determination of Risk Limits of Inter-Group Transaction

Policies, procedures, and determination of risk limits of inter-group transaction refer to the Integrated Risk Management Basic Policy.

Risk appetite and risk tolerance

Risk appetite and risk tolerance in inter-group transactions are described as follow:

- a. Risk appetite is risk that is willing to be taken in order to achieve targets in an integrated manner. Risk appetite is reflected in business strategies and objectives.
- b. Risk tolerance is the maximum level of risk that is willing to be taken.
- c. Risk appetite and risk tolerance must be in line with the business strategy, risk profile, and capital plan of the Financial Conglomerate.

Policy and procedures

Several matters that need to be considered in the policies and procedures related to the risk of inter-group transaction are as follows:

- a. The Financial Conglomerate policy must comply with applicable regulations related to inter-group transactions.
- b. The Financial Conglomerate has to ensure fulfillment of the arm's length (fairness of transaction) principle related to inter-group transactions.
- c. Inter-group transaction risk management procedures contain at least:
 - 1) Accountability and clear level of authority delegation in implementation of inter-group transaction risk management.
 - 2) Implementation of reviews on the procedures periodically.
 - 3) Adequate and complete procedure documentation in order to make it easier to carry out the audit trail.

Risk Limits of inter-group transactions

The Financial Conglomerate has to ensure that the establishment of inter-group transaction limits is in accordance with the applicable regulatory provisions.

3. Adequacy in Process of Identification, Measurement, Monitoring, Risk Control, and Information System of Inter-Group Transaction Risk Management

In the implementation of inter-group transaction risk management, BCA as the Main Entity is required to conduct the identification, measurement, monitoring and risk control of all significant risk factors in an integrated manner, supported by an adequate information system of inter-group transaction risk management.

Identification of risk of inter-group transactions

Identification of risk of inter-group transactions is carried out through:

- a. Identification of composition of inter-group transactions in the Financial Conglomerate.
- b. Identification of documentation of transactions and the arm's length.
- c. Identification of other information.

Measurement of risk of inter-group transactions

Measurement of risk of inter-group transactions aim to rank the risk level of inter-group transactions of the Financial Conglomerate. Furthermore, BCA as the Main Entity is required to prepare a risk profile of inter-group transactions with members of the Financial Conglomerate in an integrated manner.

The following are measurements that have to be conducted to obtain a risk profile for integrated inter-group transactions:

Measurement	Description	Measurement Result
Inherent Risk	In determining the inherent risk level, Main Entity has to conduct a comprehensive analysis by using all relevant quantitative and qualitative indicators, covering 3 (three) aspects, as follows: 1. Composition of inter-group transactions in Financial Conglomerate. 2. Documentation and fairness of transactions. 3. Other information.	1. Low 2. Low to Moderate 3. Moderate 4. Moderate to High 5. High
Quality of risk management implementation	Measurement of quality implementation of integrated risk management, covering 4 (four) aspects, as follows: 1. Supervision of the Board of Commissioners and Board of Directors. 2. Adequacy of inter-group transaction policies, procedures, and determination of risk limits. 3. Adequacy in identification process, measurement, monitoring, and risk control of inter-group transaction risk management. 4. Comprehensive internal control system for implementation of inter-group transaction risk management.	1. Strong 2. Satisfactory 3. Fair 4. Marginal 5. Unsatisfactory

Risk Rating

Risk rating is a combination of inherent risk measurement and the quality of risk management implementation results.

Mapping of risk rating of inter-group transaction risk rating can be viewed in the following matrix:

Result of Assessment Rank of Level		Rank of Risk Management Implementation Quality (KPMR)				
		Strong	Satisfactory	Fair	Marginal	Unsatisfactory
Rank of Integrated of Inherent Risk	Low	Low	Low	Low to Moderate	Moderate	Moderate
	Low to moderate	Low	Low to Moderate	Low to Moderate	Moderate	Moderate to High
	Moderate	Low to Moderate	Low to Moderate	Moderate	Moderate to High	Moderate to High
	Moderate to high	Low to Moderate	Moderate	Moderate to High	Moderate to High	High
	High	Moderate	Moderate	Moderate to High	High	High

Monitoring risk of inter-group transactions

Monitoring risk of inter-group transactions is carried out with consideration to the following:

- Composition of inherent risk parameters in intra-group transactions in the integrated risk profile report.
- Complete documentation of inter-group transactions.
- Fairness of the inter-group transactions.
- Other information relating to inter-group transactions.

Management of risk of inter-group transactions

Management of risk of inter-group transactions is carried out with consideration to the following:

- Fairness of inter-group transactions of the Financial Conglomerate.
- Existence of documentation for every inter-group transaction.
- Every inter-group transaction has to comply with prevailing law/regulator provisions.

Management information system of risk of inter-group transactions

Management information system of inter-group transaction risk comprises Risk Profile Report on the risk of inter-group transaction which is an integral part of the Integrated Risk Profile Report

4. A Comprehensive Internal Control System for the Implementation of Inter-Group Transaction Risk Management

The process of implementing effective inter-group transaction risk management must be complemented by a comprehensive internal control system. An effective implementation of internal control system of inter-group transactions

risk refers to internal controls as stipulated under the Integrated Risk Management Main Policy.

Implementation of the internal control system is as follows:

- BCA is required to implement an inter-group transaction risk internal control system effectively by referring to the established policies and procedures.
- Internal control system was structured to ensure:
 - Compliance with internal policies or provisions as well as laws and regulations.
 - The effectiveness of risk culture in the Financial Conglomerate as a whole to identify weaknesses and deviations early and to reassess the fairness of policies and procedures in the Financial Conglomerate on an ongoing basis.
- Review of the measurement of inter-group transaction risk, including:
 - Conformity of policy, organizational structure, resource allocation, design of inter-group transaction risk management processes, information system, and risk reporting in accordance with the business needs of the Financial Conglomerate, as well as the development of regulations and best practices related to inter-group transaction risk management.
 - Complete and adequate documentation on the scope, operational procedures, audit findings, and responses of the management of the Financial Conglomerate based on audit results.

5. Self-assessment on the Implementation of Integrated Governance Report

In accordance with the provisions of OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Good Corporate Governance for Financial Conglomerates Article 44 and 45 in Chapter VIII and OJK Circular Letter No. 15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerates, BCA as the Main Entity, is required to prepare the assessment report on the integrated governance implementation periodically, which will be submitted to OJK.

Assessment of the implementation of Integrated Governance is conducted every semester (twice a year). In 2020, BCA as the Main Entity conducted the assessment on the Integrated Governance implementation in the first semester and second semester. The assessment covers three integrated governance aspects: Structure, Process, and Results of Integrated Governance.

The assessment on Implementation of Integrated Governance covers at least 7 (seven) assessment factors, as follows:

1. Implementation of duties and responsibilities of the Board of Directors of the Main Entity;
2. Implementation of duties and responsibilities of the Board of Commissioners of the Main Entity;
3. Duties and responsibilities of the Integrated Governance Committee;
4. Duties and responsibilities of the Integrated Compliance Unit;
5. Duties and responsibilities of the integrated Internal Audit Unit;
6. Implementation of Integrated Risk Management;
7. Formulation and implementation of the Integrated Governance Guidelines.

Results of the assessment on the Integrated Governance Implementation in the first semester were given **"Rank 2"** (**"Good"**) and second semester of 2020 were given **"Rank 1"** (**"Very Good"**).

Result of Self Assessment Implementation of Integrated Governance Semester I – 2020

Rank	Definition of Rank
2	The Financial Conglomerate has implemented Integrated Governance that is generally good . This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of weaknesses in the implementation of Integrated Governance, the weaknesses are less significant in general and can be resolved with normal actions by the Main Entity and/or FSI.

Result of Self Assessment Implementation of Integrated Governance Semester II – 2020

Rank	Definition of Rank
1	The Financial Conglomerate has implemented Integrated Governance that is generally very good . This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of weaknesses in the implementation of Integrated Governance, the weaknesses are not significant in general and can be immediately corrected by the Main Entity and/or FSI.

FULFILMENT INDEX OF GOVERNANCE RECOMMENDATION

Reference:

- Appendix OJK Circular Letter No. 32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies
- ASEAN Corporate Governance Scorecard (ACGS).

OJK Circular Letter No. 32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies

No.	Reference	Fulfilment
A	Relationship of public company with its shareholders in guaranteeing shareholder rights	Explained on page 305-310 of this Annual Report
B	Function and role of the Board of Commissioners	
C	Function and role of the Board of Directors	
D	Participation of stakeholders	
E	Information disclosure	

ASEAN Corporate Governance Scorecard (ACGS)

The principles of corporate governance based on ACGS are as follows:

No.	Principles and Recommendations	Page
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, are all shareholders 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? If the company has offered a scrip dividend, did it pay the dividend within 60 days	333-334
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?	315-316
A.2.2	The authorization of additional shares?	315-316
A.2.3	The transfer of all or substantially all assets, which in effect results in the sale of the company?	315-316
A.3	Right to participate effectively in and vote in general shareholder meeting, and should be informed of the rules, including voting procedures that govern general shareholder meetings	
A.3.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefits in kind and other emoluments), or any increases in remuneration for the non-executive directors/commissioners?	322-325
A.3.2	Does the company provide non-controlling shareholders a right to nominate candidates for the Board of Directors/Commissioners?	315-316
A.3.3	Does the company allows shareholders to elect directors/commissioners individually?	315-316
A.3.4	Does the company disclose the voting procedures used before the start of meeting?	320
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?	320
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?	322-325
A.3.7	Does the company disclose the list of board members who attended the most recent AGM?	316-317
A.3.8	Does the company disclose if all board members and the CEO (if they are not a board member) attended the most recent AGM?	316-317
A.3.9	Does the company allow voting in absentia?	320-321
A.3.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	320-321

No.	Principles and Recommendations	Page
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?	321
A.3.12	Does the company make publicly available by the next working day the results of the votes taken during the most recent AGM/EGM for all resolutions?	319
A.3.13	Does the company provide at least 21 days' notice for all AGMs and EGMs?	318-319
A.3.14	Does the company provide the rationale and explanation for each agenda item which requires shareholder approval in the notice of AGM/circulars and/or the accompanying statement?	318
A.3.15	Does the company give the opportunity for shareholders to place item/s on the agenda of AGM?	318
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 shareholder approval, does the board of directors/commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?	497
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 the AGM?	480
B	Fair Treatment to Shareholders	
B.1	Shares and Voting Rights	
B.1.1	Do the company's ordinary or common shares have one vote for one share?	318
B.1.2	Where the company has more than one class of shares, does the company publicize the voting rights attached to each class of shares (eg., through the company website reports/the stock exchange/the regulator's website)?	N/A
B.2	Notice of AGM	
B.2.1	Does each resolution in the most recent AGM deal with only one item, ie, there is no bundling of several items into the same resolution?	322-325
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?	319
	Do 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?	Website BCA
B.2.4	Are the auditors seeking appointment/re-appointment clearly identified?	322-325
B.2.5	Were the proxy documents made easily available?	Website BCA
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 from benefiting from knowledge which is not generally available to the market?	303
B.3.2	Are the directors/commissioners required to report their dealings in company shares within three business days?	343, 364-365
B.4	Related party transactions by directors and key executives	
B.4.1	Does the company have a policy requiring directors/commissioners to disclose their interest in transactions and any other conflicts of interest?	475
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?	394
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?	475
B.4.4	Does the company have policies on loans to directors and commissioners, either forbidding this practice or ensuring they are being conducted on an at arm's length basis and at market rates?	498

No.	Principles and Recommendations	Page
B.5	Protecting minority shareholders from abusive actions	
B.5.1	Does the company disclose that RPTs are conducted in such a way as to ensure they are fair and at arms' length?	473-475
B.5.2	In case of related party transactions requiring shareholder approval, is the decision made by disinterested shareholders?	473-475
C	Role of Stakeholders	
C.1	The rights of stakeholders 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 customer welfare?	479-481
C.1.2	Supplier/contractor selection procedures?	304, 492-493
C.1.3	The company's efforts to ensure its value chain is environmentally friendly or is consistent with promoting sustainable development?	Sustainability Report
C.1.4	The company's efforts to interact with the communities in which they operate?	
C.1.5	The company's anti-corruption programmes and procedures?	472
C.1.6	How creditor rights are safeguarded?	309
C.1.7	Does the company have a separate report/section that discusses its efforts on environment/ economy and social issues?	
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 its website or annual report which stakeholders (eg, customers, suppliers, general public etc) can use to voice their concerns and/or complaints for possible violation of their rights?	479-481
C.3	Mechanisms for employee participation should be permitted to develop	
C.3.1	Does the company explicitly disclose its policies and practices on health, safety and welfare to its employees?	Sustainability Report
C.3.2	Does the company explicitly disclose the policies and practices on training and development programmes to its employees?	94
C.3.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?	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 other stakeholders concerning alleged illegal and unethical behavior, and provide contact details via its website or 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 behavior from retaliation?	468-470
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?	334
D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?	334
D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	343, 365
D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	Website BCA
D.1.5	Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/vehicles (SPEs)/(SPVs)?	501-505

No.	Principles and Recommendations	Page
D.2	Quality of annual report	
	Does the company's annual report disclose the following items:	
D.2.1	Corporate objectives	56
D.2.2	Financial performance indicators	14-17, 257
D.2.3	Non-financial performance indicators	12-15
D.2.4	Dividend policy	282,303
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	62-73
D.2.6	Attendance details of each director/commissioner in all directors/commissioners meetings held during the year	371-372, 374-376
D.2.7	Total remuneration of each member of the board of directors/commissioners	387-388
	Corporate governance confirmation statement	
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?	302
D.3	Disclosure of related party transactions (RPT)	
D.3.1	Does the company disclose its policy covering the review and approval of material RPTs?	473
D.3.2	Does the company disclose the name, relationship, nature and value for each material RPT?	474
D.4	Director and commissioner dealings in company shares	
D.4.1	Does the company disclose trading in its shares by insiders?	303, 309
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?	450
D.5.2	Does the non-audit fee exceed the audit fee?	450
D.6	Medium of communication	
	Does the company use the following modes of communication?	
D.6.1	Quarterly reporting	499
D.6.2	Company website	https://www.bca.co.id/
D.6.3	Analyst meeting	443
D.6.4	Media briefings/press conferences	482-486
D.7	Timely filing/release of annual/financial reports	
D.7.1	Are the audited annual financial report/statement released within 120 days of the financial year end?	552
D.7.2	Is the annual report released within 120 days of the financial year end?	553
D.7.3	Is the true and fairness/fair representation of the annual financial statement/report affirmed by the board of directors/commissioners and/or the relevant officers of the company?	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)	Website BCA
D.8.2	Materials provided in briefings to analysts and media	Website BCA
D.8.3	Downloadable annual report	Website BCA
D.8.4	Notice of AGM and/or EGM	Website BCA
D.8.5	Minutes of AGM and/or EGM	Website BCA
D.8.6	Company's constitution (by-laws, memorandum and articles of association)	Website BCA
D.9	Investor relations	
D.9.1	Does the company disclose the contact details (eg, telephone, fax, and email) of the officer/ office responsible for investor relations?	444

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Bad Corporate Governance Statement

BCA continues to implement regulations or provisions of corporate governance. During 2020, BCA did not practice any bad corporate governance that can interfere with the application of Good Corporate Governance as shown in the table below:

No.	Remarks	Practice
1	Reported as a company that pollutes the environment	Nil
2	Important cases faced by the company, subsidiaries, current members of the Board of Directors and/or members of the Board of Commissioners, that are not disclosed in the Annual Report	Nil
3	No disclosure of operating segments in listed companies	Nil
4	Discrepancies between the hardcopy of the Annual Report and its softcopy	Nil