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“ Good Corporate Governance is integral to maximizing benefits and added value for BCA’s stakeholders and supporting the Bank’s long term business sustainability ”

PT Bank Central Asia Tbk 2015 Annual Report

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Corporate Governance



Consistent good corporate governance implementation carried out to maintain the trust of shareholders and stakeholders of PT Bank Central Asia Tbk (“BCA”) has become even more crucial with the increasing business risks and challenges encountered by the banking industry in the era of ASEAN Economic Community.

INTRODUCTION

1. Purpose of Good Corporate Governance Implementation

BCA understands that implementation of good corporate governance is imperative to maintain the Company’s business sustainability and maximize value in the long run. Implementation of good corporate governance in BCA is intended to:

- a. Support the vision of BCA to be “the bank of choice and a major pillar of the Indonesian economy”.
- b. Support the following missions of BCA:
 - Build centers of excellence in payment settlements and financial solutions for businesses and individuals.



- Understand diverse customer needs and provide the right financial services to optimize customer satisfaction.
 - Enhance our corporate franchise and stakeholder value.
- c. Give benefits and added value to the shareholders and stakeholders.
 - d. Sustain and increase sound and competitive business continuity in the long run.
 - e. Enhance the trust of investors in BCA.

2. References

BCA's policy for Good Corporate Governance is developed based on the following:

- a. Regulation No.X.K.6 concerning Submission of the Annual Report of Issuers or Public Companies – Attachment of Chairman of the Capital Market and Financial Institution Supervisory Agency Decision No.Kep-431/BL/2012 dated 1 August 2012.
- b. Criteria of Annual Report Award 2015.
- c. Regulation of Bank Indonesia (PBI) No.8/4/PB1/2006 dated 30 January 2006 on The Implementation of Good Corporate Governance for Commercial Banks which has been amended by the Regulation of Bank Indonesia (PBI) No.8/14/PB1/2006 dated 5 October 2006.
- d. Bank Indonesia Circular Letter No.15/15/DPNP dated 29 April 2013 on the Implementation of Good Corporate Governance for Commercial Banks.
- e. ASEAN Corporate Governance Scorecard.
- f. The Indonesian Good Corporate Governance Roadmap issued by the Indonesia Financial Services Authority.
- g. Financial Service Authority Regulation No.18/POJK.03/2014 dated 18 November 2014 on The Implementation of Good Corporate Governance for Financial Groups.
- h. Financial Service Authority Circular Letter No.15/SEOJK.03/2015 dated 25 May 2015 on The Implementation of Good Corporate Governance for Financial Groups.
- i. Financial Service Authority Regulation No.6/POJK.03/2015 dated 31 March 2015 on Transparency and Published Bank Reports.
- j. Financial Service Authority Circular Letter No.11/SEOJK.03/2015 dated 17 April 2015 on Transparency and Published Bank Reports.
- k. Financial Service Authority Regulation No.21/POJK.04/2015 dated 16 November 2015 on The Implementation of The Integrated Governance Guidelines for Listed Company.
- l. Financial Service Authority Circular Letter No.32/SEOJK.04/2015 dated 17 November 2015 on The Implementation of The Integrated Governance Guidelines for Listed Company.

3. Statement of Corporate Governance Implementation Commitment

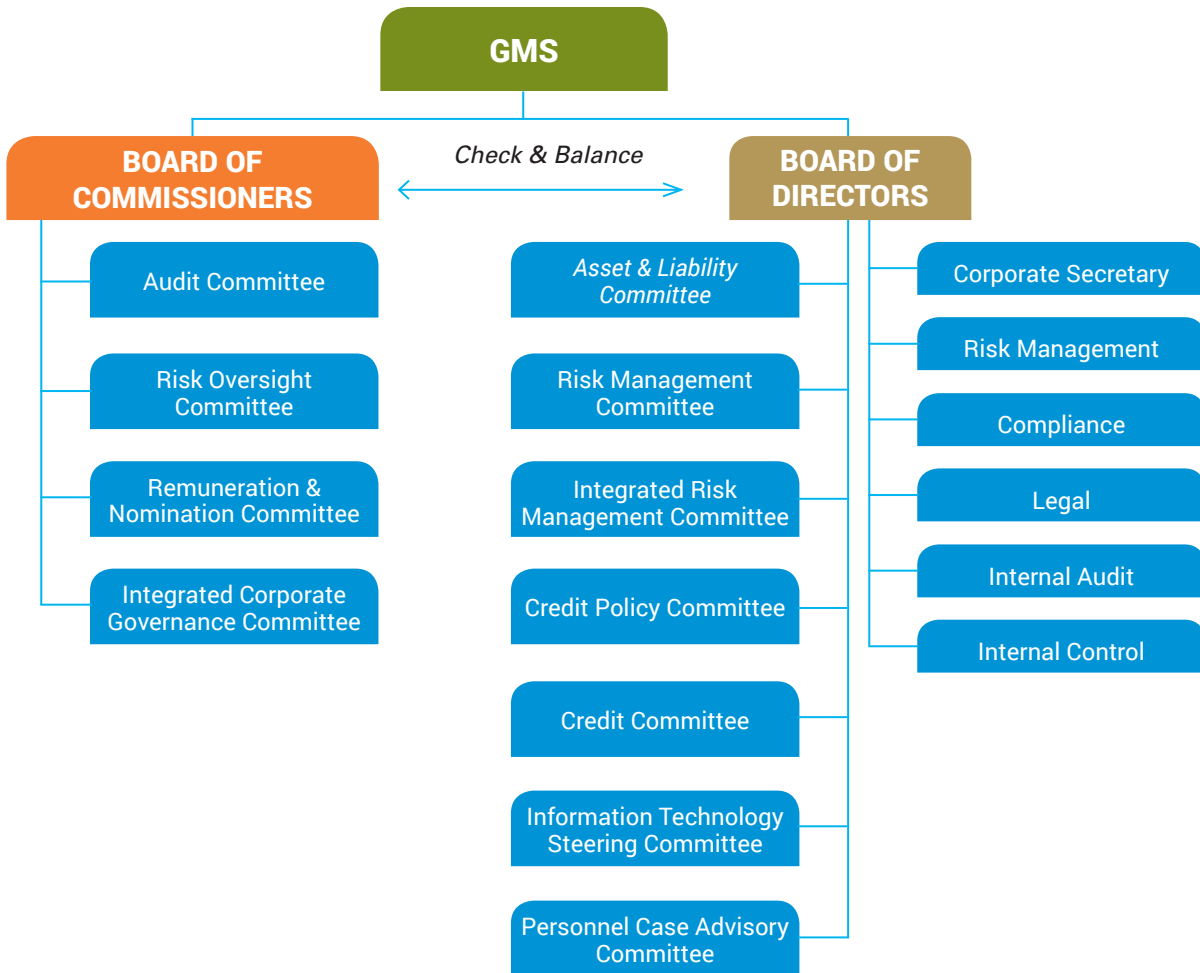
Implementation of GCG is a key factor in maintaining the trust of shareholders and stakeholders in BCA. It has become even more significant with the increasing business risk and challenges faced by the banking industry. Through the implementation of GCG principles, BCA will be able to maintain soundness and competitive business continuity.

BCA is committed to continuously improving the implementation of good corporate governance principles in accordance with the provisions of the applicable legislation and the development of best corporate governance practices, as well as the ASEAN Corporate Governance Scorecard.

4. Governance Structure

A clear division of tasks and responsibilities between different functions/work units within BCA reflects the application of a checks and balances principle within a good internal control system.

BCA's Corporate Governance Structure



The BCA's structure of Corporate Governance consists of:

1. The General Meeting of Shareholders (GMS);
2. Board of Commissioners;
3. Board of Directors;
4. Committees under the Board of Commissioners: Audit Committee, Risk Oversight Committee, and Remuneration & Nomination Committee; Integrated Corporate Governance Committee.
5. Executive Committees under the Board of Directors: Asset & Liability Committee (ALCO), Risk Management Committee, Integrated Risk Management Committee, Credit Policy

- Committee, Credit Committee, Information Technology Steering Committee, Personnel Case Advisory Committee;
6. Corporate Secretary;
7. Risk Management, Compliance, Legal, Internal Audit work units and Internal Control.

The corporate governance structure allows BCA to carry out its duties and responsibilities according to the scope of duty, responsibility, and functions as stated in the applicable regulations.



5. Results of GCG Assessment

5.1. GCG Self Assessment Implementation

In 2015, BCA conducted its GCG self assessment review in accordance with the Regulations of Bank Indonesia and Bank Indonesia Circular Letter on GCG Implementation for Commercial Banks. The assessment falls into 3 (three) governance aspects, namely:

1. Governance Structure;
2. Governance Process; and
3. Governance Outcome.

The 3 aspects of Governance are evaluated in the 11 (eleven) Assessment Factors below:

1. Implementation of duties and responsibilities of the Board of Commissioners;

2. Implementation of duties and responsibilities of the Board of Directors;
3. Adequacy and implementation of duties of the Committees;
4. Handling of conflict of interests;
5. Implementation of compliance function;
6. Implementation of internal audit function;
7. Implementation of external audit function;
8. Implementation of risk management, including the internal control system;
9. Funding to related party and large exposures;
10. Transparency of financial and non-financial condition of the Bank, GCG implementation report; and
11. The Bank's strategic plan.

Results of the Good Corporate Governance implementation self-assessment in the first and second half of 2015 is categorized under **"Rank 1" ("Very Good")**.

Results of The GCG Implementation Self-Assessment at BCA

	Rank	Rank Definition
Individual	1	Overall, implementation of Good Corporate Governance (GCG) by the Management of BCA is rated excellent . As reflected in the substantial implementation of GCG principles. Any remaining weaknesses in the implementation of GCG principles are either generally considered not significant or would soon be corrected by the Management of BCA.

Analysis

The analysis of the Self Assessment on aspects of Governance Structure, Governance Process and Governance Output as applied to each of the GCG Implementation Assessment Factor can be summarized below:

1. The governance structure as per all the GCG Implementation Assessment Factors is more than adequate and comprehensive.
2. The governance process as per most of the GCG Implementation Assessment Factors is very effective, supported by a more than adequate governance structure and infrastructure.
3. The governance output as per most of the GCG Implementation Assessment Factors is of high-quality, resulting from governance processes that are mostly very effective with the support of a more than adequate governance structure and infrastructure.

5.2. Assessment of GCG Implementation by External Party

To evaluate and measure the implementation of GCG in BCA, in 2015 BCA participated in the GCG research and ranking program in Indonesia – Corporate Governance Perception Index (CGPI) organized by The Indonesian Institute for Corporate Governance (IICG) in collaboration with SWA Magazine.

The CGPI theme in 2015 is “Good Corporate Governance in the Perspective of Value Creation.” The assessment consists of 4 (four) stages, as follows:

- a. Self assessment;
- b. Document assessment;
- c. Essay assessment;
- d. Observation.

As a result of its participation in the program, BCA was awarded **“The Most Trusted Company” (“Highly Trusted”)**, which is the highest valuation possible.

In 2015, The Indonesian Institute for Corporate Directorship (IICD) performed an evaluation and ranking for 100 largest listed companies by market capitalization listed at the Indonesia Stock Exchange. In the 2015 IICD Conference and Corporate Governance Awards, BCA obtained an award under **“The Best Financial Sector”** category.

6. GCG Implementation Report

BCA's Good Corporate Governance Implementation Report in 2015 was prepared in accordance with the Bank Indonesia Regulation No.8/4/PBI/2006 dated 30 January 2006, as amended by the Bank Indonesia Regulation No.8/14/PBI/2006 dated 5 October 2006, and Circular Letter of Bank Indonesia No.15/15/DPNP dated 29 April 2013 concerning the Implementation of Good Corporate Governance for Commercial Banks.

The BCA's Good Corporate Governance report has to cover at least the following:

1. Transparency of Good Corporate Governance Implementation as referred by point IX Circular Letter of Bank Indonesia No.15/15/DPNP dated 29 April 2013; and
2. GCG Implementation Self Assessment Report in accordance with the assessment period of Bank Soundness Level for the past 1 (one) year.

Transparency of Good Corporate Governance implementation includes:

- A. GCG implementation disclosures include:
 1. Implementation of duties and responsibilities of the Board of Commissioners and Board of Directors;
 2. Adequacy and implementation of duties of the Committees;
 3. Implementation of compliance, internal audit, and external audit functions;
 4. Implementation of risk management, including the internal control system;
 5. Funding to related party and large exposure;
 6. Strategic planning;
 7. Transparency of financial and non-financial conditions that have not been disclosed in other reports;
 8. Other information related to GCG.
- B. Share ownership of the members of Boards of Commissioners and Directors with an equity amount of 5% (five percent) or more, including the type and number of shares in:
 - a. BCA;
 - b. Other banks;
 - c. Non Bank Financial Institutions; and
 - d. Other companies;
 domiciled in Indonesia or overseas.
- C. Financial relationships and family relationships of members of the Board of Commissioners and Board of Directors with other members of the Board of Commissioners, Board of Directors and/or Controlling Shareholders.



- D. Remuneration package/policy and other facilities for the Board of Commissioners and Board of Directors.
- E. Share Options.
- F. Ratios of the highest to the lowest salary.
- G. Frequency of Board of Commissioners meetings.
- H. Number of internal fraud cases.
- I. Legal issues.
- J. Transactions with conflict of interest.
- K. Share and/or bond buy-backs.
- L. Provision of funds for social and/or political activities during the reporting period.

IMPLEMENTATION OF INTEGRATED GOVERNANCE

In accordance with the issuance of Financial Services Authority Regulation Number 18/POJK.03/2014 dated 18 November 2014 concerning the Application of Integrated Governance for Financial Conglomerates, and Financial Services Authority Circular Letter Number 15/SEOJK.03/2015 dated 25 May 2015 concerning the Application of Integrated Governance for Financial Conglomerates, BCA has implemented integrated company governance system encompassing all subsidiary companies within the financial group in a comprehensive and effective manner, by applying the below principles:

1. Transparency: openness in conveying material and relevant information and in implementing the decision making process;
2. Accountability: clarity of functions and responsibility of the Bank's organs in order to have effective management;
3. Responsibility: Bank management complies with the applicable law and regulations and prudent banking principles;
4. Independency/professionalism: the Bank shall be managed in a professional manner, without succumbing to influence/pressure from any parties; and
5. Fairness: fair and equal in fulfilling shareholder rights in conformity with agreements and existing laws and regulations.

Implementation of Integrated Governance covers:

- a. Requirements for the Board of Directors and Board of Commissioners of the Group principal;
- b. Duties and responsibilities of the Board of Directors and Board of Commissioners of the Group Principal;
- c. Duties and responsibilities of the Integrated Governance Committee;
- d. Duties and responsibilities of the Integrated Compliance Work Unit;
- e. Duties and responsibilities of the Integrated Internal Audit Work Unit;
- f. Implementation of Integrated Risk Management; and
- g. Development and implementation of the Integrated Governance Guidelines.

Requirements for the Board of Directors and Board of Commissioners of Group Principal

Requirements for the Board of Directors of Group Principal:

1. Possess adequate knowledge about the Group Principal and Subsidiary Companies within the Financial Conglomerate. "Knowledge" refers, among others, to understanding the main business activity and main risks of Subsidiary Companies within the Financial Conglomerate.
2. Meet the requirements as referred to the Financial Services Authority Regulation No.33/POJK.04/2014 dated 8 December 2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, as follows:
 - a. Having good character, morals, and integrity;
 - b. Capable of performing legal actions;
 - c. Within 5 (five) years before appointment and when in charge of the position:
 - i. Not been declared bankrupt;
 - ii. Not a member of a Board of Directors and/or Commissioners that was found guilty in causing a company to become bankrupt;
 - iii. Not been convicted of any criminal offense that is detrimental to the country's or financial sector's financial position; and

- iv. Not a member of a Board of Directors and/or Commissioners which during the terms of office:
 - a) Did not hold an AGMS;
 - b) His/her accountability as a member of the Board of Directors and/or Board of Commissioners was not accepted by the GMS or he/she did not submit his/her accountability as a member of the Board of Directors and/or Commissioners to the GMS; and
 - c) Had caused a company that obtained license, approval, or registration from the Financial Services Authority in not complying with its obligation to submit the annual report and/or financial report to the Financial Services Authority.
 - d. Has a commitment to comply with the law and regulations; and
 - e. Possesses knowledge and skill in the area required by the company.
3. Meet the integrity, competence, and financial reputation requirements as referred to the Bank Indonesia Regulation No.12/23/PBI/2010 dated 29 December 2010 concerning Fit and Proper Test, as follows:
- a. Integrity requirements:
 - i. Having a good character and morals, which among others are shown by complying to the applicable regulations, including not having been convicted for certain criminal offenses in the 20 (twenty) years before nomination;
 - ii. Having a commitment to comply with the prevailing law and regulations;
 - iii. Having a commitment towards development of sound banking operations;
 - iv. Is not on the Disqualified List (DTL);
 - v. Having a commitment not to conduct and/or repeat any actions as referred to Article 27 and Article 28. This applies to candidates of a Board of Directors who were on the Disqualified List in the Fit and Proper test, and had passed the sanction period as referred to Article 35 paragraph

(1), Article 40 paragraph (4) point a and Article 40 paragraph (5) of the Bank Indonesia Regulation mentioned above.

- b. Competence requirements:
 - i. Adequate knowledge in banking, relevant to his/her position;
 - ii. Experience and expertise in banking and/or finance;
 - iii. Capability to perform strategic management in developing a sound Bank.
- c. Financial reputations:
 - i. Does not have bad debt; and
 - ii. Not been declared bankrupt or was a member of Board of Directors or Commissioners who was found guilty of causing a bankruptcy of a Financial Group in the 5 (five) years before nomination.

Requirements for the Board of Commissioners of Group Principal:

1. Possess adequate knowledge on the Group Principal and Subsidiary Companies within the Financial Group. "Knowledge" refers, among others, to understanding the main business activities and main risks of Subsidiary Companies within the Financial Group.
2. Meet the requirements as referred to in Financial Services Authority Regulation No.33/POJK.04/2014 dated 8 December 2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, as follows:
 - a. Having good character, morals, and integrity;
 - b. Capable of performing legal actions;
 - c. Within 5 (five) years before appointment and when in charge of the position:
 - i. Not been declared bankrupt;
 - ii. Not a member of Board of Directors and/or Commissioners that was found guilty in causing a company to become bankrupt;
 - iii. Not having been convicted of any criminal offense that is detrimental to a country's or financial sector's financial position; and
 - iv. Not a member of the Board of Directors and/or Commissioners which during the terms of office:
 - a) Did not hold an AGMS;



- b) His/her accountability as a member of the Board of Directors and/or Commissioners was not accepted by the GMS or he/she did not submit his/her accountability as a member of the Board of Directors and/or Commissioners to the GMS; and
 - c) Had caused a company that obtained license, approval, or registration from the Financial Services Authority in not complying with its obligation to submit the annual report and/or financial report to the Financial Services Authority.
 - d. Has a commitment to comply with the law and regulations; and
 - e. Possesses knowledge and skill in the area required by the company.
3. Meet the integrity, competence, and financial reputation requirements as referred to the Bank Indonesia Regulation No.12/23/PBI/2010 dated 29 December 2010 concerning Fit and Proper Test, as follows:
- a. Integrity requirements:
 - i. Having a good character and morals, which among others are shown by complying to the applicable regulations, including not having been convicted of certain criminal offense in the 20 (twenty) years before nomination;
 - ii. Having a commitment to comply with the prevailing law and regulations;
 - iii. Having a commitment towards development of a sound banking operations;
 - iv. Is not on the Disqualified List (DTL);
 - v. Having a commitment not to conduct and/or repeat any actions as referred to Article 27 and Article 28. This applies to candidates of the Board of Directors who were in the Disqualified List in the Fit and Proper test, and had passed the sanction period as referred to Article 35 paragraph (1), Article 40 paragraph (4) point a and Article 40 paragraph (5) of the Bank Indonesia Regulation mentioned above.

- b. Competence requirements:
 - i. Adequate knowledge in banking, relevant to his/her position;
 - ii. Experience and expertise in banking and/or finance;
- c. Financial reputation:
 - i. Does not have bad debt; and
 - ii. Not having been declared bankrupt or a member of board of directors or commissioners who was found guilty of causing a bankruptcy of a limited liability companies in the 5 (five) years before the nomination.

Duties and Responsibilities of the Board of Directors and Board of Commissioners of the Group Principal

Duties and responsibilities of the Board of Directors of the Group Principal:

1. To ensure the implementation of Integrated Governance within the Financial Group.
2. In order to ensure the implementation of Integrated Governance above, the Board of Directors must at least:
 - a. Develop the Integrated Governance Guidelines;
 - b. Direct, monitor, and evaluate the implementation of the Integrated Governance Guidelines; and
 - c. Follow-up the direction or advise from the Board of Commissioners of the Group Principal for improving the Integrated Governance Guidelines.
3. To ensure that audit findings and recommendations from the Integrated Audit Work Unit, external auditor and the monitoring results of the Financial Services Authority and/or other authorities have been followed-up within the Financial Group.

Duties and responsibilities of the Board of Commissioners of the Group Principal:

1. To monitor the Integrated Governance implementation.
2. In order to monitor the implementation of the Integrated Governance referred above, must at least:
 - a. Monitor implementation of governance in each Financial Services Institution within the Financial Group in order to comply with the Integrated Governance Guidelines;

- b. Monitor implementation of duties and responsibilities of the Board of Directors of the Group Principal, and provide direction or advice to the Board of Directors of the Group Principal on the implementation of Integrated Governance Guidelines; and
 - c. Evaluate the Integrated Governance Guidelines and give direction for improvements.
3. To conduct regular meetings at minimum 1 (once) each semester.
 4. To present the meeting results in well-documented minutes of meetings and give clear explanation on any dissenting opinion occurring in the meetings, including the reasons.
 5. To establish the Integrated Governance Committee.
1. To monitor and evaluate the implementation of compliance function at each Subsidiary Company within the Financial Group.
 2. To develop the methods and processes required in implementing the integrated compliance risk management.
 3. To assess and develop the integrated compliance risk profile in order to apply integrated risk management.
 4. To develop and submit the duty and responsibility implementation report of the integrated compliance work unit to the Compliance Director of the Group Principal. Further, the Compliance Director of the Group Principal will prepare and submit this report to the Board of Directors and Board of Commissioners of the Group Principal.

Duties and Responsibilities of the Integrated Governance Committee

The Integrated Governance Committee was established based on the Decision Letter of the Board of Commissioners of BCA (Group Principal) No.037/SK/KOM/2015 dated 26 February 2015 concerning the Establishment of the Integrated Governance Committee.

The Integrated Governance Committee has Duties and Responsibilities to:

- a. Evaluate implementation of the Integrated Governance at least through assessment of internal control adequacy and implementation of integrated compliance function.
- b. Provide recommendation to Board of Commissioners of the Primary Entity for improvement of Integrated Governance Guidelines.
- c. Hold meeting at least 1 (one) time every semester, and contains the meeting result of Integrated Governance Committee, as well as set forth dissenting opinion occurs in the meeting explicitly in Minutes of Meeting attached by the reason of dissenting opinion.

Duties and Responsibilities of the Integrated Compliance Committee Work Unit

The Integrated Compliance Committee has duties and responsibilities, among others:

Duties and Responsibilities of the Integrated Internal Audit Work Unit

The Integrated Internal Audit Work Unit has duties and responsibilities, among others:

1. To assess the adequacy and effectiveness of the risk management process, internal control and governance of the Group Principal and Subsidiary Companies within the Financial Group, and give recommendations for improvement.
2. To monitor the implementation of internal audit in each Subsidiary Company within the Financial Group.
3. To monitor and evaluate the adequacy of follow-up improvements on audit results of the Group Principal and Subsidiary Companies, and report it to the Board of Directors, Board of Commissioners, and Audit Committee of the Group Principal.
4. To submit the integrated internal audit report to the Board of Directors, Board of Commissioners, and Audit Committee of the Group Principal.

Implementation of the Integrated Risk Management

Risk Management is a series of methodologies and procedures utilized to identify, measure, monitor, and control the risks that occur from all business activities of Subsidiary Companies. Integrated Risk Management is a series of methodologies and procedures utilized to identify, measure, monitor, and control the risks that occur from all business activities of Subsidiary Companies within a Financial Group in an integrated manner. A Financial



Group must implement the Integrated Risk Management effectively, according to the business characteristics and complexity of the Financial Group and by complying with provisions of the Financial Services Authority concerning the Application of Integrated Risk Management for Financial Conglomerates.

Development and Implementation of the Integrated Governance Guidelines

In accordance with the implementation of integrated governance with all of its Subsidiary Companies, BCA has carried out the following:

1. Develop the Integrated Governance Guidelines;
2. Established the Integrated Governance Committee;
3. Adjusted the structure of organization:
 - a. Compliance Work Unit, which covers integrated compliance;
 - b. Internal Audit Work Unit, which covers integrated internal audit;
 - c. Risk Management Work Unit, which covers integrated risk management;
4. To socialize the Integrated Governance Guidelines and implementation of Integrated Governance to the members of Integrated Governance Committee, work units related with Integrated Governance implementation, and all Subsidiary Companies.

The Integrated Governance Guidelines is a guide for BCA (as the Group Principal) and Subsidiary Companies within the Financial Group to have good implementation of integrated governance, thus encouraging quality improvement of integrated governance implementation.

The Integrated Governance Guidelines was prepared by the Board of Directors of BCA (Group Principal), and has been approved by the Board of Commissioner of BCA (Group Principal).

The Integrated Governance Guidelines must at least cover:

- a. Framework of Integrated Governance for Group Principal; and
- b. Framework of Governance for Subsidiary Companies within the Financial Group.

Development of Integrated Governance framework refers to the Financial Services Authority (OJK) Regulation No.18/POJK.03/2014 and the provisions applicable to each Subsidiary Company within the Financial Group.

The Board of Directors of BCA (Group Principal) has submitted the Integrated Governance Guidelines to the Board of Directors of Subsidiary Companies within the Financial Group, to serve as a guideline for Subsidiary Companies in developing the Governance Guidelines and implementing governance in each Subsidiary Company.

The Integrated Governance Framework for the Group Principal contains:

- a. Requirements of Board of Directors of the Group Principal and Board of Commissioners of the Group Principal;
- b. Duties and Responsibilities of Board of Directors of the Group Principal and Board of Commissioners of the Group Principal;
- c. Duties and Responsibilities of the Integrated Governance Committee;
- d. Duties and Responsibilities of Integrated Compliance Working Unit;
- e. Duties and Responsibilities of Integrated Internal Audit Working Unit; and
- f. Implementation of integrated risk management.

Framework of Integrated Governance for Subsidiary Companies covers, among others:

- a. Requirements for a candidate of the Board of Directors and Board of Commissioners.
- b. Requirements for a candidate of the Sharia Supervisory Board;
- c. Structure of the Board of Directors and Board of Commissioners;
- d. Structure of the Sharia Supervisory Board;
- e. Independence in the Board of Commissioners actions;
- f. Implementation of management functions by the Board of Directors;
- g. Implementation of supervisory functions by the Board of Commissioners;
- h. Implementation of supervisory functions by the Sharia Supervisory Board;

- i. Implementation of compliance and internal audit functions, and implementation of external audits;
- j. Implementation of risk management functions;
- k. Remuneration policy; and
- l. Handling conflict of interest.

Assessment of the Integrated Governance Implementation

In 2015, BCA performed Assessment on the Integrated Governance Implementation for Semester I and Semester II, in line with the Financial Services Authority Regulation No.18/POJK.03/2014 dated 18 November 2014 concerning the Application of Integrated Governance for Financial Conglomerates, and the Financial Services Authority Circular Letter No.15/SEOJK.03/2015 dated 25 May 2015 concerning the Application of Integrated Governance for Financial Groups. The assessment covers 3 (three) Integrated Governance aspects, namely Structure, Process, and Results of Integrated Governance.

Assessment on the Integrated Governance implementation covers at least 7 (seven) factors, as follows:

1. Implementation of duties and responsibilities of the Board of Directors of the Group Principal;
2. Implementation of duties and responsibilities of the Board of Commissioners of the Group Principal;
3. Duties and responsibilities of the Integrated Governance Committee;
4. Duties and responsibilities of the Integrated Compliance Work Unit;
5. Duties and responsibilities of the Integrated Internal Audit Work Unit;
6. Implementation of Integrated Risk Management;
7. Development and implementation of the Integrated Governance Guidelines.

Results of the Integrated Governance implementation assessment in the first and second half of 2015 is within category of **“Rank 1” (“Very Good”)**.

Annual Report of the Integrated Governance Implementation

Annual Report of the Integrated Governance Implementation at least contains:

1. Self Assessment Report on the Integrated Governance Implementation for 1 (one) fiscal year;
2. Financial Conglomerate Structure;
3. Share ownership structure in Financial Conglomerate describing the parties who become shareholders of Financial Service Institution (Subsidiaries) in Financial Conglomerate up to the ultimate shareholders;
4. Management structure in the Primary Entity and LJK in Financial Conglomerate; and
5. Intra-group transaction policy which at least contains policy to identify, to manage and to mitigate intra-group transaction

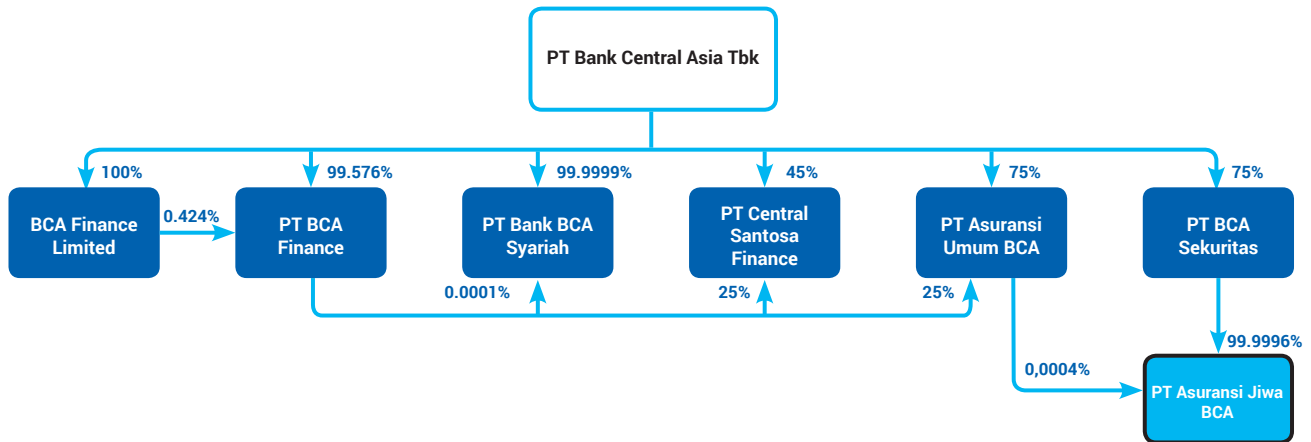
In addition to contain information on the above mentioned matters, Annual Report on Integrated Governance Implementation also includes Report on Good Corporate Governance (GCG) Implementation as governed in provision applicable for commercial bank.

**1. SELF-ASSESSMENT REPORT ON THE INTEGRATED GOVERNANCE IMPLEMENTATION FOR 1 (ONE) FISCAL YEAR**Group Principal : **PT Bank Central Asia Tbk**

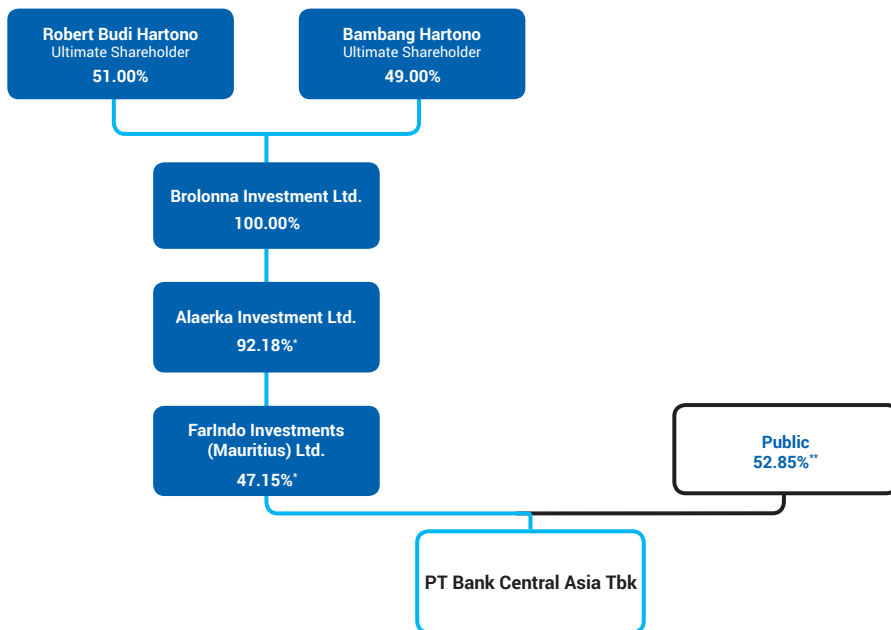
Report Position : 31 December 2015

Rank	Result of Self-Assessment On Integrated Governance Implementation
	Rating Definition
1	Financial Conglomerate has carried out the Integrated Governance implementation which generally was excellent . This is reflected from the very adequate fulfillment upon the implementation of Integrated Governance principle. If there is weakness in the Integrated Governance implementation, in general the weakness is not significant and can be promptly improved by the Primary Entity and/or Financial Service Institution (Subsidiaries) in Financial Conglomerate.
Analysis	
<p>Bases on the analysis on Self assessment towards the Integrated Governance Structure, Integrated Governance process, and the result on Integrated Governance to the respective assessment factor of the Integrated Governance implementation, it can be concluded as follows:</p> <ol style="list-style-type: none"> 1. Integrated Governance Structure based on the assessment result is completed. 2. Integrated Governance Process based on the assessment result is very effective supported by a complete structure. 3. Integrated Governance Result based on the assessment result is highly qualified which is generated from the aspect of Integrated Governance process which very effective supported by a complete structure. 	

2. FINANCIAL CONGLOMERATE STRUCTURE OF BCA



3. STRUCTURE OF SHARE OWNERSHIP IN FINANCIAL CONGLOMERATE DESCRIBING THE SHAREHOLDERS IN FINANCIAL SERVICE INSTITUTION (SUBSIDIARIES) IN FINANCIAL CONGLOMERATE UP TO THE ULTIMATE SHAREHOLDERS



Note:

- Controlling Shareholders
- Controlling Line

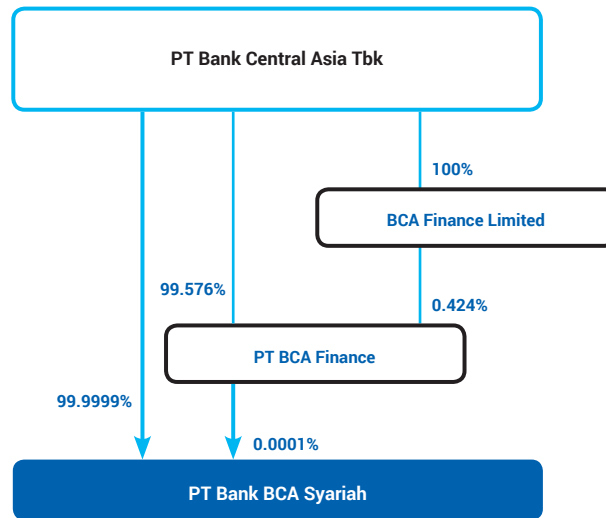
* Alaerka Investment Ltd. owns 92.18% shares in FarIndo Investments (Mauritius) Ltd. ("FarIndo"). FarIndo's Treasury Stocks accounts for the balance of 7.82%.

** In the composition of shares held by the public, 2.96% of the shares are owned by parties affiliated with the Ultimate Shareholders, 0.02% are held by Mr. Robert Budi Hartono and 0.02% by Mr. Bambang Hartono.

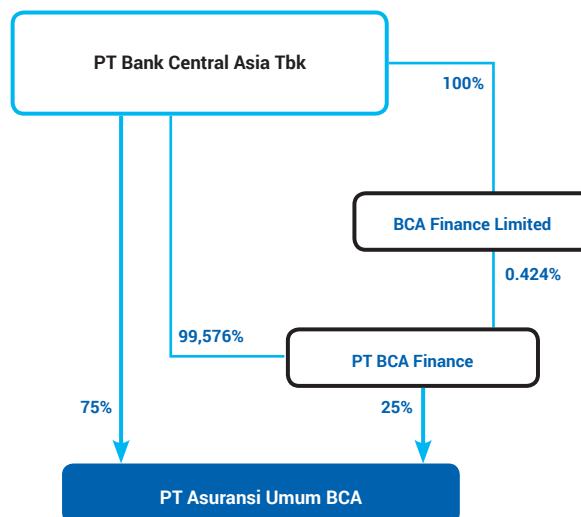
Board of Commissioners and Board of Directors owns 0.25% of the shares. Each of public shareholder owns less than 5% of the shares.



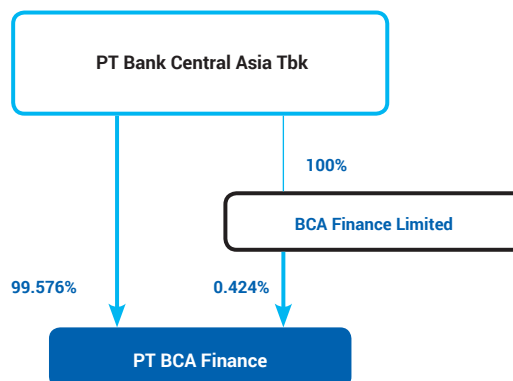
◆ STRUCTURE OF SHARE OWNERSHIP OF PT BANK BCA SYARIAH



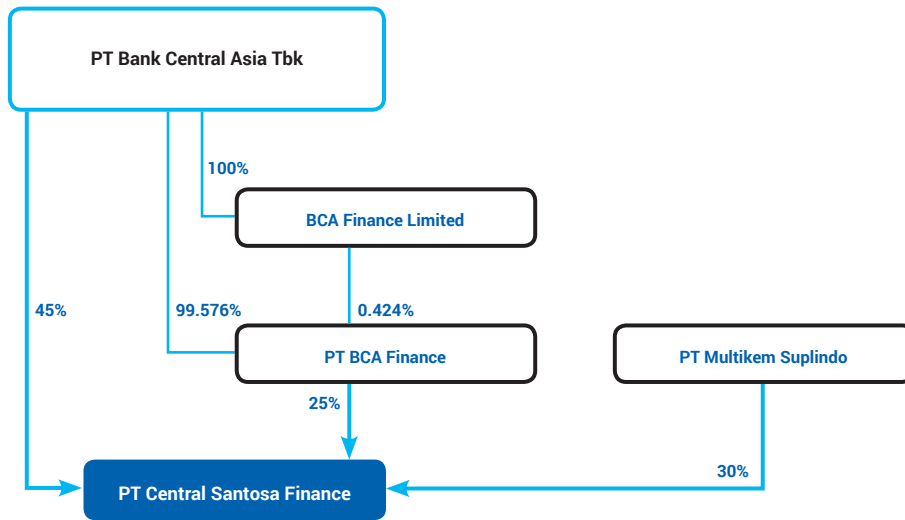
◆ STRUCTURE OF SHARE OWNERSHIP OF PT ASURANSI UMUM BCA



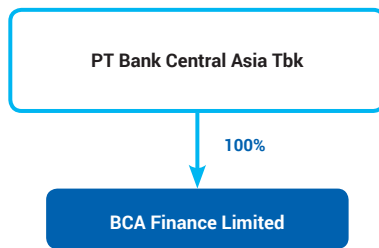
◆ STRUCTURE OF SHARE OWNERSHIP OF PT BCA FINANCE



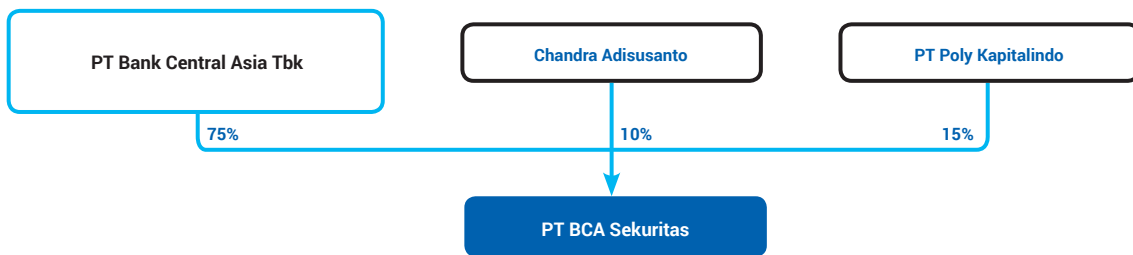
◆ STRUCTURE OF SHARE OWNERSHIP OF PT CENTRAL SANTOSA FINANCE



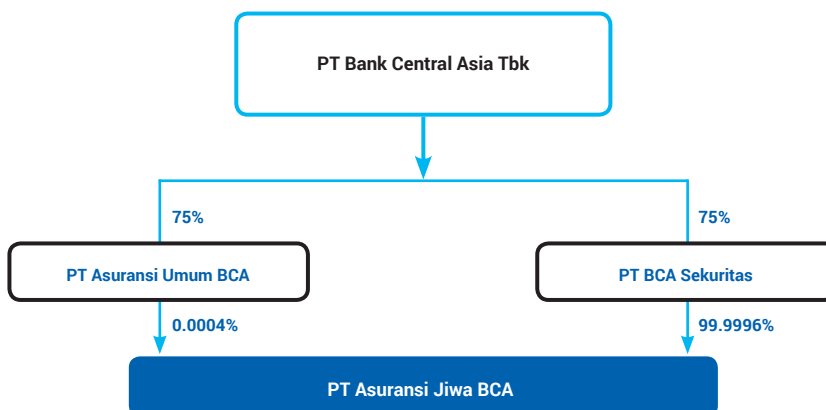
◆ STRUCTURE OF SHARE OWNERSHIP OF BCA FINANCE LIMITED



◆ STRUCTURE OF SHARE OWNERSHIP OF PT BCA SEKURITAS



◆ STRUCTURE OF SHARE OWNERSHIP OF PT ASURANSI JIWA BCA





4. MANAGEMENT STRUCTURE IN PRIMARY ENTITY (PT BANK CENTRAL ASIA Tbk) AND LJK (SUBSIDIARIES) IN FINANCIAL CONGLOMERATE

MANAGEMENT STRUCTURE OF PT BANK CENTRAL ASIA Tbk

Board of Commissioners	
Name	Position
Djohan Emir Setijoso	President Commissioner
Tonny Kusnadi	Commissioner
Cyriillus Harinowo	Independent Commissioner
Raden Pardede	Independent Commissioner
Sigit Pramono	Independent Commissioner
Board of Directors	
Name	Position
Jahja Setiaatmadja	President Director
Eugene Keith Galbraith	Deputy President Director
Dhalia Mansor Ariotedjo	Director
Anthony Brent Elam	Director
Suwignyo Budiman	Director
Tan Ho Hien/Subur atau Subur Tan	Compliance Director
Henry Koenafi	Director
Armand Wahyudi Hartono	Director
Erwan Yuris Ang	Independent Director
Rudy Susanto	Director

MANAGEMENT STRUCTURE OF PT BANK BCA SYARIAH

Board of Commissioners	
Name	Position
Iwan Kusumobagio	President Commissioner
Suyanto Sutjiadi	Independent Commissioner
Joni Handrijanto	Independent Commissioner
Board of Directors	
Name	Position
Yana Rosiana	President Director
John Kosasih	Vice President Director
Tantri Indrawati	Compliance Director

MANAGEMENT STRUCTURE OF PT BCA FINANCE

Board of Commissioners	
Name	Position
Ricki Immanuel	President Commissioner
Adhi Gunawan Budirahardjo	Independent Commissioner

Board of Directors	
Name	Position
Roni Haslim	President Director
Amirdin Halim	Director
Petrus Santoso Karim	Director
David Pangestu	Director

MANAGEMENT STRUCTURE OF PT CENTRAL SANTOSA FINANCE

Board of Commissioners	
Name	Position
Roni Haslim	President Commissioner
Rudyanto Somawihardja	Commissioner
Hermanto	Commissioner

Board of Directors	
Name	Position
David Hamdan	President Director
Senjaya Komala	Director
Adhi Purnama	Director

MANAGEMENT STRUCTURE OF PT ASURANSI UMUM BCA (BCA INSURANCE)

Board of Commissioners	
Name	Position
Petrus Santoso Karim	President Commissioner
Edison Idrus	Independent Commissioner
Gustiono Kustianto	Independent Commissioner

Board of Directors	
Name	Position
Gregorius Hariyanto	President Director
Hendro H. Wenan	Director
Hariyanto Djumali	Director
Harry Kaporo	Director

**MANAGEMENT STRUCTURE OF PT BCA SEKURITAS**

Board of Commissioners	
Name	Position
Ferdinandus Aming Santoso	President Commissioner
Linus Ekabranko Windoe	Commissioner
Deddy Muljadi Hendrawinata	Commissioner

Board of Directors	
Name	Position
Mardi Henko Sutanto	President Director
Imelda Arismunandar	Director

MANAGEMENT STRUCTURE OF PT ASURANSI JIWA BCA

Board of Commissioners	
Name	Position
Lianawaty Suwono	President Commissioner
Herwandi Kuswanto	Commissioner
Teguh Wiyono	Independent Commissioner
Pudjiyanto	Independent Commissioner

Board of Directors	
Name	Position
Christine Wahjuni Setyabudhi	President Director
Rio Winardi	Director
Yannes Chandra	Director
Honggo Djojo	Director

MANAGEMENT STRUCTURE OF BCA FINANCE LIMITED

Name	Position
Andy Kwok	Director
Edmund Tondobala	Director
Rudy Harjono	Director

5. POLICY OF INTRA-GROUP TRANSACTION CONTAINING THE POLICY TO IDENTIFY, MANAGE AND MITIGATE THE INTRA-GROUP TRANSACTIONS

Introduction

The relation of ownership and/or control in various sectors of financial service will affect the business continuity of financial service institution caused by risk exposures arising out directly or indirectly from subsidiaries' business activities which are incorporated in a financial conglomerate.

BCA as the Primary Entity of the BCA Financial Conglomerate is obliged to manage the risks of intra-group transactions and to carry out monitoring the intra-group transactions in an integrated manner.

Definition of Intra-Group Transaction Risk

Intra-group transaction risk is a risk due to reliance of an entity, either directly or indirectly, towards other entity within one financial conglomerate in order to fulfill its contractual obligation of written or unwritten agreement which is followed with fund transfer and/or not followed with fund transfer.

The Purpose of Intra-Group Transaction Risk Management

The main purposes of intra-group transaction risk management are:

1. To organize and supervise the intra-group transactions of Financial Conglomerate based on prudent principle.
2. To ensure that the risk management process can minimize the possibility of negative impact resulted by dependence of a Financial Service Institution either directly or indirectly towards other LJK within one Financial Conglomerate.

Type of Intra-Group Transaction

Risk of intra-group transaction, among others, may arise from:

1. Cross ownership between LJK and Financial Conglomerate.
2. Centralization of short term liquidity management.

3. Guarantee, loan, and commitment provided or acquired by a LJK from another LJK within Financial Conglomerate.
4. Exposure to the controlling shareholders, including loan exposure and off-balance sheet such as guarantee and commitment.
5. Asset purchase and sale to other LJK within one Financial Conglomerate.
6. Risk transfer through re-insurance.
7. Transaction to assign third party's risk exposure between LJKs within Financial Conglomerate.

Principles of Intra-Group Transaction Risk Management

In principles of intra-group transaction risk management, the Primary Entity is obliged to:

1. Have adequacy in risk management process including the overall intra-group transaction for Financial Conglomerate.
2. Carry out monitoring the intra-group transactions of Financial Conglomerate regularly and to prepare periodic report.
3. Encourage public disclosure related to the intra-group transactions.
4. Act as a liaison for members of Financial Conglomerate in ensuring important matters required to be noted and to act as a supervisor to consider the feasibility of intra-group transactions.
5. Consider adverse impact to be occur to the members of Conglomerate indirectly and to the entire Final Conglomerate from the intra-group transaction.

Scope of Policy of Intra-Group Transaction Risk Management

Implementation of intra-group risk management in Financial Conglomerate covers:

1. Supervision by Board of Commissioners and Board of Directors.
2. Adequacy of policy, procedure, and stipulation on intra-group transaction risk limits.
3. Adequacy on the process of identification, measurement, monitoring, and risk controlling as well as information system of intra-group transaction risk management.



4. A comprehensive internal controlling system towards the implementation of intra-group transaction risk management.

Supervision By Board of Commissioners and Board of Directors

Supervision by Board of Commissioners and Board of Directors is indispensable to ensure the implementation effectiveness of intra-group transaction risk management and conformity to the applicable provisions.

Authority and Responsibility of Board of Commissioners

The authorities and responsibilities of Board of Commissioners in the implementation of intra-group transaction risk management, are:

1. Approving the policy of intra-group transaction risk management.
2. Evaluating the Board of Directors' accountability and providing direction on improvement and implementation of the policy of intra-group transaction risk management.

Authority and Responsibility of Board of Directors

The authorities and responsibilities of Board of Directors in intra-group transaction risk management, are:

1. Comprehending the intra-group transaction risk attached to the financial conglomerate.
2. Preparing and determining the policy on intra-group transaction risk management.
3. Responsible for the implementation of intra-group transaction risk management.
4. Ensuring that each entity in the financial conglomerate implements the intra-group transaction risk management.
5. Monitoring the intra-group transaction risk regularly.
6. Developing risk culture as a part of the implementation of intra-group transaction risk management.
7. Ensuring that the implementation of intra-group transaction risk management is free of any conflict of interest between the financial conglomerate and the individual LJK.

Human Resources

In the framework of the responsibility implementation of HR-related risk management, the Board of Directors is required to ensure:

1. A clear determination of human resource qualification for every position level related to the implementation of intra-group transaction risk management.
2. Placement of competent officers and staff in working unit related to the implementation of intra-group transaction risk management.
3. Adequacy of human resources quantity and quality in understanding duties and responsibilities in the implementation of intra-group transaction risk management.
4. Capacity building of human resources among others through sustainable education and training programs.
5. Comprehension of the entire human resources towards strategies, risk level will be taken (risk appetite), risk tolerance, and risk management framework of the intra-group transactions.

Adequacy on Policy, Procedure, and Determination of Intra-Group Transaction Risk Limit

Policy, procedure, and determination of intra-group transaction risk limit refer to the policy, procedure and limit determination as contained in Basic Policy of Integrated Risk Management.

Risk Appetite and Risk Tolerance

Risk level of the intra-group transaction will be taken (risk appetite) and risk tolerance is described as follows:

1. The risk level of intra-group transaction which will be taken (risk appetite) is the risk available to be taken in order to achieve target in an integrated manner. The risk will be taken is reflected in business strategy and target.
2. Risk tolerance is the maximum risk level available to be taken.
3. The risk level which will be taken (risk appetite) and risk tolerance must be in line with business strategy, risk profile, and capital plan of the financial conglomerate.

Policy and Procedure

Several matters required to be noted in policy and procedure relating to intra-group transaction risk are:

1. The Financial Conglomerate's Policy must comply with the applicable regulations related to the intra-group transactions.
2. The Financial Conglomerate must ensure the fulfillment of arm's length principle (transaction fairness) related to the intra-group transaction.
3. Procedures of the intra-group transaction risk management at least include:
 - 3.1 Accountability and level of a clear authority delegation in the implementation of intra-group transaction risk management.
 - 3.2 Implementation of review towards the procedures regularly.
 - 3.3 Adequate procedure documentation, which are documentation in writing, complete, and easy to be carried out audit trail.

Risk Limit of Intra-Group Transaction

The Financial Conglomerate must ensure that determination of intra-group risk limit is in accordance with the regulatory provisions applicable.

Adequacy of Identification Process, Measurement, Monitoring, and Risk Control as well Information System of Intra-Group Transaction Risk Management

In the implementation of intra-group transaction risk management, the Primary Entity is obliged to carry out identification process, measurement, monitoring and risk control towards all significant risk factors in an integrated manner, and supported by information system of an adequate intra-group transaction risk management.

Identification of Intra-Group Transaction Risk

The identification of intra-group transaction risk is carried out through:

1. Identification on composition of intra-group transaction in the Financial Conglomerate.
2. Identification on documentation and transaction fairness.
3. Identification on other information.

Measurement of Intra-Group Transaction Risk

The measurement of intra-group transaction risk aims to rank the risk level of intra-group transaction of the financial conglomerate. In addition, the Primary Entity obliges to prepare risk profile of the intra-group transaction which is integrated to the members of the Financial Conglomerate.

The following is the measurements must be carried out to obtain risk profile of an integrated intra-group transaction

Measurement	Description	Measurement Results
Inherent Risk	In determining the inherent risk level, the Primary Entity must make comprehensive analysis using the whole relevant quantitative and qualitative indicators. The indicators include 3 aspects: 1. Composition of the intra-group transaction in the financial conglomerate. 2. Documentation and transaction fairness. 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 of the integrated risk management implementation includes 4 aspects: 1. Supervision by Board of Commissioners and Board of Directors. 2. Adequacy of policy, procedure, and limit determination of the intra-group transaction. 3. Adequacy of process of identification, measurement, and risk control as well as information system of the intra-group transaction risk management. 4. A comprehensive internal control system towards the implementation of the intra-group transaction risk management.	1. Strong 2. Satisfactory 3. Fair 4. Marginal 5. Unsatisfactory



Risk Level Rating

Risk level rating is a combination of inherent risk measurement and measurement of risk management implementation.

Mapping of risk level rating of the intra-group transaction can be seen in the matrix below:

Assessment Result on Risk Level Rating		Quality Rating of Risk Management Implementation (KPMR)				
		Strong	Satisfactory	Fair	Marginal	Unsatisfactory
Inherent Risk Rating	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

Note:

Risk level assessment result can be seen in the Risk Management on page 336-341 of this BCA Annual Report.

Monitoring to The Intra-Group Transaction Risk

Monitoring to the intra-group transaction risk is carried out by taking into account of:

1. Parameters composition of the intra-group transaction risk in the integrated risk profile report.
2. Documentation completeness of the intra-group transaction.
3. Intra-group transaction reasonableness.
4. Other information related to the intra-group transaction.

Control on the Intra-Group Transaction Risk

Control on the intra-group transaction risk is carried out by ensuring:

1. Reasonableness of the intra-group transaction of the Financial Conglomerate.
2. Documentation for each intra-group transaction.
3. Each intra-group transaction must comply with the law/regulatory provisions applicable.

Information System of Intra-Group Transaction Risk Management

The information system of intra-group transaction risk management includes report on the intra-group transaction profile risk which constitutes a part of an integrated risk profile report.

A Comprehensive Internal Control System Towards the Implementation of Intra-Group Transaction Risk Management

The internal control system for intra-group transaction risk refers to the internal control as contained in the Basic Policy of Integrated Risk Management.

Internal Control System

An effective implementation process of intra-group transaction risk management must be equipped with a comprehensive internal control system. An effective implementation of internal control system is expected to be able to maintain the assets of the financial conglomerate, to guarantee the availability of a reliable reporting, to improve compliance to the provisions as well as laws and regulations, and to mitigate the risk of losses, deviation and violation of circumspection aspect.

The implementations of internal control system are as follows:

1. BCA is obliged to implement an effective internal control system on the intra-group transaction risk by referring to the policy and procedures have been set out.
2. The internal control system is prepared in order to ensure:
 - 2.1. The compliance to policy and internal terms as well as laws and regulations.
 - 2.2. The risk culture effectiveness in the Financial Conglomerate organization comprehensively to identify weakness and deviation early and to re-assess reasonableness of the policy and procedures available in the financial conglomerate in an ongoing basis.
3. Review towards measurement of the intra-group transaction risk, at least includes:
 - 3.1. Policy conformity, organization structure, resources allocation, process design of the intra-group transaction risk management, information system, and risk reporting in accordance with business requirements of the financial conglomerate, as well as development of regulation and best practice related to the intra-group transaction risk management.
 - 3.2. A complete and adequate documentation towards the coverage, operational procedure, audit findings, as well as the responds of the financial conglomerate management based on the audit results.

The full Annual Report on the Implementation of Integrated Governance of BCA Financial Conglomerate is made separately which constitutes an integral part of this Annual Report, and contained in BCA website.

GENERAL MEETING OF SHAREHOLDERS

1. General Meeting of Shareholders

The General Meeting of Shareholders (GMS) is the highest company organ, having a function as a forum for the shareholders to make decisions related to the Company. In the GMS, shareholders exercise their rights, express their opinions, and use their votes in the decision making process.

The GMS possesses exclusive authority not granted to the Board of Directors and the Board of Commissioners as stipulated in the Company's Articles of Association and the applicable regulations.

2. 2015 Annual and Extraordinary General Meeting of Shareholders Procedure

The procedure of BCA's 2015 Annual and Extraordinary General Meeting of Shareholders was as follows:

1. As a public company, in accordance with Financial Service Authority Regulation No.32/POJK.04/2014 dated 8 December 2014 on Plan and Implementation of the General Meeting of Shareholders of Public Company. BCA delivered the agenda of the 2015 Annual and Extraordinary GMS in a clear and detailed manner to the Financial Services Authority not later than 5 (five) working days prior to the notification, as referred to in the letter No.018/CRS/2015 dated 23 February 2015.
2. Before conducting the 2015 Annual and Extraordinary GMS notification, BCA conveyed that the Annual GMS announcement would be conducted, 14 (fourteen) days prior to the 2015 Annual and Extraordinary GMS notification, excluding the date of announcement and the date of the 2015 Annual and Extraordinary GMS notification. The 2015 Annual and Extraordinary GMS announcement was published in *Bisnis Indonesia*, *Suara Pembaruan* and *The Jakarta Post* daily newspapers, all on 3 March 2015.
3. The 2015 Annual and Extraordinary GMS notification was conducted by advertising in newspapers 21 (twenty one) days prior to the date of the 2015 Annual and Extraordinary GMS, excluding the date of the notification and the date of the Annual GMS. The 2015 Annual and Extraordinary GMS notification was published in *Bisnis Indonesia*, *Suara Pembaruan* and *The Jakarta Post* newspapers, all dated 18 March 2015.
4. Entitled to attend and vote in the 2015 Annual and Extraordinary GMS are shareholders whose names are recorded in the Register of Shareholders, which was closed on the last



working day of the Indonesia Stock Exchange before the advertised 2014 Annual and Extraordinary GMS notification.

5. Each share issued has 1 one (one) voting right unless the Articles of Association of BCA state otherwise.
6. After holding the GMS, BCA conveyed the results of the 2015 Annual and Extraordinary GMS 2 (two) business days after the 2015 Annual and Extraordinary GMS to the Financial Services Authority and the Indonesia Stock Exchange, and announced it to the public in *Bisnis Indonesia*, *Suara Pembaruan* and *The Jakarta Post* daily newspapers, all dated 13 April 2015.

3. Implementation of the 2015 Annual and Extraordinary GMS

In 2015, BCA held the Annual and Extraordinary GMS on 9 April 2015 at the Grand Ballroom, Hotel

Indonesia Kempinski 11th, Jalan MH. Thamrin No. 1, Jakarta 10310.

The materials and agenda (including explanation of each agenda item) discussed in the Annual and Extraordinary GMS was available from the Corporate Secretary – BCA Head Office, and had been uploaded in the BCA website on the same date as the 2015 Annual and Extraordinary GMS Notification.

4. Attendance of Management and Shareholders

The 2015 Annual and Extraordinary GMS was attended by the President Commissioner and members of the Board of Commissioners, President Director, Vice President Director, and all members of the Board of Directors, the Chairmen and members of Committees under the Board of Commissioners (Audit Committee, Remuneration & Nomination Committee and Risk Oversight Committee) as well as the shareholders or their proxies.

All members of the Board of Commissioners and Board of Directors of BCA were present in the 2015 Annual and Extraordinary GMS, as stated below:

Board of Commissioners

Name	Position
Djohan Emir Setijoso	President Commissioner
Tonny Kusnadi	Commissioner
Cyrillus Harinowo	Independent Commissioner, concurrently Chairman of Audit Committee
Raden Pardede	Independent Commissioner, concurrently Chairman of Remuneration and Nomination Committee
Sigit Pramono	Independent Commissioner, concurrently Chairman of Risk Oversight Committee

Board of Directors

Name	Position
Jahja Setiaatmadja	President Director
Eugene Keith Galbraith	Deputy President Director
Dhalia Mansor Ariotedjo	Director
Anthony Brent Elam	Director
Suwignyo Budiman	Director
Tan Ho Hien/Subur Tan	Director of Compliance
Henry Koenafi	Director
Armand Wahyudi Hartono	Director
Erwan Yuris Ang	Independent Director
Rudy Susanto	Director

The number of shares with voting rights represented at the 2015 Annual GMS was 21,601,309,793 shares or 87.614% of the total shares issued and paid up by the shareholders; therefore, the quorum provisions as stipulated in Article 23, paragraph 1 (a) of BCA's Articles of Association were met.

The Extraordinary GMS was attended by shareholders representing 21,627,119,036 shares or 87.719% of the total BCA Issued shares with valid voting rights.

5. Chairman of the 2015 Annual and Extraordinary GMS

The 2015 Annual and Extraordinary GMS was chaired by Ir. Djohan Emir Setijoso as President Commissioner, in accordance with Article 22, paragraph 1 of BCA's Articles of Association.

6. Agenda of the Annual GMS

- **Agenda of the 2015 Annual GMS**
- 1. Approval of the Annual Report, including the Financial Statements of BCA and the Reports of the Supervisory Duties of the Board of Commissioners of BCA for the fiscal year ended on 31 December 2014 and to provide liability release and discharge (acquit et decharge) to members of the Board of Directors and Board of Commissioners of BCA for the actions of management and supervision conducted in the financial year ended on 31 December 2014;
- 2. Determination of the utilization of BCA's profit for the financial year ended on 31 December 2014;
- 3. Determination of salary or honorarium and other allowances for the members of the Board of Directors and Board of Commissioners;
- 4. Appointment of Registered Public Accountant to examine BCA books for the financial year ended 31 December 2015;
- 5. Giving power and authority to the Directors to pay an interim dividend for the financial year ended 31 December 2015.

- **Agenda of the 2015 Extraordinary GMS**

Approval on the Amendment and Restatement of BCA's Articles of Associations.

7. Mechanism of Vote Calculation in the 2015 Annual and Extraordinary GMS

Each shareholder or proxy of the shareholder has a right to ask and/or present opinions to the Chairman of the Annual and Extraordinary GMS before a vote is held for each Annual GMS agenda.

In any discussion of the agenda of the Annual and Extraordinary GMS, the Chairman of Annual GMS provides an opportunity for the shareholders or the proxies of the shareholders to ask questions before a vote is held.

Based on Article 23 clause 8 of BCA's Articles of Associations, any decisions concerning the submitted proposals in every AGM agenda item will be made through deliberation. If no agreement is reached, the decision will be taken by voting.

Based on Article 23 clause 6 of BCA's Articles of Associations, voting on every proposal submitted in each Annual GMS will be conducted orally using pooling method, wherein the shareholders or proxies who do not agree or provide abstention will raise their hands to submit the ballot papers. The ballot papers are counted by PT Raya Saham Registra as BCA's Share Registrar and further be verified by a Notary as an independent party, in accordance with the Order of the 2015 Annual and Extraordinary GMS.



8. 2015 Annual and Extraordinary GMS Resolution and Realization

2015 Annual GMS Resolution

First Agenda	
in 2014	in 2015
I Approving the Annual Report, including the Board of Commissioners' Report on its Supervisory Duties for the financial years ended on 31 December 2013 as contains in the 2013 Annual Report;	I Approving the Annual Report, including the Board of Commissioners' Report on its Supervisory Duties for the financial years ended on 31 December 2014 as contains in the 2014 Annual Report;
II Ratifying the Financial Statements which include the Balance Sheet and Loss and Profit Statement for the financial year ended on 31 December 2013 as had been audited with unqualified opinion by the Public Accountant Firm Siddharta & Widjaja, member of KPMG International as evident in Company's 2013 Annual Report;	II Ratifying the Financial Statements which include the Balance Sheet and Loss and Profit Statement for the financial year ended on 31 December 2014 as had been audited with unqualified opinion by the Public Accountant Firm Siddharta & Widjaja, member of KPMG International as evident in Company's 2014 Annual Report;
III Granting release and discharge of responsibilities (acquit et decharge) to members of Board of Directors and Board of Commissioners for their respective management and supervisory actions during the financial year ended on 31 December 2013, to the extent that such actions were set out in Company's Annual Report and Financial Statements for the financial year ended on 31 December 2013 and any relevant supporting documents thereof.	III Granting release and discharge of responsibilities (acquit et decharge) to members of Board of Directors and Board of Commissioners for their respective management and supervisory actions during the financial year ended on 31 December 2014, to the extent that such actions were set out in Company's Annual Report and Financial Statements for the financial year ended on 31 December 2014 and any relevant supporting documents thereof.

Result of the Vote Calculation of AGMS 2014 is as follows:

Approve	Disapprove	Abstain
21,755,486,784 (99.912%)	10,476,700 (0.048%)	8,696,000 0.040%

Realization description: Realized

Result of the Vote Calculation of AGMS 2015 is as follows:

Approve	Disapprove	Abstain
21,579,092,293 (99.897%)	-	22,217,500 (0.103%)

Realization description: Realized

Second Agenda

in 2014	in 2015
I Resolving to accept that the Balance Sheet and the Company's net income for the financial year ended on 31 December 2013, which had been audited by the Public Accountant Firm Siddharta & Widjaja, member of KPMG International, amounted to Rp 14,253,831,087,099 (fourteen trillion two hundred and fifty-three billion eight hundred and thirty-one million eighty-seven thousand ninety-nine Rupiah) ("Net Income for 2013").	I Resolve to accept that the Balance Sheet and the Company's net income for the financial year ended on 31 December 2014, which had been audited by the Public Accountant Firm Siddharta, Widjaja & Partner, member of KPMG International, amounted to Rp 16,485,857,485,058 (sixteen trillion four hundred and fifty-five billion eight hundred and fifty-seven million four hundred and eighty-five thousand fifty-eight Rupiah) ("Net Income for 2014").

- II Resolving that the Company's Net Income for 2013 which amounted to Rp 14,253,831,087,099 (fourteen trillion two hundred and fifty-three billion eight hundred and thirty-one million eighty-seven thousand ninety-nine Rupiah) shall be appropriated as follows:
1. Rp 142,538,310,871 (one hundred and forty-two billion five hundred thirty-eight million three hundred and ten thousand eight hundred seventy-one Rupiah) shall be appropriated for reserve fund.
 2. Rp 2,958,601,200,000 (two trillion nine hundred and fifty-eight billion six hundred and one million two hundred thousand Rupiah) or Rp 120 (one hundred twenty Rupiah) per share shall be distributed as cash dividends for the financial year ended on 31 December 2013 for the shareholders entitled to receive the cash dividends, the amount of which included the interim dividends amounted to Rp 1.109.475.450.000 (one trillion one hundred and nine billion four hundred and seventy-five million four hundred and forty-five thousand Rupiah) or Rp45 (forty-five Rupiah) which had been paid by BCA on 17 December 2013, so that the remaining amount of Rp 1.849.125.750.000 (one trillion eight hundred and forty-nine billion one hundred and twenty-five million seven hundred and fifty thousand Rupiah) or Rp 75 (seventy-five) per share.

As regards the payment of dividends, the following terms and conditions shall apply:

- (i) the remaining dividends for the financial year 2013 will be paid for each share issued by the Company recorded in the Company's Register of Shareholders on the recording date will be determined by the Board of Directors;
- (ii) as regards to payment of the remaining dividends for the financial year 2013, Board of Directors will withhold tax thereon pursuant to the tax regulations in force;
- (iii) Board of Directors is granted power of attorney and authority to determine matters concerning or relating to the payment of the remaining dividends for the financial year 2013, including (but not limited to):
 - aa) determining the recording date as referred to in clause (i) determining shareholders which entitled to receive payment of the remaining dividend for the financial year 2013; and
 - bb) determining the payment date of the remaining dividends for the financial year 2013, and other technical matters without prejudice to regulations of the Stock Exchange where the Company's shares are listed;

- II Stipulate the use of Net Profit 2014, namely in the amount of Rp 16,485,857,485,058, (sixteen trillion four hundred and eighty-five billion eight hundred and fifty-seven million four hundred eighty-five thousand fifty-eight Rupiah) shall be appropriated as follows:

1. Rp 164,858,574,851 (one hundred sixty-four billion eight hundred and fifty eight million five hundred and seventy-four thousand eight hundred and fifty-one Rupiah) shall be appropriated for reserve fund.
2. Rp 3,648,941,480,000 (two trillion six hundred forty-eight billion nine hundred and forty-one million four hundred and eighty thousand Rupiah) or Rp. 148,- (one hundred and forty eight Rupiah) per share shall be distributed as cash dividends for the financial year ended on 31 December 2014 to the shareholders entitled to receive the cash dividends, the amount of which included the interim dividends amounted to Rp. 1,232,750,500,000,- (one trillion two hundred thirty-two billion seven hundred fifty million five hundred thousand Rupiah) or Rp. 50,- (fifty Rupiah) per share which had been paid by BCA on 23 December 2014, so that the remaining amount of Rp. 2,416,190,980,000,- (two trillion four hundred and sixteen billion one hundred and nineteen million nine hundred and eighty thousand Rupiah) Rp. 98,- (ninety-eight Rupiah) per share.

As regards the payment of dividends, the following terms and conditions shall apply:

- (i) the remaining dividend for the financial year 2014 will be paid for each share issued by the Company recorded in the Company's Register of Shareholders on the recording date will be determined by the Board of Directors;
- (ii) as regards to payment of the remaining dividends for the financial year 2014, Board of Directors will withhold tax thereon pursuant to the tax regulations in force;
- (iii) Board of Directors is granted power of attorney and authority to determine matters concerning or relating to the payment of the remaining dividends for the financial year 2014, including (but not limited to):
 - aa) determining the recording date as referred to in clause (i) determining shareholders which entitled to receive payment of the remaining dividends for the financial year 2014; and
 - bb) determining the payment date of the remaining dividends for the financial year 2014, other technical matters without prejudice to regulations of the Stock Exchange where the Company's shares are listed;



3. With due observance of Regulation of Bank Indonesia number 8/4/PBI/2006 dated 30 Januari 2006 on the Implementation of Good Corporate Governance for Public Bank and its amendments in conjunction to Article 71 paragraph 1 of Law Number 40 year 2007 regarding Limited Liability Company, and the consideration of the Board of Commissioners after taking into account of the Remuneration and Nomination Committee as evident in the letter of Remuneration and Nomination Committee dated 4 March 2014 number 001/SK/KRE/2014, furthermore the Annual GMS 2014 has determined of maximum Rp 213.807.466.306,- (two hundred and thirteen billion eight hundred and seven million four hundred and sixty-six thousand three hundred and six Rupiah) to be paid as tantieme to members of Board of Commissioners and Board of Directors who served in the company over the financial year 2013

granting power of attorney and authority to FARINDO INVESTMENTS (MAURITIUS) LIMITED, qualitate qua (q.q.) Mr. ROBERT BUDI HARTONO and Mr. BAMBANG HARTONO, as the controlling shareholders of the Company currently, to determine the mentioned tantieme distribution amongst the members of Board of Commissioners and Board of Directors who served over the financial year 2013, including all matters with respect to that tantieme payment, the provision of tantieme amount of which to be paid to Board of Commissioners and Board of Directors will be reported in the Annual Report for the financial year 2014.

4. The remaining Net Profit for 2013 that has not been allocated for any specific use, in the amount of at least Rp 10,938,884,109,922 (ten trillion nine hundred and thirty-eight billion eight hundred and eighty-four million one hundred and nine thousand nine hundred and twenty-two Rupiah) shall be determined as retained earnings.

III Resolving that such power as described in point II number 2 and 3 of this resolution shall be effective on the date on which the proposal put forward under this point is approved by the 2014 Annual GMS.

3. A maximum amount of Rp 247,287,862,276,- (two hundred forty-seven billion two hundred eighty-seven million eight hundred and sixty-two thousand two hundred and seventy-six Rupiah) to be paid as tantieme for members of members of Board of Commissioners and Board of Directors who served in the company over the financial year 2014 has been reserved and spent amounted to Rp.227,217,855,000,- (two hundred and twenty-two billion two hundred and seventeen billion eight hundred and fifty-five thousand Rupiah) the use of Net Profit 2014 (two thousand and fourteen) required to be allocated for tantieme was maximum amounted to Rp.20,070,007,276,- (two billion seventy million seven thousand two hundred seventy-six rupiah)

granting power of attorney and authority to FARINDO INVESTMENTS (MAURITIUS) LIMITED, qualitate qua (q.q.) Mr. ROBERT BUDI HARTONO and Mr. BAMBANG HARTONO, as the controlling shareholders of the Company currently, to determine the mentioned tantieme distribution amongst the members of Board of Commissioners and Board of Directors who served over the financial year 2014 (two thousand and fourteen), by taking into account of this meeting's resolution and to determining the mentioned tantieme distribution amongst the members of Board of Commissioners and Board of Directors who served over the financial year 2014 (two thousand and fourteen), including all matters relating to payment of the tantieme, with provision of the amount of tantieme which will be paid to Board of Commissioners and Board of Directors will be reported in the Annual Report for the financial year 2015;

4. The remaining Net Profit for 2014 that has not allocated for specific use, shall be determined as retained earnings.

III Resolving that such power as described in point II number 2 and 3 of this resolution shall be effective on the date on which the proposal put forward under this point is approved by the 2015 Annual GMS.

Result of the Vote Calculation of the 2014 AGMS is as follows:

Approve	Disapprove	Abstain
21,705,530,171 (99.683%)	46,413,713 (0.213%)	22,716,200 (0.104%)

Description: Realized

Result of the Vote Calculation of the 2015 AGMS is as follows:

Approve	Disapprove	Abstain
21,506.661,207 (99.562%)	53,866,786 (0.249%)	40,781,800 (0.189%)

Description: Realized

The Third Agenda

in 2014

<p>I Resolving to accept the resignation of Mr. RENALDO HECTOR BARROS as the Company's Director which will be effective on 1 June 2014 and thereafter provide settlement and discharge of responsibilities (acquitt et decharge) to RENALDO HECTOR BARROS for the administration actions carried out during his terms of office, to the extent that such actions recorded in the Company's books and records;</p> <p>Subsequently, resolving to express the highest appreciation and to thank Mr. RENALDO HECTOR BARROS for his services while serving as Director of BCA.</p>	-
<p>II Resolving to appoint Mr. RUDY SUSANTO as the Director, which is effective if and from the date the Indonesian Financial Service Authority gives its approval to the appointment or starting from 1 June 2014, whichever is more recent;</p>	-
<p>III Without prejudice to the independence of other members of Board of Directors, the Annual GMS 2014 shall hereby stipulate Mr. ERWAN YURIS ANG as the Independent Director of BCA pursuant to Decree of Limited Liability Company in the Indonesia Stock Exchange dated 20 January 2014 No.Kep-00001/BEI/01-2014 regarding Amendment to the Regulation I-A concerning Registration of Share and Equity Securities Other than Share Issued by a Registered Company, effective since the closing of the 2014 Annual GMS.</p>	-
<p>IV Confirming that after the closing of the 2014 Annual GMS, the composition of members of Board of Commissioners and Board of Directors are as follows:</p>	-
<p>Board of Commissioners</p>	
<p>President Commissioner : Mr. Engineer DJOHAN EMIR SETIJOSO;</p> <p>Commissioner : Mr. TONNY KUSNADI;</p> <p>Independent Commissioner : Mr. CYRILLUS HARINOWO;</p> <p>Independent Commissioner : Mr. Doctor RADEN PARDEDE;</p> <p>Independent Commissioner : Mr. SIGIT PRAMONO;</p>	
<p>Board of Directors</p>	
<p>PPresident Director : Mr. JAHJA SETIAATMADJA;</p> <p>Vice President Director : Mr. EUGENE KEITH GALBRAITH;</p> <p>Director : Mrs. DHALIA MANSOR ARIOTEDJO;</p> <p>Director : Mr. ANTHONY BRENT ELAM;</p> <p>Director : Mr. SUWIGNYO BUDIMAN ;</p> <p>Director (concurrently Compliance Director) : Mr. TAN HO HIEN/SUBUR or called as SUBUR TAN;</p> <p>Director : Mr. RENALDO HECTOR BARROS;</p> <p>Director : Mr. HENRY KOENAIFI</p> <p>Director : Mr. ARMAND WAHYUDI HARTONO</p> <p>Independent Director : Mr. ERWAN YURIS ANG</p> <p>Director : Mr. RUDY SUSANTO</p>	



Under provision that Mr. RENALDO HECTOR BARROS is still held the position of Director of BCA up to 31 May 2014;

The appointment of Mr. RUDY SUSANTO as a Director of BCA, is effective if and from the date the Indonesian Financial Service Authority gives its approval to the appointment or starting from 1 June 2014, whichever is more recent, with term of office until the closing of the 2016 Annual GMS of BCA.

V	Granting power of attorney and authority to the Board of Directors, with substitution rights, to contain a decision regarding composition of members of Board of Commissioners and Board of Directors as mentioned herein above in the deeds made before Notary, including to contain the composition of Board of Commissioners and Board of Directors after obtaining Approval from the Indonesia Financial Service Authority related to the 2014 GMS Resolution as mentioned herein above, and subsequently to deliver notice to the competent authority, and to carry out any and all actions required in accordance with the decision pursuant to and the applicable legislation.	-
VI	Confirming the granting of power of attorney in point V of this Decision effective since the proposal submitted in this is approved by the 2014 Annual GMS.	-

Result of the Vote Calculation of the 2014 AGMS is as follows:

Approve	Disapprove	Abstain
19,220,692,659 (88.271%)	2,241,695,151 (10.295%)	312,272,274 (1.434%)
Description: Realized		

The Fourth Agenda		The Third Agenda	
in 2014		in 2015	
I	(i) Granting full power and authority to FARINDO INVESTMENTS (MAURITIUS) LIMITED, qualitate qua (q.q.) Mr. ROBERT BUDI HARTONO and Mr. BAMBANG HARTONO, as the Company's controlling shareholders, to determining the amount of honorarium and other allowances which will be paid by to the members of Board of Commissioners who serve in the Company over the financial year 2014;	I	(i) Granting full power and authority to FARINDO INVESTMENTS (MAURITIUS) LIMITED, qualitate qua (q.q.) Mr. ROBERT BUDI HARTONO and Mr. BAMBANG HARTONO, as the Company's controlling shareholders, to determining the amount of honorarium and other allowances which will be paid by to the members of Board of Commissioners who serve in the Company over the financial year 2015;
	(ii) Granting full power and authority to the Board of Commissioners of BCA to determine the amount of salary and other allowances which will be paid by BCA to the members of Board of Directors who serve in the Company over the financial year 2014.		(ii) Granting full power and authority to the Board of Commissioners of BCA to determine the amount of salary and other allowances which will be paid by BCA to the members of Board of Directors who serve in the Company over the financial year 2015.

In exercising the power and authority as above mentioned:

- i. FARINDO INVESTMENTS (MAURITIUS) LIMITED, qualitate qua (q.q.) Mr. ROBERT BUDI HARTONO and Mr. BAMBANG HARTONO, as the Company's controlling shareholders currently, shall consider the recommendation of the Board of Commissioners, which shall consider the recommendation of the Remuneration and Nomination Committee;
- ii. Board of Commissioners shall consider the recommendation of the Remuneration and Nomination Committee;

- II Confirming the granting of power and authority as contained in point I of this decision is effective since the proposal submitted in this agenda is approved by the 2014 Annual GMS;
- III The amount of salary and allowance which will be paid by BCA to the members of Board of Directors and Board of Commissioners who serve over the financial year 2014 shall be set out in the 2014 Annual Report.

In exercising the power and authority as above mentioned:

- i. FARINDO INVESTMENTS (MAURITIUS) LIMITED, qualitate qua (q.q.) Mr. ROBERT BUDI HARTONO and Mr. BAMBANG HARTONO, as the Company's controlling shareholders currently, shall consider the recommendation of the Board of Commissioners, which shall consider the recommendation of the Remuneration and Nomination Committee;
- ii. Board of Commissioners shall consider the recommendation of the Remuneration and Nomination Committee;

- II Confirming the granting of power and authority as contained in point I of this decision is effective since the proposal submitted in this agenda is approved by the 2015 Annual GMS;
- III The amount of salary and allowance which will be paid by BCA to the members of Board of Directors and Board of Commissioners who serve over the financial year 2014 shall be set out in the 2014 Annual Report.

Result of the Vote Calculation of the 2014 AGMS is as follows:

Approve	Disapprove	Abstain
21,643,58,084 (99.398%)	83,193,013 (0.382%)	47,879,987 (0.220%)

Description: Realized

Result of the Vote Calculation of the 2015 AGMS is as follows:

Approve	Disapprove	Abstain
21,195,994,420 (98.124%)	90,555,286 (0.419%)	314,760,087 (1.457%)

Description: Realized

The Fifth Agenda		The Fourth Agenda	
in 2014		in 2015	
I	Granting power and authority to the Board of Commissioners to appoint a Registered Public Accountant Firm which has international reputation (including a Registered Public Accountant joined in such Registered Public Accountant Firm) which will audit books and records of BCA for the financial year ended on 31 December 2014 and to set out the amount of honorarium and other conditions regarding appointment of the Registered Public Accountant Firm which has international reputation (including a Registered Public Accountant joined in such Registered Public Accountant Firm) by considering the recommendation of the Audit Committee and the applicable legislation among other things is regulation in the field of Capital Market.	I	Granting power and authority to the Board of Commissioners to appoint a Registered Public Accountant Firm which has international reputation (including a Registered Public Accountant joined in such Registered Public Accountant Firm) which will audit books and records of BCA for the financial year ended on 31 December 2015 and to set out the amount of honorarium and other conditions regarding appointment of the Registered Public Accountant Firm which has international reputation (including a Registered Public Accountant joined in such Registered Public Accountant Firm) by considering the recommendation of the Audit Committee and the applicable legislation among other things is regulation in the field of Capital Market.
II	Confirming the granting of power and authority is effective since the proposal submitted in this agenda is approved by the 2014 Annual GMS;	II	Confirming the granting of power and authority is effective since the proposal submitted in this agenda is approved by the 2015 Annual GMS;

**Result of the Vote Calculation of the 2014 AGMS is as follows:**

Approve	Disapprove	Abstain
21.628.327.245 (99,328%)	117.009.952 (0,537%)	29.322.887 (0,135%)

Description Realization:

Board of Commissioners has appointed a registered public accountant firm, namely the public accountant firm Siddharta & Widjaja (currently its name is Siddharta Widjaja & partner), member of KPMG international (including registered public accountant, namely Elisabeth Imelda who is joined in the Institute of Public Accountant of Indonesia which will audit the books and records of BCA for the financial year 2014.

Result of the Vote Calculation of the 2015 AGMS is as follows:

Approve	Disapprove	Abstain
21.227.905.982 (98,271%)	313.121.548 (1,45%)	60.282.263 (0,279%)

Description Realization:

Board of Commissioners has appointed a registered public accountant firm, namely Siddharta, Widjaja & Partner (including Registered Public Accountant, namely Kusumaningsih Angkawijaya who is joined in the Registered Public Accountant) which will audit the Company's bookkeeping for the financial year 2015.

The Sixth Agenda**in 2014**

- I Granting power and authority to the Board of Directors of BCA (under the approval of the Board of Commissioners), if the Company's financial condition is possible, to determine and to pay interim dividends for the financial year ended on 31 December 2014, provided that, to comply with Article 72 of Law Number 40 year 2007 regarding Limited Liability Company, if the interim dividend will be distributed, then the distribution shall be performed prior to the expiration of the financial year 2014, to the shareholders, including to determine the form, amount and the payment method of such interim dividends, without prejudice to the competent authority and the applicable legislation.
- II Confirming the granting of power and authority is effective since the proposal submitted in this agenda is approved by the 2014 Annual GMS;

The Fifth Agenda**in 2015**

- I Granting power and authority to the Board of Directors of BCA (under the approval of the Board of Commissioners), if the Company's financial condition is possible, to determine and to pay interim dividends for the financial year ended on 31 December 2015, provided that, to comply with Article 72 of Law Number 40 year 2007 regarding Limited Liability Company, if the interim dividend will be distributed, then the distribution shall be performed prior to the expiration of the financial year 2014, to the shareholders, including to determine the form, amount and the payment method of such interim dividends, without prejudice to the competent authority and the applicable legislation.
- II Confirming the granting of power and authority is effective since the proposal submitted in this agenda is approved by the 2015 Annual GMS;

Result of the Vote Calculation of the 2014 AGMS is as follows:

Approve	Disapprove	Abstain
21,726,151,271 (99.777%)	25,792,613 (0.119%)	22,716,200 (0.104%)

Description Realization:

The distribution of interim dividends for the financial year 2014 has been performed on 23 December 2014.

Result of the Vote Calculation of the 2015 AGMS is as follows:

Approve	Disapprove	Abstain
21,506,667,707 (99.562%)	53,860,286 (0.249%)	40,781,800 (0.189%)

Description Realization:

The distribution of interim dividends for the financial year 2015 has been performed on 8 December 2015.

- **Resolution of the Extraordinary GMS**

The Extraordinary GMS produced the following resolutions:

1. Approving the amendment of:
 - a. Article 12 clause 3 c and g of BCA's Articles of Associations; and
 - b. Other articles in the BCA's Articles of Associations, in order to adjust with the regulations of Financial Services Authority concerning Plan and Implementation of Public Company's Annual General Meeting of Shareholders, and those concerning the Boards of Directors and Commissioners of Issuers or Public Companies.
2. Restatement of all articles in BCA's Articles of Association that are not changed, as currently stated in the State Gazette of Republic of Indonesia dated 12 May 2009 number 38, Addition number 12790 and the State Gazette of Republic of Indonesia dated 29 November 2013 number 96, Addition number 7583/L;

As stated in the Concept of Amendment and Restatement of Articles of Associations distributed to the shareholders or their represented proxies attending the GMS, a summary of which was conveyed during the GMS.

- Furthermore, granting power and authority to the Board of Directors of BCA, with

a substitution right, to take each and every necessary action in relation with this decision, included but not limited to expressing/stating the decision in form of notarial deeds, to amend and/or restate all provisions in Article 12 clause 3 c and g, and other articles in the BCA's Articles of Associations according to this decision (including to assert the composition of shareholders in the deed when necessary), as required by and according to the applicable regulations, to make or request to make and to sign the required deeds, letters, and documents, and to propose for approval and/or announce the GMS resolutions and/or amendment of BCA's Articles of Association to competent authorities, and to make amendment and/or addition in any form to gain approval and/or acceptance of the announcement, and to submit and sign all proposals and other documents, choose the location and conduct other necessary actions.

Calculation Result of Votes in 2015

Approve	Disapprove	Abstain
21,342,080,243 (98.682%)	253,161,206 (1.171%)	31,877,587 (0.147%)

Description Realization:

Amendment of Articles of Association of BCA has obtained approval from Minister of Law and Human Rights as expressed in Letter No. AHU.AH-AH.01.03.0926937 dated 23 April 2015)

9. Statement Concerning the Unrealized GMS Resolution

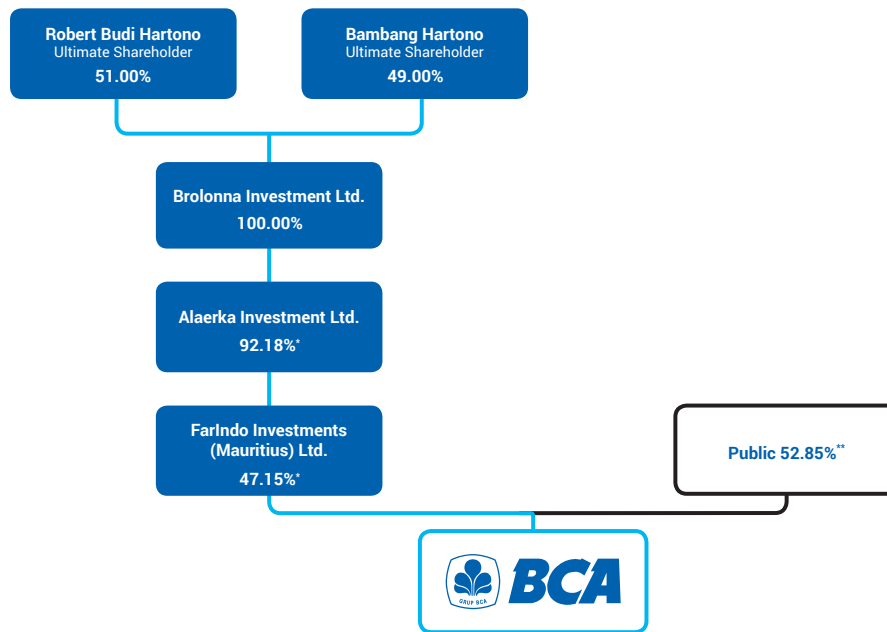
There is no resolution of the 2015 GMS that has not been realized or has been delayed.



10. Major/Controlling Shareholders

The Major/Controlling Shareholder of BCA is **Farindo Investments (Mauritius) Ltd.**

The following information diagram shows the Major/Controlling Shareholders of BCA, both direct and indirect, up to individual shareholders:



Note:

Controlling Shareholders

Controlling Line

* Alaerka Investment Ltd owns 92.18% shares in Farindo Investments (Mauritius) Ltd. ("Farindo"). Farindo's Treasury Stocks accounts for the balance of 7.82%.

** In the composition of shares held by the public, 2.96% are owned by parties affiliated with the Ultimate Shareholders, 0.02% are held by Mr. Robert Budi Hartono and 0.02 by Mr. Bambang Hartono

Board of Commissioners and Board of Directors members own 0.25% of the shares. Each public shareholder owns less than 5% of the shares.

Shares owned by public also includes Anthony Salim's share ownership of 1.76%.

THE BOARD OF COMMISSIONERS

The Board of Commissioners is the organ of the Company that has the primary duty to provide advice and oversee the policies of the Board of Directors in running the Company. The Board of Commissioners also has the duty of ensuring the implementation of GCG (good corporate governance) principles in every business activity conducted by BCA at all the levels of the organization.

The Board of Commissioners conducts their duties and responsibilities independently.

1. Legal Reference

- Law Number 40 Year 2007 regarding Limited Liability Companies.
- Financial Services Authority Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Commissioners of Issuers or Public Companies.
- Bank Indonesia Regulation No.8/4/PBI/2006 dated 30 January 2006 concerning the Implementation of Good Corporate Governance For Commercial Bank as amended with Bank Indonesia Regulation No.8/14/PBI/2006 dated 5 October 2006.

- Bank Indonesia Circular Letter No.15/15/DPNP dated 29 April 2013 concerning the Implementation of Good Corporate Governance For Commercial Banks.
- Regulation of Financial Service Authority No. 18/POJK.03/2014 dated 18 November 2014 regarding Implementation of Integrated Governance for Financial Conglomerate.
- Financial Service Authority Circular Letter No.15/SEOJK.03/2015 dated 25 May 2015 on The Implementation of Good Corporate Governance for Financial Groups.

2. Charter of the Board of Commissioners

The Board of Commissioners operates under a Code of Conduct (Board of Commissioners Charter) which covers:

- Composition and criteria of members of the Board of Commissioners;
- Independent Commissioners;
- Tenure of members of the Board of Commissioners;
- Dual positions of members of the Board of Commissioners;
- Obligations, Duties, Responsibilities and Authorities of the Board of Commissioners;
- Transparency and prohibitions for the Members of Board of Commissioners;
- Orientation Program and training of members of the Board of Commissioners;
- Ethics and working hours of Board of Commissioners;
- Meetings of the Board of Commissioners.

The Board of Commissioners Charter is published in the GCG BCA Manual and can be viewed on BCA's website (www.bca.co.id) under Good Corporate Governance.

3. Duties and Responsibilities of the Board of Commissioners

The duties and responsibilities of the Board of Commissioners are as follows:

1. To supervise the management policies of BCA and the running of the management and to provide advice to the Board of Directors. The supervision by the Board of Commissioners is in the in-terest of BCA and accordance with

the purposes and objectives as stated in BCA's Articles of Associations.

2. To ensure the implementation of GCG principles in all BCA's business activities at all levels of the organization.
3. To direct, monitor, and evaluate the implementation of BCA's strategic policies.
4. To ensure that the Board of Directors has taken follow-up actions on audit findings and heeded recommendations of the Internal Audit Division, External Auditor, monitoring reports of the authorities including but not limited to the Financial Services Authority, Bank Indonesia, and/or the Indonesian Stock Exchange.
5. To inform Bank Indonesia/Financial Services Authority no later than 7 (seven) working days of discovering violations of the laws and regulations in the field of finance and banking, and a state or an indication of a state which may harm the business continuity of BCA.
6. To establish the:
 - a. Audit Committee;
 - b. Risk Oversight Committee; and
 - c. Remuneration and Nomination Committee;
 - d. Integrated Governance Committee.
7. To ensure that the Committees formed by the Board of Commissioners perform their duties effectively.
8. To provide sufficient time to perform their duties and responsibilities in an optimal manner.
9. To organize periodic Board of Commissioners meetings, no less than 1 (one) times in 2 month. All members of the Board of Commissioners will attend the Board of Commissioners Meeting physically at least 2 (two) times in one year.
10. To prepare the minutes of the Board of Commissioners meetings, signed by all members of the Board of Commissioners attending the Board of Commissioners meeting.
11. To distribute a copy of the minutes of Board of Commissioners meetings to all members of the Board of Commissioners and related parties.
12. To convene joint meeting of Board of Directors periodically at least 1 (one) time within 4 (four) months:
13. To submit a report on the monitoring tasks that have been carried out during the financial year prior to the Annual GMS.



4. Authorities of the Board of Commissioners

The Board of Commissioners, among other tasks, is authorized:

1. To enter buildings or other places used or controlled by BCA.
2. To inspect all books, correspondence and other data.
3. To request explanation from the Board of Directors regarding any aspect of BCA.
4. Temporarily dismiss one or more members of the Board of Directors in the event the member of the Board of Directors' action contradicts the Articles of Association of BCA, is detrimental to BCA, is malpractice and/or violates the applicable laws and regulations.
5. To evaluate and decide on requests of the Board of Directors relating to transactions that require the approval of the Board of Commissioners in accordance with the Articles of Association of BCA, among others:
 - a. Lending money or providing credit or other banking facilities that resemble or result in loans:
 - i. To related parties as stipulated in Bank Indonesia regulations concerning Lending Limit of Commercial Banks;
 - ii. That exceed a certain amount which from time to time will be determined by the Board of Commissioners;
 - b. Providing guarantees or underwriting debt (*borgtocht*):
 - i. To guarantee the payment obligations of parties relating to other parties as stipulated in Bank Indonesia regulations concerning Lending Limit of Commercial Banks;
 - ii. To guarantee the obligations of other parties for the amount that exceeds a certain amount which from time to time will be determined by the Board of Commissioners;
 - c. Purchasing, or otherwise acquiring immovable property, except in order to implement what is established in point (q) paragraph 2 Article 3 of the Articles of Associations of BCA, namely in performing activities commonly conducted by a bank as long as not contrary to the prevailing laws and regulations, including, among other measures for restructuring or rescuing loans including collateral purchase, either all or in part, by auction or otherwise, in the event the debtor does not fulfill its obligations to the bank, with the provision that the collateral purchased shall be disbursed;
 - d. Establishing a new company, conducting or releasing or reducing or increasing its equity capital, except:
 - i. Increase in capital from stock dividends of BCA, or;
 - ii. Equity in order to rescue credit; by constantly taking into account the prevailing laws;
 - e. Borrowing money that is not included in point (a) paragraph 2 Article 3 of the Articles of Associations of BCA, namely collecting funds from the public through savings in the form of demand deposits, time deposits, certificates of deposit, savings and/or other equivalent forms;
 - f. Transferring or releasing BCA's right to collect amounts written off, either in part or in whole, the amount to be determined from time to time by the Board of Commissioners;
 - g. Selling or otherwise transferring or disposing or pledging/offering, property of BCA which is worth less than or equal to ½ (one half) of the total net assets of BCA as listed on the balance sheet of BCA, both in 1 (one) transaction or in multiple transactions which stand alone or are related to each other in one (1) fiscal year;
 - h. Taking legal actions or transactions that are strategic and can have a significant impact on the continuity of BCA's business, the type of legal action or transaction from time to time to be determined by the Board of Commissioners.

In carrying out their duties, responsibilities and authorities, the Board of Commissioners shall consider BCA's Articles of Association, the Board of Commissioners Charter, and prevailing legislation.

5. The Board of Commissioner Membership Number, Composition and Criteria

As of 31 December 2015, the Board of Commissioners of BCA consisted of 5 (five) members, comprising 1 (one) President Commissioner, 1 (one) Commissioner, and 3 (three) Independent Commissioners. The number of members of the Board of Commissioners does not exceed the number of members in the Board of Directors. The number of Independent Commissioners is 60% of the total number of members of the Board of Commissioners.

All BCA Commissioners have passed the Fit and Proper Test and have obtained approval letters from Bank Indonesia and are domiciled in Indonesia.

The term of office of members of the Board of Commissioners is 5 (five) years. The term of office of Commissioners for the current period will expire at the conclusion of the 2016 BCA Annual GMS, without prejudice to the authority of the General Meeting of Shareholders to dismiss one or more Commissioners at any time before the term ends.

The general criteria in the selection of members of the Board of Commissioners, among others are to:

1. Meet the requirements as referred to in Financial Services Authority Regulation No.33/POJK.04/2014 dated 8 December 2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, as follows:
 - a. Having good character, morals, and integrity;
 - b. Capable of performing legal actions;
 - c. Within 5 (five) years before appointment and when in charge of the position:

- (1) Not been declared bankrupt;
- (2) Not a member of Board of Directors and/or Commissioners that was found guilty in causing a company to become bankrupt;
- (3) Not having been convicted of any criminal offense that is detrimental to a country's or financial sector's financial position; and
- (4) Not a member of the Board of Directors and/or Commissioners which during the terms of office:
 - (a) Did not hold an AGMS;
 - (b) His/her accountability as a member of the Board of Directors and/or Commissioners was not accepted by the GMS or he/she did not submit his/her accountability as a member of the Board of Directors and/or Commissioners to the GMS; and
 - (c) Had caused a company that obtained license, approval, or registration from the Financial Services Authority in not complying with its obligation to submit the annual report and/or financial report to the Financial Services Authority.
- d. Has a commitment to comply with the law and regulations; and;
- e. Possesses knowledge and skill in the area required by the company.

2. Meet the integrity, competence, and financial reputation requirements as referred to the Bank Indonesia Regulation No.12/23/PBI/2010 dated 29 December 2010 concerning Fit and Proper Test, as follows:



- a. Integrity requirements:
- i. Having a good character and morals, which among others are shown by complying to the applicable regulations, including not having been convicted of certain criminal offense in the 20 (twenty) years before nomination;
 - ii. Having a commitment to comply with the prevailing law and regulations;
 - iii. Having a commitment towards development of a sound banking operations;
 - iv. Is not on the Disqualified List (DTL);
 - v. Having a commitment not to conduct and/or repeat any actions as referred to Article 27 and Article 28. This applies to candidates of the Board of Directors who were in the Disqualified List in the Fit and Proper test, and had passed the sanction period as referred to Article 35 paragraph (1), Article 40 paragraph (4) point a and Article 40 paragraph (5) of the Bank Indonesia Regulation mentioned above.
- b. Competence requirements:
- i. Adequate knowledge in banking, relevant to his/her position;
 - ii. Experience and expertise in banking and/or finance;
- c. Financial reputation:
- i. Does not have bad debt; and
 - ii. Not having been declared bankrupt or a member of Board of Directors or Commissioners who was found guilty of causing a bankruptcy of a Financial Conglomerate in the 5 (five) years before the nomination.

6. Composition of Members of the Board of Commissioners as of 31 December 2015

Based on the Deed of Minutes of the Annual General Meeting of Shareholders of PT Bank Asia Tbk No.80 dated 14 August 2014, the composition of the Board of Commissioners of BCA is the following:

Board of Commissioners	
Position	Name
President Commissioner	Djohan Emir Setijoso
Commissioner	Tonny Kusnadi
Independent Commissioner	Cyrrillus Harinowo
Independent Commissioner	Raden Pardede
Independent Commissioner	Sigit Pramono

Profiles of the members of BCA's Board of Commissioners are presented in the Corporate Data Section, page 558 - 559 of this Annual Report.

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

The composition of the Board of Commissioners of BCA reflects the diversity of its members, both in terms of education, working experience, age, and expertise. Each members of Board of Commissioners holds a high degree of competence in favour of increasing the performance of the Company.

8. Nomination of Members of the Board of Commissioners

The Remuneration and Nomination Committee (KRN) recommends candidates for members of the Board of Commissioners to the Board of Commissioners. Furthermore, with regard to the recommendation of the KRN, the Board of Commissioners proposes the appointment of candidates for members of the Board of Commissioners to be submitted in the GMS.

The GMS appoints candidates for the Board of Commissioners to be members of the Board of Commissioners, with regards to the recommendation of the Board of Commissioners.

9. Information Concerning Independent Commissioners and Independence of the Board of Commissioners

a. Criteria of Independent Commissioners

- Does not have financial, management, Share ownership, and/or family relationship with other members of the board of commissioners, board of directors, and/or controlling shareholders.
- Does not have any relationship with BCA that may affect his ability to act independently.

In addition, pursuant to Regulation of Financial Service Authority Number 33/POJK.04/2014 regarding Board of Directors and Board of Commissioners of an Issuer or a Public Company, an Independent Commissioner must comply with the following requirement:

- a. not a person who works or has authority and responsibility to plan, to lead, to control, or to supervise BCA activities within the last 6 (six) years, except for re-assignment as an Independent Commissioner of BCA for the next period;
- b. does not have share either directly or indirectly in BCA;

- c. has not Affiliation relation with BCA, members of Board of Commissioners, members of Board of Directors, or primary shareholders of BCA; and
- d. has no either direct or indirect business relation related to BCA business activities.

b. Statement of Independence of the Board of Commissioners

All members of the board of commissioners of bca have no family connection to the second degree or financial relationships with fellow members of the board of commissioners, members of the board of directors and/or controlling shareholders, or a relationship with bca that may affect their ability to act independently.

All Independent Commissioners of BCA have no family connection to the second degree or financial relationships with fellow members of the Board of Commissioners, members of the Board of Directors or Controlling Shareholders, or relationships with BCA that may affect their ability to act independently.

All members of the Board of Commissioners of BCA isi in compliance with financial Services Authority Regulating Number 33/POJK.04/2014 regarding Board of Directors and Board of Commissioners of an issuer or a Public Company.

Name	Position	Family Relations With						Financial Relations 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	-	√	-	√	-	√	-	√	-	√	-	√
Cyrillus Harinowo	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Raden Pardede	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Sigit Pramono	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√



10. Share Ownership of the Members of the Board of Commissioners that amounts to 5% or More of the Paid-up Capital

Name	Share Ownership of the Members of the Board of Commissioners that amounts to 5% or More of the Paid-up Capital at:			
	BCA	Other Bank	Non-Bank Institution	Other Companies
Djohan Emir Setijoso	-	-	-	√
Tonny Kusnadi	-	-	-	√
Cyrellus Harinowo	-	-	-	-
Raden Pardede	-	-	-	√
Sigit Pramono	-	-	-	-

Description:

√ = Owns shares that amounts to 5% (five percent) or more of the Paid-up Capital

11. Dual Functions of Members of the Board of Commissioners

Commissioners do not hold dual positions except on matters set out by the Bank Indonesia Regulation on the Implementation of GCG for Commercial Banks, which restricts dual functions as a Commissioner, Director or Executive Officer:

- at 1 (one) institution/company that is not a financial institution; or
- in 1 (one) non-bank subsidiary controlled by the Bank in performing oversight functions.

Name	Position in BCA	Position in Other Banks	Position in Company/Institution	Business Area
Djohan Emir Setijoso	President Commissioner	-	-	-
Tonny Kusnadi	Commissioner	-	President Commissioner of PT Sarana Menara Nusantara, Tbk	Telecommunications Tower Operator
Cyrellus Harinowo	Independent Commissioner	-	Independent Commissioner of PT Unilever Indonesia, Tbk	Consumer Goods
Raden Pardede	Independent Commissioner	-	Independent Commissioner of PT Adaro Energy, Tbk	Coal Mining
Sigit Pramono	Independent Commissioner	-	-	-

12. The Board of Commissioners Meetings, Joint Meetings and the Attendance of Members of the Board of Commissioners

The Board of Commissioners meeting schedule is set at the beginning of the year. Throughout 2015, the Board of Commissioners held 60 (Sixty) meetings. The Board of Commissioners held 47 (forty seven) meetings and the frequency of Joint Meetings between the Board of Commissioners and the Board of Directors held 13 (thirteen).

BCA is in compliance with Bank Indonesia regulations and Financial Services Authority Regulation regarding minimum mandatory Board of Commissioners meetings and joint Meetings between the Board of Commissioners and the Board of Directors.

Decision-making is conducted through consensus agreement. In the event consensus agreement does not occur, decision-making is carried out based on majority vote. All decisions taken in the meeting of the Board of Commissioners shall be binding. Differences of opinion (dissenting opinions) that occur in the Board of Commissioners meetings shall be clearly stated in the minutes of the meeting along with the reasons for dissent.

Frequency and Attendance of the Board of Commissioners for 2015

Name	Total Meetings	Attendance	Percentage
Djohan Emir Setijoso	47	43	91%
Tonny Kusnadi	47	39	83%
Cyrellus Harinowo	47	43	91%
Raden Pardede	47	39	83%
Sigit Pramono	47	38	81%

Schedule and Agenda of Meetings of the Board of Commissioners in 2015

Month	Date	Several meeting agenda were:
January	14 (2x), 21, 29	<p>In regards to business continuity</p> <ul style="list-style-type: none"> - Discussion on banking landscape in Indonesia - Discussion on liquidity including BCA secondary reserves - Discussion on credit provision which is included in strategic transaction required to obtain approval from Board of Commissioners - Discussion with Board of Directors and Head of Working Units under its responsibility regularly - Discussion related to branchless banking <p>In regards to risk management</p> <ul style="list-style-type: none"> - Discussion on risk appetite - Discussion on early warning indicators & contingency funding plan - Discussion on the evaluation of operational risk and internal control of working units - Discussion related to the industrial sectors required special attention. - Reporting from Risk Oversight Committee <p>In regards to governance, internal control and compliance</p> <ul style="list-style-type: none"> - Discussion on the IT Governance Review - Discussion related to the establishment of Integrated Governance Committee - Discussion on the Realization of Internal Audit Work on and the Work Plan of the current year - Reporting from the Audit Committee to Board of Commissioners - Discussion on the agenda related to the applications having conflict of interest with the members of Board of Commissioners
February	4 (2x), 11 (2x), 25 (3x)	
March	11, 18, 26	
April	1, 15, 22	
May	6, 20, 27	
June	3, 10, 17, 24	
July	1, 8, 14, 27	
August	5, 12 (2x), 19	
September	2, 10, 16, 23, 30	
October	6, 21 (2x), 28	
November	5, 11, 18, 25	
December	2, 16	

The frequency of Joint Meetings between the Board of Commissioners and the Board of Directors and Attendance of Commissioners during this Joint Meetings in 2015

Name	Total Meetings	Attendance	Percentage
Djohan Emir Setijoso	13	13	100%
Tonny Kusnadi	13	10	77%
Cyrellus Harinowo	13	10	77%
Raden Pardede	13	7	54%
Sigit Pramono	13	12	92%

**Schedule and Agenda of Joint Meetings of Board of Commissioners and Board of Directors which held during 2015**

Month	Date	Several meeting agenda were :
January	14, 29	• Discussion on Bank Business Plan and Annual Work & Budget Plan
February	-	• Discussion on the proposal of profit allocation and the amount of interim dividend
March	4, 18, 26	• Discussion on the corporate action plan related to subsidiaries
April	27	• Discussion on Bank Publication Financial Statements
May	12	• Discussion on the Assessment of Bank Health Level
June	-	• Discussion on the Implementation of Anti-Money Laundering and the Terrorism Funding Prevention
July	27	
August	26	
September	-	
October	21	
November	5, 24	
December	22	

13. Implementation of Duties of the Board of Commissioners

One of duties and responsibilities of the Board of Commissioners is to provide suggestions to Board of Directors in accordance with the Company's aims and objectives. Given the increasing competitiveness in the Indonesian banking industry and to anticipate competitiveness from regional banks in response to the beginning of the ASEAN Economic Community, the Board of Commissioners has suggested the need for and benefits of sustaining and expanding BCA's talent-pool strengthening, infrastructure enhancement and efficiency improvement as part of a balanced and prudent business strategy and good implementation of risk management.

In regard to this matter, the following details were provided by Board of Commissioners to the Board of Directors within 2015:

1. Relating to Business Management in general:

- a. Developing strategies which are focused and effective in order to maintain the excellence of BCA in terms of Current Account, and Saving Account (CASA).

- b. Developing on products and services continuously to respond development of digital banking and its customers' evolving needs.
- c. Striving for quality credit growth and improving synergy with subsidiaries.
- d. Improving efficiency and control on the operational cost.
- e. Adjusting the recruitment strategy to obtain human resources that is reliable and competent, as well as improving the human resources quality through appropriate trainings.

2. Relating to Risk Management:**a. Credit Risk**

In the condition of fluctuating rupiah and the commodity price which is kept depressed, Board of Directors should pay special attention to debtors who have foreign exchange in large amount or whose scope of businesses are affected due to the decline in commodity prices.

b. Liquidity Risk

Liquidity risk remains a major challenge for banking industry. In that regard, a good crisis management protocol is required so that all parties' the duties and responsibilities in each phase/contingency level becomes clear.

c. Operational Risk

Operational processes with a high risk of human error should be evaluated and mitigated by utilizing facilities already existing within systems.

d. Reputation Risk

- By the increasing risk of cyber crime, the security factor of internet & mobile banking is very important and accordingly, education and risk socialization to customers as the service users are required to be improved.
- By the growing of wealth management business, the impact of reputational risk that may occur, require attention.

e. Strategic Risk

In any condition of heightened uncertainty, BCA needs to also heighten diligence in identifying and mitigating risk.

3. Relating to Audit and Compliance

- Regulatory compliance is the responsibility of all working units and is carried out starting from the front liner up to the bank office.
- Improve the quality of internal control by adding aspect of IT general control review in the coverage of routine operational audit to branches.

14. The Board of Commissioners Performance Assessment

Board of Commissioners performance assessment is carried out once every year, by using performance appraisal indicators outlined below:

1. Contribution and support of the Board of Commissioners to implement the vision and mission of BCA in the current year's work program, by continuously adhering to the values of BCA.
2. Monitoring for the implementation of Good Corporate Governance.

The annual performance assessment of members of the Board of Commissioners is carried out by the Controlling Shareholders.

15. Procedure of Determining the Remuneration for the Board of Commissioners

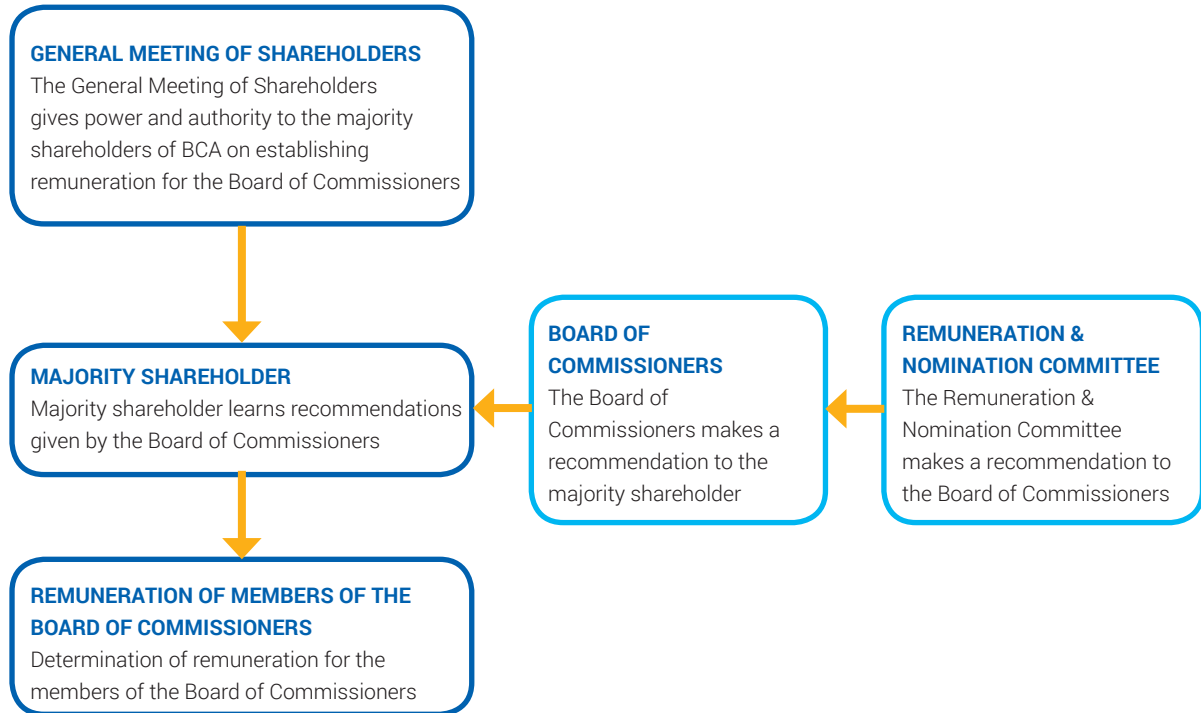
Based on the decision of the 2014 Annual GMS, the GMS has granted power and authority to the Controlling Shareholders to:

- (i) determine the amount of honorarium and other benefits to the members of the Board of Commissioners;
- (ii) determine the distribution of bonus among the members of the Boards of Commissioners and Directors of BCA.

In exercising the power and authority, the Controlling Shareholders would take into consideration the recommendations of the Board of Commissioners, in which the Board of Commissioners will take into account the recommendation of the Remuneration and Nomination Committee.



Determination Procedure Scheme of Remuneration of the Board of Commissioners



16. The Remuneration Structure of the Board of Commissioners

The Remuneration Structure showing the components of remuneration and the nominal amount per component for all Commissioners in 2015 is as follows:

Type of Remuneration and Other Facilities	Amount Received in 1 Year	
	BOARD OF COMMISSIONERS	
	Persons	In Million Rupiah
1. Remuneration (salary, bonus, routine allowance, tantiem and other non-natura facilities)	5	82.722
2. Other natura facilities:		
a. Business Remuneration Travel Allowance	3	73
b. Health Benefits	5	2.067
c. Health & Golf Club Memberships	1	34
d. Option of purchasing service vehicles at the end of Leasing period	5	707
3. Benefit retirement (owned at the end of term)	-	-
Total		85.603

The amount of remuneration received in cash during 2015 for each Commissioner for 1 (one) year is in excess of Rp 2 billion.

17. Orientation Programs for New Members of the Board of Commissioners

An orientation program is organized for new members of the Board of Commissioners, in order to assure that the new members are prepared as thoroughly as possible to carry out their relevant duties and responsibilities as a member of the Board of Commissioners.

The orientation program includes:

1. Information regarding BCA such as the vision, mission, strategy and medium and long term plans, performance, as well as finances of BCA.
2. Details of the duties and responsibilities as a member of the Board of Commissioners such as limits of authority, working time, the relationship with the Board of Directors, rules and regulations, and others.

Members of the Board of Commissioners who are participating in the orientation can:

- a. Request presentations to obtain explanation of various aspects deemed necessary, involving the management under it.
- b. Organize meetings with the Board of Directors to discuss issues in BCA or other information deemed necessary.
- c. Conduct visits to various BCA business locations with members of the Board of Directors/ Management.

18. Training Programs to Enhance the Competence of Members of Board of Commissioners

Training programs attended by Member of the Board of Commissioners in 2015 are as follows:

Name	Training Program	Organizer	Location	Date
Djohan Emir Setijoso	Implementation of Risk Management & Integrated Governance for Financial Conglomerates in Indonesia	BSMR	Jakarta	26 January
	A Thorough Discussion on the Function and Role of Commissioners in Improving a Better Banking Performance and Generate Profit	BSMR	Jakarta	19 May
	Indonesia Financial & Economic Conference: Currency Wars: A New Monetary (dis) Order for The XXI Century	Bisnis Indonesia	Jakarta	28 May
	JP Morgan's Asia CEO-CFO Conference, New York Palace Hotel	JP Morgan	New York	1-2 September
	LPS Seminar : Managing Financial Turbulence	LPS	Jakarta	22 September
	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 October
	IIF Economic Advisory Committee Meeting	IIF	Singapore	19-20 November 2015
Tonny Kusnadi	Indonesia Financial & Economic Conference: Currency Wars: A New Monetary (dis) Order for The XXI Century	Bisnis Indonesia	Jakarta	28 May
	IBI: Symposium & Seminar Finance: "In Style Hongkong"	IBI	Jakarta	17 September
	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 October



Name	Training Program	Organizer	Location	Date
Cyrillus Harinowo	2015 IIF Asia Summit (Hosted: Institute of International Finance)	IIF	Jakarta	7 May
	Global Sustainable Finance Conference 2015	European Org. for Sustainable Dev.	Karlsruhe, Germany	11-12 June
	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 Oktober
Raden Pardede	Negotiation Strategies: Creating & Maximizing Value	Columbia Bussines School	New York	1-3 September
	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 October
Sigit Pramono	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 October
	MarkPlus Conference	MarkPlus	Jakarta	10 December

THE BOARD OF DIRECTORS

The Board of Directors is a company organ with the main task to carry out the management in the interests and objectives of the Company in accordance with the purposes and objectives of the Company under the provisions of the Articles of Association and prevailing legislation.

1. Legal Reference

- Law Number 40 Year 2007 regarding Limited Liability Companies.
- Financial Services Authority Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Commissioners of Issuers or Public Companies.
- Bank Indonesia Regulation No.8/4/PBI/2006 dated 30 January 2006 concerning the Implementation of Good Corporate Governance For Commercial Bank as amended with Bank Indonesia Regulation No.8/14/PBI/2006 dated 5 October 2006.
- Bank Indonesia Circular Letter No.15/15/DPNP dated 29 April 2013 concerning the Implementation of Good Corporate Governance For Commercial Banks.
- Financial Services Authority Regulation Number 17/POJK.03/2014 concerning the Implementation of Risk Management for Financial Groups.
- Circular Letter of Financial Service Authority No.14/SEOJK.03/2015 dated 25 May 2015 regarding Implementation of Integrated Risk Management for Financial Conglomeracy.

- Regulation of Financial Service Authority No.18/POJK.03/2014 dated 18 November 2014 regarding Implementation of Integrated Governance For Financial Conglomeracy.
- Circular Letter of Financial Service Authority No.15/SEOJK.03/2015 dated 25 May 2015 regarding Implementation of Integrated Governance for Financial Conglomeracy.

2. Charter of the Board of Directors

The Board of Directors has a Board of Directors Charter that governs among others the following:

- Composition, Criteria, and Independency of member of the Board of Directors;
- Terms of office of members of the Board of Directors;
- Dual positions of members of the Board of Directors;
- Obligations, Duties, Responsibilities, and Authorities of the Board of Directors;
- Transparency and Prohibitions for the members of Board of Directors;
- Orientation and Training Program for the members of Board of Directors;
- Ethics and Working Hours of the Board of Directors;
- Meetings of the Board of Directors.

The Board of Directors Charter is covered in the GCG Manual of BCA and can be viewed at BCA website (www.bca.co.id) under the Good Corporate Governance section.

3. Duties and Responsibilities of the Board of Directors

Duties and responsibilities of the Board of Directors among others are:

- a. To lead and manage BCA in accordance with BCA's aims and objectives;
- b. To control, maintain and manage BCA's assets for BCA's benefits;
- c. To create an internal control structure, to ensure implementation of the internal audit function at each management level and follow-up on Internal Audit findings in accordance with the policies or directives given by the Board of Commissioners;
- d. To submit the Annual Work Plan including the Annual Budget to the Board of Commissioners for approval of the Board of Commissioners prior to the commencement of the forthcoming fiscal year, taking into account prevailing laws and regulations;
- e. To implement the principles of good corporate governance in each of BCA's business activities at all organizational levels of BCA;
- f. To establish the Risk Management Integrated Committee
- g. To carry out evaluation on performance of the committee established by Board of Directors, at the end of each fiscal year;
- h. To convene meeting of Board of Directors periodically, at least 1 (one) time within every month;
- i. To make minutes of Board of Directors' meeting, and signed by all members of Board of Directors attending the Board of Directors' meeting;
- j. To distribute copies of minutes of Board of Directors' meeting to all members of Board of Directors and the relevant parties;
- k. To convene meeting of Board of Directors and Board of Commissioners, at least 1 (one) time within 4 (four) months;
- l. To procure & keep Shareholders Registry, Special Registry, Minutes of General Meeting of Shareholders & Minutes Meeting of Board of Directors.
- m. To prepare the Annual Report and other financial documents of the Company as set forth in the prevailing legislation;

- n. To follow-up on audit findings and recommendations of External Auditors and the results of monitoring activities by the Financial Services Authority, Bank Indonesia and/or other authorities, including but not limited to the Indonesia Stock Exchange;
- o. To be accountable for the performance of its duties and responsibilities to the shareholders through the General Meeting of Shareholders.

4. Authorities of the Board of Directors

Authorities of the Board of Directors, among others are:

- a. To act for and on behalf of BCA in and out of court on all matters and in any event, binding BCA with other parties and other parties with BCA, as well as carrying out all actions, both for management and ownership, with restrictions as listed in the Articles of Association of BCA;
- b. For certain acts, the Board of Directors is entitled to appoint one or more persons with the authority and conditions determined by the Board of Directors in a special power of attorney.
- c. To set policy in leading and managing BCA;
- d. To set the rules of employment of BCA, including the determination of salary, pension or retirement benefits and other income for the employees of BCA, based on the prevailing legislation and/or decision of the General Meeting of Shareholders (if any);
- e. To appoint and dismiss employees of BCA under BCA's employment rules and regulations.
- f. To arrange the handover of authority of the Board of Directors to represent BCA within and outside the Court to one or several members of the Board of Directors specifically appointed for that matter or to one or several employees of BCA, either alone or together with other persons or entities;
- g. To execute other actions, both on management and ownership, in accordance with the provisions stipulated by the Board of Commissioners with regard to prevailing legislative provisions.

In carrying out its duties, responsibilities and authority, the Board of Directors shall take into account BCA's Articles of Association and Board of Directors Charter, as well as the prevailing laws and regulations.



5. Segregation of Duties and Responsibilities of the Board of Directors

Segregation of Duties and Responsibilities of the Board of Directors is as follows:

No.	Name	Position	Duties and Responsibilities	Alternate Director I	Alternate Director I
1.	Jahja Setiaatmadja	President Director (PD)	<ul style="list-style-type: none"> Internal Audit****) Corporate Secretary Anti Fraud 	WPD WPD WPD	DMR DK DMR
2.	Eugene Keith Galbraith	Deputy President Director (WPD) ¹⁾	<ul style="list-style-type: none"> Finance & Planning 	PD	DMR
3.	Dhalia Mansor Ariotedjo	Corporate Banking Director (DBK)**)	<ul style="list-style-type: none"> Corporate Banking Corporate Banking Branch Treasury International Banking BCA Finance Ltd (Hongkong) BCA Sekuritas 	DBC DBC PD PD PD PD	DIV DIV WPD WPD DKR DKR
4.	Anthony B. Elam	Risk Management Director (DMR)***)	<ul style="list-style-type: none"> Risk Management****) Credit Recovery Enterprise Security 	DWP DWP DIV	WPD WPD DOT
5.	Suwignyo Budiman	Retail & Commercial Banking Director (DBC)**)	<ul style="list-style-type: none"> Retail & Commercial Banking Cash Management Transaction Services Development BCA Syariah BCA General Insurance 	DBK DBK DIV DIV DIV	DIV DIV DWP DWP DWP
6.	Subur Tan	Compliance Director (DK)	<ul style="list-style-type: none"> Compliance****) Legal Human Capital Management Learning & Development 	DMR DMR DMR DMR	WPD WPD WPD WPD
7.	Henry Koenafi	Individual Banking Director (DIV)**)	<ul style="list-style-type: none"> Consumer Finance (Consumer Card, KPR, KKB) Individual Customer Business Development BCA Finance Central Sentosa Finance 	DBC DBC DBC DBC	DBK DBK DBK DBK
8.	Armand W. Hartono	Operational & Information Technology Director (DOT)	<ul style="list-style-type: none"> Operation Strategy & Development Domestic Payment Services Electronic Banking Services International Banking Services Information Technology 	DWP DWP DWP DWP DIV	DBC DBC DBC DBC DMR
9.	Erwan Yuris Ang	Regional & Branch Banking Director (DWP) ^{#)}	<ul style="list-style-type: none"> Procurement & Facilities Management Network Management & Regional Planning Regional & Branch Operations Credit Services 	DOT DOT DOT DOT	DMR DMR DBC DBC
10.	Rudy Susanto	Credit Director (DKR)	<ul style="list-style-type: none"> Credit Risk Analysis 	DWP	WPD

Notes :

1. Alternate Director reports to the respective (functional) Director all actions/decisions made during the period of acting in place of the Director.

2. The management of Subsidiary Companies is set as follows:

¹⁾ To perform the overall monitoring and alignment of the management of Subsidiary Companies.

²⁾ To monitor the business progress of Subsidiary Companies.

³⁾ To perform the risk monitoring of Subsidiary Companies in order to have an integrated risk management.

⁴⁾ To perform the monitoring of internal audit/risk management/compliance function at Subsidiary Companies in order to implement integrated corporate governance and risk management.

Implementation of the above functions shall always consider the principles in Limited Liability Companies, wherein the Subsidiary Company is an independent/separated legal entity.

The Board of Directors and/or Commissioners of Subsidiary Companies are responsible to the GMS of the Subsidiary Company.

The Parent Company as shareholder carries out its authorities and functions through the GMS held by the Subsidiary Company.

3. ^{#)} The Regional and Branch Support Director is responsible for daily implementation, development and monitoring. The Head of Regional Office is responsible to the Board of Directors.

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

As of 31 December 2015, there were 10 (ten) members of the Board of Directors of BCA, comprising of 1 (one) President Director, 1 (one) Deputy President Director, 1 (one) Compliance Director, 1 (one) Independent Director, and 6 (six) Directors. 1 (one) member of the Board of Directors also serves as the Compliance Director. The President Director is an independent party to the controlling shareholders.

All Directors have passed the Fit and Proper Test and have acquired Approval Letters of Bank Indonesia/Indonesia Financial Services Authority. All Directors reside in Indonesia.

The term of office of Directors is 5 (five) years. The current period will expire at the conclusion of the 2016 BCA Annual GMS, without prejudice to the authority of the General Meeting of Shareholders to dismiss one or more Director at any time before the term ends.

The general criteria in the selection of Directors are, among others, to:

1. Comply with the requirement as referred to in Regulation of Financial Service Authority No.33/POJK.04/2014 dated 8 December 2014 regarding Board of Directors and Board of Commissioners of Issuer or Public Company, namely:
 - a. Having good character, morals, and integrity;
 - b. Capable of performing legal actions;
 - c. Within 5 (five) years before appointment and when in charge of the position:
 - i. Not been declared bankrupt;
 - ii. Not a member of Board of Directors and/or Commissioners that was found guilty in causing a company to become bankrupt;
 - iii. Not having been convicted of any criminal offense that is detrimental to a country's or financial sector's financial position; and
2. Complies with the requirements of integrity, competency, and financial reputation as referred to in Regulation of Bank Indonesia No.12/23/PBI/2010 dated 29 December 2010 regarding Fit and Proper Test, namely:
 - a. Integrity requirements include:
 - i. Has good character and morals among others shown by the attitude to adhere the regulatory requirement, including never been convicted a specific crime within the last 20 (twenty) prior to nomination;
 - ii. Committed to comply with the applicable laws and regulations;
 - iii. Committed to the development of health Bank operations;
 - iv. not included in the Disqualified List (DTL);
 - b. Has a commitment to comply with the law and regulations;
 - c. Possesses knowledge and skill in the area required by the company.
3. Not a member of the Board of Directors and/or Commissioners which during the terms of office:
 - a. Did not hold an AGMS;
 - b. His/her accountability as a member of the Board of Directors and/or Commissioners was not accepted by the GMS or he/she did not submit his/her accountability as a member of the Board of Directors and/or Commissioners to the GMS; and
 - c. Had caused a company that obtained license, approval, or registration from the Financial Services Authority in not complying with its obligation to submit the annual report and/or financial report to the Financial Services Authority.
4. Has a commitment to comply with the law and regulations;
5. Possesses knowledge and skill in the area required by the company.



- v. committed not to conduct and/or to repeat offenses and/or actions as referred to in Article 27 and Article 28, for candidates of Board of Directors who once had Disqualified predicate in a fit and proper test and have been undergoing a period of sanction as referred to in Article 35 paragraph (1), Article 40 paragraph (4) letter a and Article 40 paragraph (5) of Regulation of Bank Indonesia as mentioned here in above.
- b. Competency requirements include:
 - i. knowledge in banking sector which is adequate and relevant to the position;
 - ii. experience and expertise in banking sector and/or finance;
 - iii. capability to perform strategic management in the framework of development of health Bank.
- c. Requirements of finance reputation include:
 - i. has no bad credit; and
 - ii. never been stated bankrupt or to Board of Commissioners who convicted to cause a company to be declared bankrupt, within the last 5 (five) years prior to the nomination.

7. Composition of BCA's Board of Directors as of 31 December 2015

Based on the Deed of Minutes of the Annual General Meeting of Shareholders of PT Bank Central Asia Tbk No.80 dated 14 August 2014, composition of membership of the Board of Directors of BCA is as follows:

Position	Name
President Director	Jahja Setiaatmadja
Deputy President Director	Eugene Keith Galbraith
Director	Dhalia Mansor Ariotedjo
Director	Anthony Brent Elam
Director	Suwignyo Budiman
Director (concurrently as Compliance Director)	Tan Ho Hien/Subur atau Subur Tan
Director	Henry Koenafi
Director	Armand Wahyudi Hartono
Independent Director	Erwan Yuris Ang
Director	Rudy Susanto

Profiles of members of the Board of Directors of BCA are presented at the Company Profile section, page 560 - 563 of this Annual Report.

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

The composition of members of the Board of Commissioners of BCA reflects the diversity of its members, both in terms of education, working experience, age, gender, and expertise. Each members of Board of Directors holds a high degree of competence in favour of increasing the performance of the Company.

9. Nomination of Members of the Board of Directors

The Remuneration and Nomination Committee (KRN) recommends candidates for members of the Board of Directors to the Board of Commissioners. After considering this recommendation, the Board of Commissioners proposes the Director candidate(s) for appointment at the GMS. The GMS appoints the candidate as member(s) of the Board of Directors by considering the recommendation from the Board of Commissioners.

10. The Board of Directors Statement of Independence

The majority of members of the Board of Directors of BCA have no financial, management, stock ownership or family relationships with members of the Board of Commissioners, fellow members of the Board of Directors and/or Controlling Shareholders or relationship with BCA that may affect their ability to act independently.

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	-	√	-	√	-	√	-	√	-	√	-	√
Eugene Keith Galbraith	Deputy President Director	-	√	-	√	-	√	-	√	-	√	-	√
Dhalia Mansor Ariotedjo	Director	-	√	-	√	-	√	-	√	-	√	-	√
Anthony Brent Elam	Director	-	√	-	√	-	√	-	√	-	√	-	√
Suwignyo Budiman	Director	-	√	-	√	-	√	-	√	-	√	-	√
Henry Koenafi	Director (concurrently as Compliance Director)	-	√	-	√	-	√	-	√	-	√	-	√
Tan Ho Hien/ Subur atau Subur Tan	Director	-	√	-	√	-	√	-	√	-	√	-	√
Armand Wahyudi Hartono	Director	-	√	-	√	√	-	-	√	-	√	√	-
Erwan Yuris Ang	Independent Director	-	√	-	√	-	√	-	√	-	√	-	√
Rudy Susanto	Director	-	√	-	√	-	√	-	√	-	√	-	√

11. Share Ownership of Members of the Board of Directors that amounts to 5% or More of the Paid-up Capital

Name of Director	Share ownership of members of the Board of Directors that Amounts to 5% or more of the paid up capital at:			
	BCA	Other Bank	Non-Bank Financial Institution	Other Companies
Jahja Setiaatmadja	-	-	-	√
Eugene Keith Galbraith	-	-	-	-
Dhalia M. Ariotedjo	-	-	-	-
Anthony Brent Elam	-	-	-	-
Suwignyo Budiman	-	-	-	-
Henry Koenafi	-	-	-	-
Subur Tan	-	-	-	-
Armand W. Hartono	-	-	-	√
Erwan Yuris Ang	-	-	-	-
Rudy Susanto	-	-	-	-

Description :

√ = owns shares amounting to 5% (five percent) or more of the paid up capital



12. Dual Functions of Members of the Board of Directors

None of the Directors holds positions as a member of a Board of Commissioners, member of a Board of Directors, or executive officer at another bank, company, and/or institution.

Name	Position at BCA	Position at Other Bank	Position at Company / Institution	Line of Business
Jahja Setiaatmadja	President Director	-	-	-
Eugene Keith Galbraith	Deputy President Director	-	-	-
Dhalia Mansor Ariotedjo	Director	-	-	-
Anthony Brent Elam	Director	-	-	-
Suwignyo Budiman	Director	-	-	-
Henry Koenafi	Director	-	-	-
Tan Ho Hien/ Subur atau Subur Tan	Director (concurrently serves as Compliance Director)	-	-	-
Armand Wahyudi Hartono	Director	-	-	-
Erwan Yuris Ang	Independent Director	-	-	-
Rudy Susanto	Director	-	-	-

13. The Board of Directors Meetings, Joint Meetings, and Attendance of Members of the Board of Directors

The Board of Directors meeting schedule is set at the beginning of the year. During 2015 the Board of Directors held 53 (Fifty Three) meetings, as many as the Board of Directors held 40 (Forty) meetings and the frequency of Joint Meetings between the Board of Directors and the Board of Commissioners held 13 (thirteen).

BCA is in compliance with Bank Indonesia regulations and Financial Services Authority Regulation regarding minimum mandatory Board of Directors

meetings and Joint Meetings between the Board of Directors and the Board of Commissioners.

Decision-making is conducted through consensus agreement. In the event consensus agreement does not occur, decision-making is carried out based on majority vote.

All decisions taken in the meeting of the Board of Directors shall be binding. Differences of opinion (dissenting opinion) that occur in Board of Directors meetings shall be clearly stated in the minutes of the meeting along with the reasons for dissent.

The Board of Directors Meeting Frequency and Level of Attendance in 2015 are as follows:

Name	Number of Meetings	Attendance	Percentage
Jahja Setiaatmadja	40	39	97%
Eugene Keith Galbraith*	40	23	57%
Dhalia M. Ariotedjo	40	33	82%
Anthony Brent Elam	40	32	80%
Suwignyo Budiman	40	38	95%
Subur Tan	40	37	92%
Henry Koenafi	40	36	90%
Armand W. Hartono	40	28	70%
Erwan Yuris Ang	40	33	82%
Rudy Susanto	40	35	87%

Description:

* = Undergoing on medical treatment overseas

The Agenda of Board of Directors' Meetings which held during 2015 were as follows:

Month	Date	Several meeting agenda :
January	15,22,27,29	<ol style="list-style-type: none"> Business Continuity: <ul style="list-style-type: none"> Regional Office Discussion: development of economic, business & performance. Discussion and report of the Planning & Financial Division, were: <ul style="list-style-type: none"> The 2016 budget process report (finalization of the RBB RKAT 2016 - 2018); Approval on the Decree of Budget 2016 Adjustment of the dividend amount distributed on the profit in 2014 Discussion & report on working unit performance, among others Branch Banking working unit, Individual Banking working unit, Corporate Banking Group Discussion on the development of BCA banking solution, among others: <ul style="list-style-type: none"> Discussion on development of inclusive financial program & branchless banking "DUITT & Laku" Development of "Sakuku" Development of Klik BCA Bisnis Integrated Solution (IBS2) Card product strategy: business progress & opportunities CASA progress, management & position Progress of life insurance business Challenge & growth of fee base income Business progress of acquiring consumer card Development of deposit Tahapan Security on internet banking transaction Discussion on the organization development: <ul style="list-style-type: none"> Approach on the "Scrum method" project management Development on the trainee management (BDP) new concept Employee value of BCA proposition Organization of BCA career expo Implementation of BCA Award, a series of activity for BCA Anniversary, BCA Annual Work Meeting Report of the Gallup survey: team & customer engagement Progress & opportunity on IT application, which includes: Big Data, cloud computing Result of customer survey economic per semester Assessment on the 2016 Branch Office Performance <ol style="list-style-type: none"> Governance risk management, internal control, and compliance: <ul style="list-style-type: none"> Report on crisis incident management New regulation regarding credit risk weigh Membership of the integrated governance committee Proposal on the authority change for credit determination
February	5, 10, 17	
March	12,17,19,26	
April	2,14,16,30	
May	7, 12	
June	9, 16, 18, 25	
July	9, 30	
August	6, 11, 20	
September	3, 8, 10, 15, 17, 29	
October	1, 29	
November	5, 12, 24, 26	
December	15	



The Board of Commissioners and Board of Directors Joint Meeting frequency and level of attendance of Directors at the Joint Meetings throughout 2015 are as follows:

Name	Number of Meetings	Attendance	Percentage
Jahja Setiaatmadja	13	11	85%
Eugene Keith Galbraith ^{*)}	13	8	62%
Dhalia M. Ariotedjo	13	10	77%
Anthony Brent Elam	13	8	62%
Suwignyo Budiman	13	10	77%
Subur Tan	13	10	77%
Henry Koenafi	13	7	54%
Armand W. Hartono	13	6	47%
Erwan Yuris Ang	13	9	70%
Rudy Susanto	13	13	100%

Description:

^{*)} Undergoing on medical treatment overseas

Schedule and Agenda of Joint Meeting of Board of Directors and Board of Commissioners held during 2015 were as follows:

Month	Date	Several meeting agenda:
January	14, 29	• Discussion on Bank Business Plan and Annual Budget & Work Plan
February	-	
March	4, 18, 26	• Discussion on the proposal of profit allocation and the amount of interim dividend
April	27	
May	12	• Discussion on the corporate action plan related to subsidiaries
June	-	
July	27	• Discussion on Bank Publication Financial Statements
August	26	
September	-	• Discussion on the Assessment of Bank Health Level
October	21	
November	5, 24	• Discussion on the Implementation of Anti-Money Laundering and Terrorism Funding Prevention (APU & PPT)
December	22	

14. The Board of Directors Performance Assessment

The Board of Directors performance assessment is carried out once every year. Performance appraisal of Directors is performed by carrying out self-assessment and review by the President Commissioner/Board of Commissioners.

In general, the basis of assessment of the members of the Board of Directors is as follows:

1. The performance of the Board of Directors in implementing the vision and mission of BCA in the work program of the current year, by adhering to the values of BCA.
2. The GCG implementation.

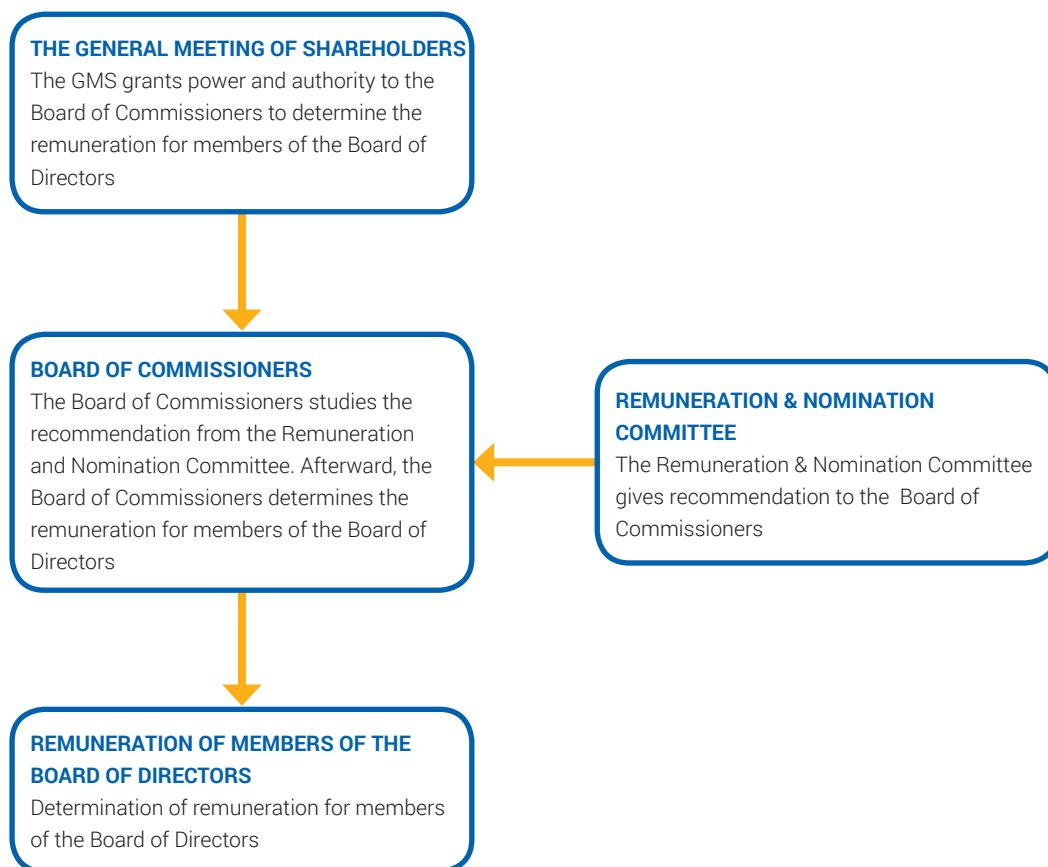
15. Procedure of Determining the Remuneration of the Board of Directors

Based on the decision of the 2015 Annual GMS, the GMS has granted the power and authority to:

- (i) The Board of Commissioners to determine the amount of salary and other benefits for members of the Board of Directors;
- (ii) The controlling shareholders to determine the distribution of tantiem for Commissioners and Directors.

In exercising its power and authority, the Board of Commissioners will consider the recommendation of the Remuneration and Nomination Committee.

Determination Procedure Scheme of Remuneration of the Board of Directors



16. Remuneration Structure of the Board of Directors

The Remuneration Structure showing the remuneration components and nominal value for each component for all members of the Board of Directors in 2015 is as follows:

Type of Remuneration and Other Facilities	Amount Received in 1 Year	
	BOARD OF DIRECTORS	
	Persons	In Million Rupiah
1. Remuneration (salary, bonus, routine allowances, tantiem, and other non-natura facilities)	10	293.210
2. Other natura facilities:		
a. Business Travel Allowance	10	659
b. Health Benefits	9	1.807
c. Health Club Membership	6	283 + USD 5.500
d. Option to buy service vehicle at the end of leasing period	10	1.979
3. Benefit retirement (owned at the end of the duty)	-	-
Total		297.938 + USD 5.500

The amount of remuneration for each member of the Board of Directors in 1 (one) year is above Rp 2 Billion, received in cash throughout 2015.



Indicators for Implementing the Remuneration of the Board of Directors

The indicators for implementing the remuneration of the Board of Directors are as follows:

- Individual performance of each Director.
- Financial performance and fulfillment of reserve fund as stated in Limited Liability Company Law.
- Fairness with peer group. Equality of position within BCA organization and with other similar banks in terms of assets and characteristics.
- Consideration of BCA's long term goals and strategies.

17. Training Programs for New Members of the Board of Directors

An orientation program is organized for new members of the Board of Directors in order to help them in carrying out the relevant duties and responsibilities as a Director as well as possible.

The orientation program includes:

- Information regarding BCA such as the vision, mission, medium and long term strategy and plans, performance, as well as financial aspects;
- Understanding the duties and responsibilities as a member of the Board of Directors, limits of authority, working time, relationship with the Board of Commissioners, rules and regulations, etc.

Directors who are participating in the orientation may do the following:

- Request presentations to obtain explanation of various aspects deemed necessary, by involving the management under it.
- Organize meetings with fellow Directors and with Commissioners to discuss various issues in BCA or other information deemed necessary.
- Conduct visits to several business locations/branches of BCA with fellow Directors or Management.

18. Training Programs to Enhance the Competence of Members of the Board of Directors

Directors shall attend at least 1 (one) training program in a year to help them in carrying out their duties and responsibilities. Training programs attended by Directors in 2015 are as follows:

Name	Training Program	Organizer	Location	Date
Jahja Setiaatmadja	Speaker at MUNAS XV HIPMI. Theme: Young National Businessmen Responds toward Global Challenges	HIPMI	Bandung	12 January
	Speaker at the ISEI National Seminar. Theme: Infrastructure Financing Scheme Feasible for Banking	ISEI (Ikatan Sarjana Ekonomi Indonesia)	Jakarta	30 March
	IMC Meeting (Annual Meeting)	IMC (International Monetary Conference)	Toronto, Canada	31 May - 2 June
	Merrill Lynch Conference	Merrill Lynch	California, USA	3 - 5 June
	Speaker at the 33 rd Muktamar & Seminar 2015	PBNU	Jakarta	1 July
	Speaker at the Financial Authority's (OJK) Seminar. Theme: Let's Invest in Mutual Funds	OJK	Batam	4 September

Name	Training Program	Organizer	Location	Date
Jahja Setiaatmadja	Discussant at the IBEX Seminar. Theme: The New Wave of Banking Phenomenon	Perbanas	Jakarta	9 September
	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 October
	JCB World Conference	JCB	Bali	22 - 23 October
Eugene Keith Galbraith	Indonesia All Access	Nomura	Jakarta	21 January
	Non Deal Roadshow	Macquarie & Bahana - Daiwa	USA	20 February
	UBS Indonesia Conference	UBS	Jakarta	9 March
	Credit Suisse Conference	Credit Suisse	Hong Kong	23-25 March
	JP Morgan's Asia CEO-CFO Conference	JP Morgan	USA	30 Agt-4 September
	Indonesia Knowledge Forum	BCA Learning Center	Jakarta	8 October
	DB Access Indonesia Conference, Deutsche Bank	Deutsche Bank	Jakarta	3-4 November
	Economic Advisory Committee Meeting, IIF	IIF	Singapore	19-20 November
	Apac Financial Credit Suisse, Credit Suisse	Credit Suisse	Hong Kong	1-2 December
Dhalia M. Ariotedjo	Citibank Global Forum 2015	Citibank	Lisbon - Portugal	27-29 April
	Branchles Banking (Refreshment Manajemen Risiko)	IBI & LSPP	Jakarta	15 August
	SIBOS Conference	SIBOS	Singapore	14-15 October
Anthony Brent Elam	Workshop Credit "Credit Management Strategy During The Slow Down Economic Growth"	Lembaga Pengembangan Perbankan Indonesia (LPPI)	Bali	6-7 August
	BNP Paribas NDR	PNB Paribas	Hong Kong	15-16 September
	22 nd CSLA Investors' Forum	CSLA	Hong Kong	17-18 September
	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 October
	Annual Intel Security Conference	Intel	Las Vegas, USA	26-28 October
	14 th Morgan Stanley Annual Asia Pacific Summit	Morgan Stanley	Singapore	17-18 November
Suwignyo Budiman	Team Building Payment Bank KSEI 2015	KSEI	Osaka- Jepang	7-10 May
	Speaker in Discussion Forum 2015 regarding Evolution of Technology System and Banking Service in Digital Era	Infobank	Jakarta	16 September
	Speaker in SESPIBI Program, Batch XXXII year 2015 - Trend of National Payment System (Cash & Non-Cash)	Bank Indonesia	Jakarta	5 October
	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 October



Name	Training Program	Organizer	Location	Date
Subur Tan	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 October
	HR Technology Conference	HR Technology Conference	Las Vegas, USA	18-21 October
Henry Koenafi	The Teradata Universe Conference	The Teradata	Amsterdam	19-22 April
	Asean Golbal Leadership Program	SRW & CO	California – USA	31 May- 5 June
	ALFI – NUS ke 1 (Asia Leader Financial Institution)	National University of Singapore (NUS)	Singapore	6-11 September
	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 October
	ALFI – NUS ke 2 (Asia Leader Financial Institution)	National University of Singapore (NUS)	Mumbai – India	7-8 December
Armand W. Hartono	The Teradata Universe Conference	The Teradata	Amsterdam	18-22 April
	Financial Literacy to Support Financial Inclusion	OJK	Nusa Dua, Bali	9-10 June
	IBM Connect Executive Xchange 2015	IBM Singapore	Singapore	1-3 September
	ALFI – NUS ke 1 (Asia Leader Financial Instituion)	National University of Singapore	Singapore	6-11 September
	Gartner Symposium IT Expo 2015	Gartner	Orlando, USA	4-8 October
	(Speaker) Theme: Opportunities and Challenges with Information Technology Implementation at Financial Services Industry in Facing Digital Economy	OJK	Jakarta	20 November
	ALFI – NUS ke 2 (Asia Leader Financial Institution)	National University of Singapore	Mumbai, India	7-8 December
Erwan Yuris Ang	Operational Risk Management (Risk Management Refreshment Program)	IBI & LSPP	Bandung	28 March
	Leader as Coach Updates	Principia	Jakarta	22 April
	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 October
	Leadership & Management	Corporate Coach Group	London	10-11 November
	Leadingself Contiusly	Principia	Jakarta	10 December
Rudy Susanto	Workshop Credit “Credit Management Strategy During The Slow-Down Economic Growth	Lembaga Pengembangan Perbankan Indoneisa (LPPI)	Bali	6-7 August
	Indonesia Knowledge Forum	BCA Learning Service	Jakarta	7-8 October
	The 11 th Indonesia Palm Oil Conference and 2016 Price Outlook (IPOC 2015)	GAPKI	Bali	26-27 November

COMMITTEES UNDER THE BOARD OF COMMISSIONERS

THE AUDIT COMMITTEE

1. Main Duties

The Audit Committee was formed by, and is responsible to, the Board of Commissioners with the purpose of assisting the Board of Commissioners to support the effectiveness of implementation of the oversight/supervision duties and functions on matters related to financial reporting, internal control systems, the implementation of internal and external audits, implementation of good corporate governance (GCG), and compliance with applicable laws and regulations.

2. Legal Reference

The formation of Audit Committee refers to:

- Decision of Chairman of Bapepam-LK No. Kep-643/BL/2012 dated 7 December 2012 and Attachment of Regulation No. IX.1.5 concerning Establishment and Work Guidelines of Audit Committee.
- Bank Indonesia Regulation No.8/14/ PBI/2006 dated 5 October 2006 as a substitute of Bank Indonesia Regulation No.8/4/PBI/2006 concerning Good Corporate Governance Implementation in Commercial Bank.
- Bank Indonesia Circular Letter No.15/15/DPNP dated 29 April 2013 concerning Good Corporate Governance Implementation in Commercial Bank.
- Articles of Association of PT. Bank Central Asia, Tbk No.171 dated 23 April 2015 concerning Duties and Authorities of the Board of Commissioners.

3. Charter of Audit Committee

BCA's Audit Committee Charter and Code of Conduct have been adapted to adhere with the Bapepam-LK Regulation No.IX.1.5 on Establishment and Work Guidelines of Audit Committee mentioned above. The matters listed below fall under the scope of the Guidelines and Code of Conduct of the Audit Committee:

- Duties and Responsibilities;
- Authorities;
- Structure and Membership;
- Membership requirements;
- Term of Office;
- Work Mechanism;
- Work Hours;
- Meetings;
- Mechanism of Decision Making in Meeting;
- Minutes of Meeting;
- Reporting;
- The handling of complaints/reports regarding claims about infractions in financial reports.

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

4. Duties and Responsibilities of the Audit Committee

In carrying out its function, the Audit Committee has the following duties and responsibilities:

1. Monitoring and evaluating the planning and implementation of audits as well as monitoring the follow-up actions of audit findings in order to assess the adequacy of internal controls including the adequacy of the financial reporting process.
2. In order to carry out the above-stated duties and to provide recommendations to the Board of Commissioners, the Audit Committee conducts monitoring and evaluation on:
 - a. The implementation of tasks by the Internal Audit Division (DAI).
 - b. The compliance of audit implementation by the Public Accountant Office to the prevailing auditing standards.
 - c. The compliance of Financial Statements with the prevailing accounting standards.
 - d. Providing independent opinion in the event of disagreements between the management and the Public Accounting Office for services rendered.
 - e. The follow-up implementation by the Board of Directors on the findings of DAI, Public Accountants and Financial Services Authority (OJK) supervision results.



3. Reviewing other financial information that will be issued by BCA to the public and/ or documents such as projections, and other reports relating to the financial information of BCA.
 4. Reviewing the compliance of BCA with laws and regulations in the field of banking, Capital Markets, and other legislation and provisions relating to the business activities of BCA.
 5. Providing recommendations to the Board of Commissioners on the appointment of a Public Accounting Office, based on independency, scope of the assignment, and fee to be submitted to the General Meeting of Shareholders.
 6. Reviewing and reporting to the Board of Commissioners regarding complaints in relation to accounting and financial reporting processes of BCA.
 7. Reviewing and providing advice to the Board of Commissioners in relation to potential conflict of interest at BCA.
 8. Reviewing and monitoring of the implementation of effective and sustainable GCG.
 9. Performing other tasks relevant to the functions of the Audit Committee at the request of the Board of Commissioners.
5. **Authority of the Audit Committee**
In performing its duties, the Audit Committee has the authority to carry out the following actions:
 - a. To access documents, data, and information regarding employees, funds, assets, and BCA's resources;
 - b. To communicate with employees, Management and parties executing internal audit functions, risk management, and Public Accountants regarding the duties and responsibilities of the Audit Committee;
 - c. If needed, to involve independent parties outside the members of the Audit Committee whose services are required in order to assist the Committee in carrying out its duties;
 - d. Other actions with authority granted by the Board of Commissioners.

6. Membership of the Audit Committee

The Audit Committee of BCA comprises of 3 (three) members, consisting of a Chairman who is also an Independent Commissioner and 2 (two) Committee members who are Independent Parties.

One independent party is an expert in finance/ accounting and the other independent party is an expert in the field of banking.

7. Membership Composition of the Audit Committee as of 31 December 2015

Name	Position
Cyrellus Harinowo ^{*)}	Chairman (concurrently as Independent Commissioner)
Inawaty Handoyo	Member (Independent Party)
Ilham Ikhsan	Member (Independent Party)

^{*)} As of 1 July 2015, Chairman of Audit Committee is Mr. Cyrellus Harinowo, replacing Mr. Sigit Pramono

Appointment of members of the Audit Committee is conducted by the Board of Directors Decision No.103/SK/ DIR/2011 dated 27 July 2011 based on the Board of Commissioners Meeting Decision No.030/RR/KOM/2011 dated 23 June 2011, was updated by Decree of Board of Directors No.094/SK/ DIR/2015 dated 30 June 2015 based on decision of Board of Commissioners' Meeting No.31/RR/ KOM/2015 dated 24 June 2015.

Profiles of education, positions, and work experience of members of the Audit Committee can be viewed in the Corporate Data section, page 564-565 of this Annual Report.

8. Term of Office of The Audit Committee Member

The term of office of the Audit Committee members shall expire at the end of the term of the Audit Committee Chairman, who is also an Independent Commissioner. The Audit Committee term of office for this period will end at the close of the 2016 AGMS.

9. Independence and Requirements of the Audit Committee Members

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

Membership requirements that must be met by Audit Committee members are as follows:

1. Have good integrity, character, and morals.
2. Possess the ability, knowledge, and experience in accordance to his/her field of duties, as well as being able to communicate well;
3. Understand the Financial Statements, the business of BCA as particularly related to services or business activities of BCA, audit processes, and legislation in the field of the Capital Markets as well as other relevant laws and legislations;
4. Willing to comply with BCA's Code of Ethics and the Audit Committee's Code of Conduct established by BCA;
5. Willing to continuously improve competence through education and training;
6. Have at least one member whose educational background and expertise is in accounting and/or finance;
7. Did not work in a Public Accountant Firm, Law Firm, Public Appraisal Service Office or other parties that provided assurance services, non-assurance services, appraisal services and/ or other advisory services to the Bank within the last 6 (six) months;
8. Had not worked or had the authority and responsibility for planning, directing, controlling, or supervising the activities of BCA in the prior 6 (six) months unless as an Independent Commissioner;
9. Not a member of a Board of Directors of other Banks;
10. Does not have direct or indirect shareholdings in BCA;
11. In the case of members of the Audit Committee of BCA acquires shares either directly or indirectly as a result of a legal event, the shares shall be transferred to other parties within a maximum period of 6 (six) months after the shares were acquired;
12. Have no affiliation with fellow members of the Board of Commissioners, the Board of Directors or Controlling Shareholders of BCA;
13. Have no business relationship that is either directly or indirectly related to the business activities of BCA;
14. The Chairman of the Audit Committee may hold office as a Committee Chairman of only 1 (one) other committee in BCA;
15. Audit Committee members who are Independent Parties may hold more than one position as an Independent Party at other Committees in BCA, other Banks, and/or other companies, as long as he/she:
 - a. meets all the required competencies;
 - b. meets the independency criteria;
 - c. is able to keep BCA matters confidential;
 - d. observes the applicable code of conduct; and
 - e. does not neglect implementation of duties and responsibilities as a member of the Committee.

10. Meetings of the Audit Committee

The Audit Committee holds at least 4 (four) meetings in one year as stipulated in the Audit Committee Charter and Code of Conduct. During 2015, the Audit Committee held 20 (twenty) meetings.

Minutes of meetings are prepared for each Audit Committee Meeting, describing the date of meeting, attendance of the Audit Committee members, meeting agenda, and meeting materials.



Attendance of the members of the Audit Committee at Audit Committee meetings during 2015 is as follows:

Name	Number of Meetings	Attendance	Percentage
Cyrillus Harinowo ^{*)}	13	13	100
Sigit Pramono	7	7	100
Inawaty Handoyo	20	20	100
Ilham Ikhsan	20	20	100

^{*)} As of 1 July 2015, Chairman of Audit Committee is Mr. Cyrillus Harinowo, replacing Mr. Sigit Pramono

11. Reports on the Implementation of Audit Committee Work Program in 2015

During 2015, BCA's Audit Committee has accomplished the following:

1. Conducted meeting with the Public Accountant Firm (KAP) Siddharta Widjaja & Rekan, to discuss the final audit results of BCA's Financial Statement for the 2014 fiscal year and its Management Letter.
2. Evaluated and approved the proposal for extending the contract with KAP Siddharta Widjaja & Rekan, which is affiliated with KPMG International and recommended it to the Board of Commissioners to perform the audit for the BCA Financial Statements for financial year 2015.
3. Conducted meeting with KAP Siddharta Widjaja & Rekan to discuss the plan and scope of the audit of BCA's Financial Statements for the 2015 fiscal year.
4. Conducted meeting with the Division of Finance and Planning to review BCA's Financial Statements which will be published every quarter.
5. Conducted 8 (eight) meetings with the Internal Audit Division to:
 - a. Evaluate the annual planning.
 - b. Evaluate the implementation of internal audit each semester.
 - c. Conduct discussions on audit results deemed significant.
6. Conducted 7 (seven) visits to the Main Branch Office to attend internal audit exit meetings as part of process to assess the internal audit quality, as well as adequacy and effectiveness of internal control.
7. Conducted 8 (eight) visits to Subsidiary Branch Offices and 2 (two) Cash Offices to observe their activities as part of process to assess the adequacy and effectiveness of internal control.
8. Reviewed reports of internal audit results (179 reports) and monitored follow-ups.
9. Assessed BCA's compliance with prevailing legislation in the field of banking through a review of the reports of compliance to the prudent banking principles as reported every quarter.
10. Assessed credit portfolio reports issued every semester.
11. Monitored the risk management implementation through quarterly reports of BCA's Risk Profile and monthly reports of the Operation Risk Management Information System (ORMIS).
12. Attended presentation on the audit results of IT Governance conducted by the Internal Audit Division assisted by a consultant from Asia Pacific Advisory Services Private Limited, Singapore. The presentation was also attended by the Board of Commissioners.
13. Conducted studies on:
 - a. Results of the examination conducted by the Financial Services Authority and follow-up actions.
 - b. Examination result of Bank Indonesia and the follow-up.
 - c. The management letter from KAP Siddharta Widjaja & Rekan and its follow-ups.
14. Reported the results of review and routine evaluation to the Board of Commissioners on aspects such as governance, risk management, compliance and control on a quarterly basis.

15. Discussed modes of external fraud, including those relating to cyber crime that occurred during 2015 and the next mitigation with the Risk Oversight Committee.
16. Attended the GMS, Analyst Meetings, and the 2016 BCA National Work Meetings in order to monitor the implementation of GCG.

THE RISK OVERSIGHT COMMITTEE

1. Main Duties

The Risk Oversight Committee was formed to ensure that the enterprise wide risk management framework provides adequate protection to the bank against all risks faced by the Bank.

2. Legal Reference

Establishment of the Risk Oversight Committee refers to:

- Bank Indonesia Regulation No.8/14/PBI/2006 dated 5 October 2006 on Amendments to Bank Indonesia Regulation No.8/4 PBI/2006 on Good Corporate Governance Implementation for Commercial Bank.
- Circular Letter of Bank Indonesia No.15/15/DPNP dated 29 April 2013 regarding Implementation of Good Corporate Governance for Public Bank.

- The Board of Commissioners Decision Letter No.033/SK/KOM/2007 dated 22 February 2007 on the Structure of the Risk Oversight Committee.

3. Guidelines and Code of Conduct of the Risk Oversight Committee

The Risk Oversight Committee adheres to the Risk Oversight Committee Charter and Code of Conduct prepared in accordance with Bank Indonesia Regulation on the Implementation of Good Corporate Governance for Commercial Banks. The Risk Oversight Committee Charter and Code of Conduct are contained in the BCA GCG Manual and posted on the BCA website (www.bca.co.id).

The Risk Oversight Committee Charter and Code of Conduct covers:

- Structure and Membership;
- Duties and Responsibilities;
- Working Mechanism;
- Ethics and Work Hours;
- Committee Meetings.

4. Membership of the Risk Oversight Committee

BCA's Risk Oversight Committee comprises 3 (three) persons, consisting of a Chairman who is also an Independent Commissioner and 2 (two) Independent Parties.

One Independent Party has expertise in financial risk management and the other one has an expertise in finance.

5. Membership Composition of the Risk Oversight Committee as of 31 December 2015

Name	Position
Sigit Pramono ^{*)}	Chairman (concurrently as Independent Commissioner)
Endang Swasthika Wibowo	Member (Independent Party)
Wimpie Rianto ^{**)}	Member (Independent Party)

^{*)} Effective starting 1 July 2015, the Chairman of Risk Oversight Committee is Mr. Sigit Pramono replaced by Mr. Cyrillus Harinowo

^{**)} Effective starting 1 January 2015, Andreas E. Susetyo resigned as member of Risk Oversight Committee. Effective as of 1 February 2015, Mr. Wimpie Rianto is assigned as member of the Risk Oversight Committee to replace Mr. Andreas E. Susetyo

Appointment of members of the Risk Oversight Committee was formalized by the Board of Directors Decree No.001/SK/DIR/2015 dated 12 January 2015, based on decision of Board of Commissioners' meeting No.64/RR/KOM/2014 dated 10 December 2014, and updated by Decree of Board of Directors No.095/SK/DIR/2015 dated 30 June 2015 based on decision of Board of Commissioners' Meeting No.31/RR/KOM/2015 dated 24 June 2015.



The educational and work experience profiles of the members of the Risk Oversight Committee can be found in the Corporate Data section page 566 of this Annual Report.

6. Term of Office of the Risk Oversight Committee Members

The term of office of the Risk Oversight Committee members will expire at the expiration of the term of office of Risk Oversight Committee Chairman, who is also an Independent Commissioner. The Risk Oversight Committee term of office for this period will end at the close of the 2016 AGMS.

7. Independence and Requirements of the Risk Oversight Committee Members

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

Requirements to be met by members of the Risk Oversight Committee of BCA are, among others, as follows:

- a. High integrity, ability, knowledge, experience in accordance with their field of work, and the ability to communicate excellently;
- b. At least one independent party has an educational background and expertise in finance;
- c. At least one independent party has an educational background and expertise in the field of risk management;
- d. Has no affiliation with the Board of Commissioners, the Board of Directors, or the Controlling Shareholder of the Bank;

- e. Has no business relationship, either directly or indirectly, related to the business activities of the Bank;
- f. Not a member of a Risk Oversight Committee at any other company (issuers or public companies) during the same period.

8. Duties and Responsibilities of the Risk Oversight Committee

Duties and responsibilities of the Risk Oversight Committee, among others, are:

1. Assisting and making recommendations to the Board of Commissioners in order to improve oversight in implementation of tasks and responsibilities in risk management and to ensure that risk management policies are properly implemented.
2. In regard with the process to provide recommendation, the Risk Oversight Committee should:
 - a. Evaluate on the consistency between risk management policies and policy implementation.
 - b. Monitor and evaluate the implementation of duties of the Risk Management Committee and the Risk Management Unit.

9. Meetings of the Risk Oversight Committee

The Risk Oversight Committee meetings are held at least 4 (four) times a year as stipulated in the Guidelines and Code of Conduct of the Risk Oversight Committee. In 2015, the Risk Oversight Committee held 10 (ten) meetings.

Minutes of meetings are prepared for each Risk Oversight Meeting, describing the date of meeting, attendance of the Risk Oversight Committee members, meeting agenda, and main discussion.

Attendance of the members of the Risk Oversight Committee at the Risk Oversight Committee meetings during the year 2015 is as follows:

Name	Number of Meetings	Attendance	Percentage
Sigit Pramono ^{*)}	5	5	100%
Cyrellus Harinowo	5	5	100%
Endang Swasthika Wibowo	10	10	100%
Wimpie Rianto ^{**)}	10	10	100%

^{*)} Effective starting 1 July 2015, the Chairman of Risk Oversight Committee is Mr. Sigit Pramono replaced by Mr. Cyrellus Harinowo

^{**)} Effective starting 1 January 2015, Andreas E. Susetyo resigned as member of Risk Oversight Committee. Effective as of 1 February 2015, Mr. Wimpie Rianto is assigned as member of the Risk Oversight Committee to replace Mr. Andreas E. Susetyo

10. Report of the Implementation of the Risk Oversight Committee Work Program in 2015

In 2015, the Risk Oversight Committee's work program was as follows:

1. Conducted:

- a. Monitoring of risk by reviewing and evaluating risk reports prepared by the risk control units. The Risk Oversight Committee gives opinions and suggestions in writing and can request further clarification or explanations through special meetings to discuss the topic.
- b. Evaluating the quarterly stress test results.
- c. Monitoring of risk profiles by a periodic risk dashboard report, to comply with the regulation.
- d. Reporting the progress of monitoring duties to the Board of Commissioners quarterly.

2. Conducted special monitoring on:

- a. Operational risks, particularly the risk of Information Technology (IT) to ensure that BCA operational risks are under control. In addition, conducted evaluation on the Business Continuity Plan (BCP) and Crisis Management Protocol. Conducted monitoring on the implementation and control of operational risks, especially those related with fraud.
- b. Analyze the stress test results specifically on the aspects of:
 - Liquidity risk based on various macro indicators scenarios and testing the resistance of liquidity reserves.

- Credit risk including consumer credit, SME and corporation credit.
 - Capital allocation and reserves to support various economic conditions.
3. Evaluated the implementation of good corporate governance by reviewing the risk management documents of SKMR and the Risk Management Committee.
 4. Provided recommendation to the Board of Commissioners on the implementation and development of the risk management process regarding:
 - a. Business Continuity Planning and Crisis Management Protocol.
 - b. Consumer Credit Risk on a national level.
 - c. Preparation for achieving the targets of the SME credit program, in line with economic conditions and potential.
 - d. Preparation for the implementation of integrated risk management and assessment mechanisms.
 5. Ensured that BCA has a good infrastructure for controlling risk; therefore evaluation is conducted by:
 - a. Reviewing the rules and guidelines for risk management.
 - b. Evaluating the methods, indicators and measurement of risk.
 6. Ensuring that GCG is well implemented by attending the General Meeting of Shareholders, Analyst Meetings and the Annual National Work Meeting.



THE REMUNERATION AND NOMINATION COMMITTEE

1. Main Duties

The Remuneration and Nomination Committee was formed to enhance the quality of top management through prescribed remuneration and nomination policies.

2. Legal Reference

The Remuneration and Nomination Committee was established by:

- Bank Indonesia Regulation No.8/14/PBI/2006 dated 5 October 2006 as a subtitle of Bank Indonesia Regulation No.8/4/PBI/2006 concerning Good Corporate Governance Implementation in Commercial Bank.
- Circular Letter of Bank Indonesia No.15/15/DPNP dated 29 April 2013 regarding Implementation of Good Corporate Governance for Public Bank.
- Regulation of Financial Service Authority No.34/POJK.04/2014 dated 8 December 2014 regarding Nomination and Remuneration Committee of Issuer or Public Company.

3. Guidelines and Code of Conduct of the Remuneration and Nomination Committee

The Remuneration and Nomination Committee has a Charter and Code of Conduct, prepared in accordance with regulations from the Bank of Indonesia and Circular Letters from Bank of Indonesia regarding the

Implementation of Good Corporate Governance for Banks and Financial Services Authority Regulation No.34/POJK.04/2014 dated 8 December 2015 concerning the Remuneration and Nomination Committee of Issuers or Public Companies. The Remuneration and Nomination Committee Charter and Code of Conduct were published in the BCA GCG Manual and the BCA website (www.bca.co.id) under Good Corporate Governance.

The scope of the Remuneration and Nomination Guidelines and Code of Conduct covers the following:

- Structure and Membership;
- Duties and Responsibilities;
- Work Mechanisms;
- Ethics and Work Hours;
- Committee Meetings;
- Activity Reporting System;
- The Procedures for Replacement Members;
- Terms of office.

4. Membership of the Remuneration and Nomination Committee

BCA's Remuneration and Nomination Committee has 3 (three) members, comprising a Chairman who is also an Independent Commissioner and 2 (two) members a President Commissioner and an Executive Officer in charge of the Human Capital Management (Human Resources) Division.

The Remuneration and Nomination Committee members have the knowledge of remuneration systems and/or nominations as well as of succession planning.

5. Membership Composition of The Remuneration and Nominations Committee as of 31 December 2015

Name	Position
Raden Pardede	Chairman (concurrently as Independent Commissioner)
Djohan Emir Setijoso	Member (concurrently as President Commissioner)
Lianawaty Suwono	Member (concurrently as the Head of Human Capital Management)

The appointment of members of the Remuneration and Nomination Committee is undertaken by Board of Directors Decision No.123/SK/DIR/2011 dated 19 September 2011 based on Decision of Board of Commissioners No.027A/RR/KOM/2011 dated 30 May 2011.

The education and work experience profiles of the members of the Remuneration and Nomination Committee can be viewed in the Corporate Data section, page 567 of this Annual Report.

6. Term of Office of the Remuneration and Nomination Committee Members

The term of office of the members of the Remuneration and Nomination Committee will expire at the expiration of the term of office of the Chairman of the Remuneration and Nomination Committee, who is also an Independent Commissioner. The term of office of the members of the Remuneration and Nomination Committee during this period will expire at the close of the 2016 AGMS.

7. Independence and Requirements of the Remuneration and Nomination Committee Members

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

Requirements to be met as a member of the BCA Remuneration and Nomination Committee are, among others as follows:

1. Have high integrity, ability, knowledge, experience in accordance with their field of work and the ability to communicate well;
2. Have knowledge of remuneration and/or nominations system;
3. Have no affiliation with other member of the Board of Commissioners, the Board of Directors, or the Controlling Shareholder of BCA;
4. Have no business relationship, either directly or indirectly, related to the business activities of BCA

8. Duties and Responsibilities of the Remuneration and Nomination Committee

Duties and Responsibilities of the Remuneration and Nomination Committee, among others are:

1. To evaluate the remuneration and nomination policies of 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 General Meeting of Shareholders of BCA.
 - b. Remuneration policy for all Executive Officers and employees to be delivered by the Board of Commissioners to the Board of Directors.
3. To develop and recommend the election systems and procedures and/or replacement of members of the Board of Commissioners and the Board of Directors to the Board of Commissioners, to be further submitted to the GMS.
4. To ensure that the remuneration policies of BCA are in compliance with the prevailing legislation.
5. To advise the Board of Commissioners regarding prospective Commissioners and /or prospective Directors to be submitted to the GMS.
6. To recommend independent parties as prospective members of the Audit Committee and the Risk Oversight Committee to the Board of Commissioners.
7. To assess the feasibility of the facilities policy provided to the Board of Commissioners and Board of Directors.
8. To carry out other duties assigned by the Board of Commissioners regarding remuneration and nomination in accordance with the applicable regulations.
9. To report the results of assessments and recommendations with respect to the duties of the Remuneration and Nomination Committee to the Board of Commissioners when required.



In addition, pursuant to the Regulation of Financial Service Authority No.34/POJK.04/2014 dated 8 December 2014 regarding Nomination and Remuneration Committee of Issuer or Public Company, The Remuneration and Nomination Committee has the following duties and responsibilities:

- a. Relating to Nomination function:
 1. Making recommendations to the Board of Commissioners on:
 - a) Composition of the Board of Directors and/or the Board of Commissioners;
 - b) Policies and criteria needed in nomination process; and
 - c) Performance evaluation policy of the Board of Directors and/or the Board of Commissioners.
 2. Assisting the Board of Commissioners to assessment the performance of the Board of Directors and the Board of Commissioners based on criteria as a evaluation;
 3. To give recommendations to the Board of Commissioners on developed the ability of the Board of Directors and/or the Board of Commissioners; and
 4. To advise prospective Directors and/or Commissioners to the Board of Commissioners to be submitted to the GMS.

- b. Relating to Remuneration function:
 1. Making recommendation to the Board of Commissioners on:
 - a) structure of remuneration;
 - b) Remuneration policy; and
 - c) Amount of remuneration.
 2. Assisting the Board of Commissioners to assessment the performance of the conformity of remuneration to each members of the Board of Directors and/or members of the Board of Commissioners.

9. The Remuneration and Nomination Committee Meetings

The Remuneration and Nomination Committee holds meetings in accordance with BCA requirements, at least 1 (one) time of 4 (four) months as stipulated in the Financial Services Authority Regulation No.34/POJK.04/2014 dated 8 December 2015 concerning the Remuneration and Nomination Committee of Issuers or Public Companies. During 2015, the Remuneration and Nomination Committee held 4 (four) meetings.

Minutes of meetings are prepared for each Remuneration and Nomination Committee meeting, describing the date of meetings, attendance of the Remuneration and Nomination Committee members, meeting agenda, and meeting materials.

Attendance of the members of the Remuneration and nomination Committee at the Remuneration and Nomination Committee meetings during the year 2015 is as follows:

Name	Number of Meetings	Attendance	Percentage
Raden Pardede	4	4	100%
Djohan Emir Setijoso	4	4	100%
Lianawaty Suwono	4	4	100%

10. Policy Concerning the Succession of the Board of Directors

1. Develop and provide recommendations on systems and procedure of selection and/or replacement of members of the Board of Commissioners and Board of Directors to the Board of Commissioners to be submitted to the GMS.
2. 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.
3. In order to prepare the executives of BCA to gain a broad knowledge and experience as an official at the head or branch office, every executive will be rotated.

11. Report on the Implementation of the Remuneration and Nomination Committee Work Program in 2015

During 2015 the Remuneration and Nomination Committee accomplished the following:

1. Recommended to the Board of Commissioners the distribution of *tantiem* of financial year 2014 to all members of the Board of Commissioners and Directors who held office during the 2014 financial year, to be delivered by the Board of Commissioners during the AGMS on 9 April 2015 for approval.
2. Recommended the change of office vehicles facility previously given in form of "company owned vehicles that are permitted to be used by members of the Board of Commissioners and Directors" to "Monthly Office Vehicle Allowance".
3. Updated the Remuneration Policy in relation with the Employee Expense Budget in 2016 and BPJS Health and Pension Insurance.
4. Recommended the improvement of the System and Procedure of Appointment and/or Replacement of Members of the Board of Commissioners and/or Directors to the Board of Commissioners.

THE INTEGRATED GOVERNANCE COMMITTEE

1. Main Duties

The Integrated Governance Committee was established and is responsible to the Board of Commissioners of BCA as the Main Entity within the Financial Conglomerate. The purpose is to assist BCA's Board of Commissioners in overseeing the application of Integrated Governance.

2. Legal Reference

Establishment of the Integrated Governance Committee refers to:

- Financial Services Authority Regulation No.18/POJK.03/2014 dated 18 November 2014 concerning the Application of Integrated Governance for Financial Conglomerates.
- Financial Services Authority Circular Letter No.15/SEOJK.03/2015 dated 25 May 2015 concerning the Application of Integrated Governance for Financial Conglomerates.

3. Charter of the Integrated Governance Committee

The Integrated Governance Committee has a Charter (Structure of the Integrated Governance Committee) developed according to the Financial Services Authority Regulation No.18/POJK.03/2014 dated 18 November 2014 concerning the Application of Integrated Governance for Financial Conglomerates.

The Charter (Structure of the Integrated Governance Committee) covers the following:

- Legal basis (reference);
- Position;
- Duties and Responsibilities;
- Composition of Membership;
- Number and Composition of Independent Commissioners;
- Terms of office;
- Work Mechanism;
- Committee Meetings;
- Reporting.



The Integrated Governance Committee Charter and Code of Conduct are contained in the BCA website (www.bca.co.id) under Good Corporate Governance.

4. Duties and Responsibilities of the Integrated Governance Committee

In performing its functions, the Integrated Governance Committee has the following duties and responsibilities:

- a. Evaluating the application of Integrated Governance, at minimum through assessing the adequacy of internal control and implementation of an integrated compliance function.
- b. Providing recommendation to the Board of Commissioners of BCA as the Main Entity

within the Financial Conglomerate to improve the Integrated Governance Guideline.

5. Membership of the Integrated Governance Committee

Membership of the Integrated Governance Committee at least must consist of:

- a. An Independent Commissioner of BCA (as Main Entity) as a Chairman;
- b. Independent Commissioners from Subsidiary Companies in the Financial Conglomerate as members;
- c. An Independent Party as a member; and
- d. Member of Sharia Supervisory Board from Financial Services Institution in the Financial Conglomerate, as a member.

6. Composition of the Integrated Governance Committee Membership

Based the Board of Decision No.106/ SK/DIR/2015 dated 30 July 2015, composition of the Integrated Governance Committee Membership is as follows:

Name	Position
Sigit Pramono	Chairman, concurrently as Independent Commissioner at BCA (Main Entity)
Adhi Gunawan Budirahardjo	Member (concurrently as Independent Commissioner of PT BCA Finance)
Gustiono Kustianto	Member (concurrently as Independent Commissioner of PT Asuransi Umum BCA)
Suyanto Sutjiadi	Member (concurrently as Independent Commissioner of PT Bank BCA Syariah)
Pudjianto	Member (concurrently as Independent Commissioner of PT Asuransi Jiwa BCA)
Inawaty Handoyo	Member, concurrently as Independent Party at BCA (Main Entity)
Sutedjo Prihatono	Member (concurrently member of Syariah Supervisory Board of PT Bank BCA Syariah)

Educational background, position and work experience of members of Integrated Governance Committee can be seen in the Company Data on page 568-570 of this BCA Annual Report.

7. Number and Composition of Independent Commissioners

The number and composition of Independent Commissioner as members of the Integrated Governance Committee depends on the needs of the Financial Conglomerate and the Integrated Governance Committee's efficiency and effectiveness in carrying out its duties, by taking into consideration the representation of each financial service provider within the Group.

8. Terms of Office of the Integrated Governance Committee Members

The terms of office of the Integrated Governance Committee members is the same as members of Board of Commissioners of BCA (as Main Entity), and can be reappointed for the next period.

Term of office of members of the Integrated Governance Committee in this period will be expired on the closing of the 2016 Annual GMS of BCA.

9. Work Mechanism

The work mechanism of the Integrated Governance Committee is as follows:

- a. Duties and responsibilities of the Integrated Governance Committee, among others, are carried out as decided through Integrated Governance Committee meetings.
- b. To ensure that duties are well implemented, the Integrated Governance Committee is assisted by a Committee Secretary to perform secretarial duties such as:
 - i. Arranging the schedule of meetings;
 - ii. Proposing and contacting interviewees when needed;
 - iii. Preparing and distributing invitation and materials for the meetings;
 - iv. Preparing and distributing the minutes of meetings.
- c. Whenever required, the Integrated Governance Committee may invite interviewees from members of the Board of Commissioners, Directors, or other internal and external parties of the Main Entity and the financial services providers within the financial conglomerate.

10. Meetings of the Integrated Governance Committee

Following are the arrangements in regard to meetings of the Integrated Governance Committee:

- a. Meetings of the Integrated Governance Committee are conducted based on the needs of the financial conglomerate, at least 1 (once) every semester.

- b. Meeting quorum of the Integrated Governance Committee occurs only if attended by more than ½ (a half) of the number of its members.
- c. Meetings of the Integrated Governance Committee can be held through video-conference.
- d. Decision-making in the meetings of the Integrated Governance Committee is conducted through consensus agreement.
- e. In the event consensus agreement does not occur, decision-making is carried out based on majority vote.
- f. Chairman and members of the Integrated Governance Committee each have 1 (one) vote.
- g. Results of the meetings of the Integrated Governance Committee serve as recommendations that can be followed-up by the Board of Commissioners of the Main Entity and/or the financial service providers within the Financial Conglomerate.
- h. Minutes of meetings shall be made in each Integrated Governance Committee meeting, signed by all members of Integrated Governance Committee who attend, and be well documented. Differences of opinion (dissenting opinions) that occur in the meeting shall be clearly stated in the minutes of meeting along with the reasons for dissent.

During 2015, the Integrated Governance Committee held 2 (two) meetings.

Attendance of members of the Integrated Governance Committee in meetings in 2015 is as follows:

Name	Number of Meetings	Attendance	Percentage
Sigit Pramono	2	2	100%
Adhi Gunawan	2	1	50%
Gustiono Kustianto	2	1	50%
Suyanto Sutjiadi	2	1	50%
Pudjianto	2	2	100%
Inawaty Handoyo	2	2	100%
Sutedjo Prihatono	2	2	100%



11. Reports on the Implementation of the Integrated Governance Committee Work Program in 2015

In 2015, the Integrated Governance Committee carried out the following program:

- a. Reviewing the overall preparation of integrated governance application in BCA's financial group among Subsidiary Companies, including updating the compliance status of Subsidiary Companies toward applicable regulations for each Subsidiary Company.
- b. Reviewing the draft of a Self Assessment Report on the Application of Integrated Governance in Semester I and Semester II Year 2015.
- c. Updating the legal review on the application of integrated governance in financial conglomerates in relation with Limited Liability Company Law principles.
- d. Evaluating the application of integrated governance in financial conglomerates.
- e. Attending socialization of the integrated governance application and guidelines held by the National Committee of Governance Policy.

THE EXECUTIVE COMMITTEES OF THE BOARD OF DIRECTORS

The Board of Directors is assisted by 7 (seven) Executive Committees, which are in charge of providing objective opinions to the Board of Directors and helping to systematically improve the effectiveness of the Board of Directors in performing their duties.

Executive Committee members are appointed by the Board of Directors. The Committees provide input based on their scope of duties and responsibilities.

Following are the 7 (seven) Executive Committees under the Board of Directors:

1. Asset & Liability Committee (ALCO)
2. Risk Management Committee (KMR)
3. Integrated Risk Management Committee (KMRT)
4. Credit Policy Committee (KKP)
5. Credit Committee (KK)
6. Information Technology Steering Committee (KPTI)
7. Personnel Case Advisory Committee (KPKK)

ASSET & LIABILITY COMMITTEE (ALCO)

The Asset & Liability Committee (ALCO) is a permanent committee under the Board of Directors with the mission of achieving an optimum level of profitability for BCA as well as ensuring that liquidity risk, interest rate risk and foreign exchange risk is controlled through the establishment of policies and strategies for Bank asset and liability management.

Main Functions of ALCO

To establish and evaluate policies and liquidity management strategies to meet the liquidity needs of BCA in accordance with the applicable rules, including unexpected funds requirements, while minimizing idle funds.

- To establish and evaluate policies and strategies related to market risks, including interest rate risk and foreign exchange risk.
- To establish and evaluate pricing policies and strategies for products such as funding, credit, and inter-office accounts.
- To establish and evaluate policies and strategies for managing the investment portfolio.
- To establish and evaluate policies and strategies for arranging balance sheet structure by anticipating changes in interest rates to achieve an optimum net interest margin.

Authorities of ALCO

ALCO has the authority to take strategic decisions in the management of Bank assets and liabilities within parameters set by the Board of Directors and Board of Commissioners, such as:

- To establish deposit rates, savings, and checking account interest rates;
- To establish lending rates;
- To establish funding and investment strategies;
- To establish hedging strategy where necessary;
- To establish limits relating to liquidity risk, interest rate risk, and foreign exchange risk according to the overall risk management policy.

Membership of ALCO and Voting Right Status

Position	Filled By	Voting Right Status
Chairman (concurrently as member)	President Director	Reserve Voting Rights
Members	• Deputy President Director	Reserve Voting Rights
	• Corporate Banking Director	Reserve Voting Rights
	• Risk Management Director	Reserve Voting Rights
	• Retail and Commercial Banking Director	Reserve Voting Rights
	• Individual Banking Director	Reserve Voting Rights
	• Regional & Branch Banking Director	Reserve Voting Rights
	• Credit Director	Reserve Voting Rights
	• Head of Treasury Division	Reserve Voting Rights
	• Head of International Banking Division	Reserve Voting Rights
	• Head of Finance and Planning Division	Reserve Voting Rights
	• Head of Corporate Banking dan Corporate Finance	Reserve Voting Rights
	• Head of Retail and Commercial Banking	Reserve Voting Rights
	• Head of Transaction Services Development	Reserve Voting Rights
	• Head of Consumer Credit Business Unit	Reserve Voting Rights
• Head of Consumer Card Business Group	Reserve Voting Rights	
• Head of Risk Management Unit	Reserve Voting Rights	
Secretary	Senior Adviser at Risk Management Unit (SKMR) which covers Asset Liability Management (ALM)	No Voting Rights

Duties and Liabilities of ALCO

ALCO, among others tasks, functions to establish the liquidity management policies and strategies to meet the liquidity needs of BCA and minimize idle funds. In addition, ALCO establishes policies and strategies related to market risk, pricing strategy and the structuring of the investment portfolio and balance sheet structuring strategies to anticipate market rate movements and to optimize the net interest margin (net interest margin - NIM). ALCO reports initiatives and activities through regular monthly meetings with special smaller meetings held to discuss specific issues.

Main Duties of ALCO Members

Voting ALCO members have main duties such as:

- To provide input to the ALCO secretary for the preparation of the agenda and meeting materials.
- To provide input in the form of information and analysis on the ALCO meeting, regarding:
 - Methodology of product pricing and loan funds.
 - Methodology of measuring liquidity risk, interest rate risk and foreign exchange risk.
 - Determination of product price and loan funds.
 - The competitiveness of interest rates and funding products.
 - Strategies of Bank competitors.
 - Constraints, if any, in the implementation of ALCO decisions.
 - The behavior of customers and market changes.

**ALCO Meetings**

- ALCO meetings are held as necessary and at least once every month.
- ALCO meetings meet quorum if attended by at least ½ (half) plus one of the members of ALCO including the Chairman or alternate, or attended by 5 (five) Directors, including the Chairman or alternate.

Decision Making

- Decision making in relation with the use of ALCO authorities will only be taken through legitimate ALCO meeting decisions.
- ALCO meeting decisions are valid and binding if approved by half plus 1 (one) of the members with voting rights present.

Frequency and Attendance of the Board of Directors and Other ALCO Members in the 2015 Meetings

Name of Director	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja) ^{*)}	12	12	100%
Deputy President Director (Eugene Keith Galbraith) ^{**)}	12	4	33%
Corporate Banking Director (Dhalia M. Ariotedjo)	12	9	75%
Risk Management Director (Anthony Brent Elam)	12	11	92%
Retail and Commercial Banking Director (Suwignyo Budiman)	12	9	75%
Individual Banking Director (Henry Koenafifi)	12	7	58%
Regional and Branch Banking Director (Erwan Yuris Ang)	12	6	50%
Credit Director (Rudy Susanto)	12	11	92%

Members Head of Division or Officials Representing:	Number of Meetings	Attendance	Percentage
Treasury Division	12	12	100%
International Banking Division	12	12	100%
Finance and Planning Division	12	10	83%
Corporate Banking dan Corporate Finance Group	12	11	92%
Retail and Commercial Banking Division	12	5	42%
Fund Development and Services Division	12	11	92%
Credit Consumer Business Unit	12	10	83%
Consumer Card Business Group	12	9	75%
Risk Management Unit	12	12	100%

^{*)} = Chairman

^{**)} = Undergoing on medical treatment overseas

Notes:

Non-member Directors also attend the ALCO Meeting as resource persons.

In addition, units from Head Office, Regional or Branch Offices, as well as parties outside BCA may be invited as a resource person to provide input related to certain issues.

Accountability/Work Realization Reporting

Realization of the Committee's work is 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.

ALCO Activity/Work Realization Program in 2015

Throughout 2015, ALCO held 12 (twelve) meetings with the following agenda:

- Report of follow-ups of previous ALCO meeting decisions.
- Economic parameters including inflation rates, Bank Indonesia Term Deposit interest rates, yield curves of Rupiah and USD, Rupiah & USD market liquidity and exchange rate of Rupiah.
- Liquidity reserves comprising Primary and Secondary Rupiah and Foreign Exchange Reserves, Rupiah and Foreign Exchange Fund Structure, Credit Projection, Liquidity Projection and losses due to liquidity risk.
- Interest rate risks, including Repricing Gap and Sensitivity Analysis, both for Rupiah and Foreign Exchange.
- Foreign Exchange Risk, in regard with development of the Net Open Position (NOP) and the related risks.
- Loan Portfolio, which comprises limit and outstanding loans and type of debtors.
- Yield and Cost of Fund of Rupiah and Foreign Exchange.
- Analysis of Assets/Liabilities Management.
- Development of Bank Funds to Total Banking.
- To discuss and decide on changes in interest rates for Funds and Loans, Prime Lending Rates and limits relating to the Asset Liability Management (ALM).

- To review the results of profit/loss simulations in accordance with the strategy applied by the ALM BCA.

RISK MANAGEMENT COMMITTEE

The Risk Management Committee (KMR) was established to ensure that the enterprise-wide risk management framework provides adequate protection against all risks faced by BCA.

Main Functions of KMR

- To develop policies, strategies, and guidelines for the implementation of enterprise-wide risk management.
- To improve the implementation of risk management based on the results of evaluations on the implementation process and effective risk management system.
- To determine matters related with business decisions that deviate from normal procedures (irregularities).

Authority of KMR

KMR has the authority to review and make recommendations on matters relating to risk management that need to be decided by the Board of Directors.

Membership of the Integrated Risk Management Committee and Voting Rights

Position	Filled By	Voting Rights Status
Chairman (concurrently as Permanent Member)	Director who heads 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 Unit • All Head of Division/Business Unit/Group/Work Units related with Subsidiary Companies, other than Permanent Members 	Reserve Voting Rights
Non-permanent Member ²⁾	<ol style="list-style-type: none"> 1. Executive Vice President of Information Technology 2. All Head of Division/Business Unit/Group/Work Units related with Subsidiary Companies, other than Permanent Members 	Reserve Voting Rights
Secretary (concurrently as permanent member)	Head of Risk Management Unit or Substitute Officer	Reserve Voting Rights

Notes:

¹⁾ If there is any concurrent position, the person only has the right of 1 (one) vote

²⁾ Relevant with the topics discussed.

**Main Duties of KMR**

- To provide input to the secretary of KMR in form of topics and meeting materials to be discussed in the KMR meetings.
- To provide input in form of information and analysis related to topics to be discussed in the KMR meetings. Topics that can be discussed in the KMR meetings include:
 - Directions and targets of BCA in formulating policies, strategies, and guidelines for risk management, with recommendations for improvement or adjustment when necessary.
 - Assessment of the effectiveness of the implementation of the risk management framework.
 - The development and trend of the total risk exposure of BCA and propose an overall risk tolerance level (risk appetite).
 - Results of the review on total risk exposure faced by BCA and its possible impacts.
 - Assessment of BCA's capital adequacy and impact on capital/profitability of the bank under different stress test scenarios.
 - Development of risk measurement methods including contingency plans for abnormal conditions (worst case scenario) as well as other methods related with risk management.

- Improvements/justifications associated with business decisions that deviate from normal procedures (irregularities).
- Limit of authority, exposures, and the concentration of the loan portfolio as well as other parameters designed to limit risk.

KMR Meetings

Following are some provisions concerning the KMR meetings:

- KMR meetings are held as necessary, with a minimum of once in 3 (three) months or 4 (four) times in 1 (one) year.
- KMR meetings meet quorum if attended by at least 2/3 (two thirds) of the number of permanent members or ½ (half) of total number of permanent members but with the approval of all permanent members.

Decision Making

Following are provisions concerning decision making:

- Decision making related with the use of KMR authority will only be carried out through legitimate KMR meeting decisions.
- KMR meeting decisions are valid and binding if approved by more than half the number of present members.

Frequency of KMR Meetings and Attendance of the Board of Directors and Other KMR Members in 2015

Name	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja)	4	4	100%
Deputy President Director (Eugene Keith Galbraith) ⁹⁾	4	1	25%
Director (Dhalia M. Ariotedjo)	4	2	50%
Risk Management Director (Anthony Brent Elam) ¹⁾	4	4	100%
Director (Suwignyo Budiman)	4	2	50%
Director (Subur Tan)	4	4	100%
Director (Henry Koenafi)	4	3	75%
Director (Armand W. Hartono)	4	2	50%
Director (Erwan Yuris Ang)	4	3	75%
Director Rudy Susanto)	4	3	75%

Name	Number of Meeting	Attendance	Percentage
Head of Compliance Unit	4	3	75%
Head of Credit Risk Analysis Group (GARK)	4	4	100%
Head of Risk Management Work Unit (Secretary)	4	4	100%
Executive Vice President of Information Technology (Non-permanent member) ²⁾	1	1	100%
Head of Commercial Business and SME Division (Non-permanent member) ²⁾	1	1	100%
Head of Enterprise Security Work Unit (Non-permanent member) ²⁾	3	3	100%
Head of Consumer Card Services and Business Support (Non-permanent member) ²⁾	1	1	100%
Senior IT Adviser IT Infrastructure & Operation Management (Non-permanent member) ²⁾	1	1	100%
Head of Finance and Accounting Sub-Division (Non-permanent member) ²⁾	1	1	100%
Head of Operational and Service Sub-Division (Non-permanent member) ²⁾	1	1	100%

Notes:

¹⁾ Chairman

²⁾ Number of meetings for non-permanent members correspond to invitation for respective topic

³⁾ Undergoing on medical treatment overseas

Accountability/Work Realization Reporting

Accountability and work realization of KMR are reported through the following:

- A written report on a regular basis at least once in 1 (one) year to the Board of Directors, regarding the results of regular KMR meetings.
- A written report to the Board of Directors concerning the results of special meetings held to discuss specific issues.
- Special reports or activity reports (if necessary).

KMR Activity and Work Program in 2015 and its Realization

Throughout 2015, KMR conducted 4 (four) meetings with the realization of KMR work program below:

- To inform about the condition of BCA's credit portfolio and the causes of credit problem in SME.
- To inform about the stress test result on the weakening of Rupiah exchange rate to USD by implementing the credit, liquidity and market risks approach.

- To inform about the prevention mechanism for data loss that can be implemented by internal and external parties in form of Advance Persistent Threat/APT.
- To inform about the BCM (Business Continuity Management) and the Crisis Management Team organization structure.
- To give updates regarding the Integrated Risk Management application.
- To inform about the New Secondary Operation Center (SOC) and Alternate Network Solution (MBCA & WSA2).
- To inform about the projection of BCA's credit portfolio as of December 2015, which includes outstanding value, DPK and NPL.
- To inform about the current security condition at branches and efforts to improve security at BCA.
- To conduct review on the IDR and USD secondary reserves.
- To inform about the risks and accounting treatment for SWAP transactions.



INTEGRATED RISK MANAGEMENT COMMITTEE

The Integrated Risk Management Committee (KMRT) was established to ensure the risk management framework has provided an integrated and adequate coverage over all risks faced by BCA and Subsidiary Companies.

Main Function of KMRT

To give recommendation to the Board of Directors, which at least includes:

- Development of an integrated risk management policy.

- Improvements on the integrated risk management policy based on evaluation results.

Authority of KMRT

KMRT has authority to review and give recommendation on matters associated with the integrated risk management to be decided by the Board of Directors.

Membership of the Integrated Risk Management Committee and Voting Rights

Position	Filled By	Voting Rights Status
Chairman (concurrently as Permanent Member)	Director who heads 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 Unit 	Reserve Voting Rights
Non-permanent Member ²⁾	<ul style="list-style-type: none"> • Executive Vice President of Information Technology • All Head of Division/Business Unit/Group/Work Units related with Subsidiary Companies, other than Permanent Members 	Reserve Voting Rights
1. Executive Officer ³⁾	Directors who represent or are appointed by the Subsidiary Company Note ³⁾ : Number and composition are determined according to the needs, efficiency and effectiveness of the KMRT's implementation of duties, by considering, among others, the representation of each financial provider.	Reserve Voting Rights
2. Directors at Subsidiary Companies ³⁾		
Secretary (concurrently as permanent member)	Head of Risk Management Unit or Substitute Officer	Reserve Voting Rights

Notes:

¹⁾ If there is any concurrent position, the person only has the right of 1 (one) vote.

²⁾ Relevant with the topics discussed.

³⁾ If the Head of Internal Audit Division attends the KMRT meeting, he/she does not have voting right.

Main Duties of Members of KMRT

- To provide recommendation to the Secretary of Committee regarding the topics and meeting materials to be discussed in the Committee meeting.
- To provide recommendation in form of information and analysis related with the topics discussed in the Committee meeting. The topics may cover, among others:
 - Direction and target of the Company in developing policy, strategy, and guidelines for the integrated risk management application, and its amendment when necessary.
 - Assessment on the effectiveness of the integrated risk management framework application.
 - Report on the development and tendency of integrated risk exposure and recommendation on risk appetite and risk tolerance.
 - The result of review on the total exposure of integrated risk and its impact.
 - Assessment on the Bank's capital adequacy in handling the risk of loss incurred by using various stress test scenarios.
 - Recommendation on developing risk measurement methods, contingency plans in the worst case scenario, and other methods in regard with the integrated risk management.
 - Other matters that require justification as related with business decisions taken out of normal procedure (irregularities).

- Limit of authority, exposure, and credit portfolio concentration as well as other parameters to limit risks.
- Improvement of the integrated risk management both regularly and incidentally as a result of changes in internal and external conditions that may affect capital adequacy, risk profile, and ineffectiveness of the current integrated risk management application based on evaluation.

Meetings of KMRT

Following are some provisions regarding the meetings of KMRT:

- KMRT meetings are held as necessary, with a minimum of once in a semester.
- KMRT meetings meet quorum if attended by at least 51% (fifty one percent) of the number of permanent members.

Decision Making

Following are provisions concerning decision making:

- Decision making related with the use of the KMRT's authority will only be carried out through a legitimate KMRT meeting decisions.
- KMRT meeting decisions are valid and binding if approved by more than ½ (half) the number of present members.

Frequency of KMRT Meetings and Attendance of the Board of Directors and Other KMRT Members in 2015

Name of Director	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	2	2	100%
Deputy President Director (Eugene Keith Galbraith) ¹⁾	2	-	-
Director (Dhalia M. Ariotedjo) ¹⁾	2	1	50%
Risk Management Director (Anthony Brent Elam) ^{#)}	2	2	100%
Director (Suwignyo Budiman) ¹⁾	2	2	100%
Director (Subur Tan) ¹⁾	2	2	100%
Director (Henry Koenafif) ¹⁾	2	1	50%
Director (Armand W. Hartono) ¹⁾	2	-	-
Director (Erwan Yuris Ang) ¹⁾	2	1	50%
Director Rudy Susanto) ¹⁾	2	2	100%
Head of Compliance Unit ¹⁾	2	2	100%
Head of Risk Management Unit (Sekretaris)	2	2	100%
Head of Credit Risk Analysis Group (Non-permanent Member) ²⁾	1	1	100%
Head of Financial and Planning Division (Non-permanent Member) ²⁾	1	1	100%
Head of Internal Audit Division (Non-permanent Member) ²⁾	2	1	50%
Director of BCA Finance (Non-permanent Member) ²⁾	1	1	100%



Name of Director	Number of Meeting	Attendance	Percentage
Director of Central Santosa Finance (Non-permanent Member) ²⁾	2	2	100%
Director of BCA Syariah ((Non-permanent Member) ²⁾	1	1	100%
Director of BCA FL Hong Kong (Non-permanent Member) ²⁾	1	1	100%
Director of BCA Sekuritas (Non-permanent Member) ²⁾	1	1	100%
Director of BCA Insurance (Non-permanent Member) ²⁾	1	1	100%
Director of BCA Life (Non-permanent Member) ²⁾	1	1	100%

Notes:

^{#)} Chairman

^{*)} Undergoing on medical treatment overseas

¹⁾ Permanent Member

²⁾ Number of meetings for non-permanent members correspond to invitation for respective topics

Accountability/Work Realization Reporting

Accountability and work realization of KMRT are reported through the following:

- A written report on a regular basis at least once in 1 (one) year to the Board of Directors, regarding the results of regular KMRT meetings.
- A written report to the Board of Directors concerning the results of special meetings held to discuss specific issues.
- Special reports or activity reports (if necessary).

KMRT Activity and its Realization

Throughout 2015, KMRT conducted 2 (two) meetings with the realization as follows:

- To give information related to:
 1. The Integrated Risk Management Committee (KMRT)
 - Background of KMRT formation
 - Structure of Authority of KMRT
 - KMRT Meetings
 - Authority and responsibility of KMRT
 2. Basic Policy of the Integrated Risk Management Committee (KDMRT)
 - Background of KDMRT development
 - Content of KDMRT
 3. Report on the Profile of Integrated Risk (LPRT)
 - Background of LPRT development
 - Type of risks in LPRT
 - Rank of LPRT's risk profile for semester I of 2015

- To inform about the strategy of PT Central Santosa Finance (CSF) in coping with economic slowdown, portfolio performance review, and asset recovery.

CREDIT POLICY COMMITTEE

The Credit Policy Committee (KKP) was established to direct the provision of loans through the credit policy formulation designed in order to achieve prudent lending targets.

Main Functions of KKP

- To assist the Board of Directors in formulating the credit policies, primarily with regard to the prudent lending principle.
- To monitor and evaluate the implementation of credit policies to be implemented consistently and consequently.
- To perform periodic reviews on BCA's Basic Credit Policy (KDPB).
- To monitor the progress and condition of the credit portfolio.
- To provide advice and steps to improve the results of monitoring and evaluation that has been done.

Authority of KKP

KKP has the authority to provide advice and improvement steps to the Board of Directors associated with the credit policy.

KKP Membership and Voting Rights

Position	Filled By	Voting Rights Status
Chairman (concurrently Member)	President Director	Reserve Voting Rights
	• Deputy President Director	Reserve Voting Rights
	• Risk Management Director	Reserve Voting Rights
	• Credit Director	Reserve Voting Rights
	• Compliance Director	Reserve Voting Rights
Anggota ¹⁾	• Corporate Banking Director ²⁾	Reserve Voting Rights
	• Branch Director ²⁾	Reserve Voting Rights
	• Individual Banking Director ²⁾	Reserve Voting Rights
	• Head of Credit Risk Analysis Group and/or Head of Commercial Banking & SME and/or Head of Corporate Banking and Corporate Finance and/or Head of Consumer Credit Business Unit and/or Head of Consumer Card Business Group and/or Substitute Officer ²⁾	Reserve Voting Rights
	• Head of Internal Audit Division or Substitute Officer	Reserve Voting Rights
Secretary (concurrently Member)	Head of Risk Management Unit or Substitute Officer	Reserve Voting Rights

Notes:

¹⁾ Other Directors have the right to attend the KKP meetings, but without voting rights.

²⁾ In accordance with the topics discussed

Main Duties of KKP Members

The main duties of KKP members are, among others:

- To provide input to the secretary of KKP in the preparation of meetings agenda and materials.
- To provide input in form of information and analysis at the KKP meetings in order to make a KKP decision regarding the following:
 - Development of credit policies (corporation, commercial, SME, KUK, consumer, and credit card) in accordance with the Bank's mission and business plan.
 - Compliance to the provisions of law in granting credit.
 - Overall development and quality of credit portfolio.
 - Proper implementation of loan approval authority.
 - Proper process of lending, development, and quality of loan given to related parties and certain large borrowers.
- Proper implementation of the Legal Lending Limit (LLL).
- Handling of Non-Performing Loans in accordance with the credit policies.
- Adequacy on the allowance for Bank loan losses.
- Results of oversight on the implementation of the Basic Credit Policy (KDPB).

KKP Meetings

Below are the provisions in KKP meetings:

- KKP meetings are held as necessary at a minimum of once within 1 (one) year.
- KKP meetings meet quorum if attended by at least 2/3 (two-thirds) of the number of members.



Decision Making

Following are the provisions in decision making.

- Decision making in regard with the use of KKP authority can be done through circulars to KKP members or a valid KKP meeting.
- A decision of KKP meeting is valid and binding if approved by more than half the number of present members.

Attendance of Members of the Board of Directors and Other KKP Members in 2015

Name	Number of Meeting	Attendance	Percentage	Description
President Director	1	1	100%	-
Deputy President Director	1	-	-	Business trip
Risk Management Director	1	1	100%	-
Credit Director	1	1	100%	-
Compliance Director	1	1	100%	-
Corporate Banking Director ¹⁾	1	1	100%	-
Retail & Commercial Banking Director ¹⁾	1	1	100%	-
Individual Banking Director ¹⁾	1	1	100%	-
Operational & Information Technology Director ²⁾	1	1	100%	-
Regional and Branch Support Director ²⁾	1	1	100%	-
Head of Anaysis and Credit Risk Group or alternates ¹⁾	1	1	100%	-
Head of Commercial Banking and SME or alternates ¹⁾	1	1	100%	-
Head of Corporate Banking dan Corporate Finance or alternates ¹⁾	1	1	100%	-
Head of Consumer Credit Business Unit or alternates ¹⁾	1	NA	-	The topic was not related to Consumer Credit policy
Head of Consumer Card Group or alternates ⁽¹⁾	1	NA	-	The topic was not related to Consumer Card policy
Head of Internal Audit Division or alternates	1	1	100%	-
Head of Risk Management Work Unit or alternates	1	1	100%	-
Head of Compliance Work Unit or alternates	1	1	100%	-

Note:

¹⁾ relevant with the topic discussed

²⁾ Non-member

Accountability /Work Realization Reporting

- A written report is submitted to the Board of Directors on a regular basis, with copies to the Board of Commissioners regarding the results of controlling, monitoring, and evaluating the Basic Bank Credit Policy (KDPB), as well as advice for necessary improvement.
- Other data and information related with the the results of controlling, monitoring, and evaluating of activities.

KKP Work Program and Realization in 2015

1. To recommend the authority delegation policy in deciding the category of credit under Commercial and Corporation.
2. To prepare the Accountability and Work Realization Report of the Credit Policy Committee and submit it to the Board of Directors with copies to the Board of Commissioners.

CREDIT COMMITTEE

The mission of the Credit Committee (KK) is to assist the Board of Directors in making loan evaluations and/or loan approval decisions within the authorized limits set by the Board of Directors as stipulated in the Company's Articles of Association with regards to BCA's business development without abandoning the prudence principles.

Main Functions of the Credit Committee

- To provide credit guidance and to conduct a more intensive and comprehensive credit analysis when necessary.
- To provide decisions or recommendations on credit approval proposals submitted by the referral/proposal associated with:
 - Large Loans;
 - Specific Industries; and,
 - Special requests from the Board of Directors.
- To coordinate with the Asset & Liability Committee (ALCO) on funding and adjustments of interest rates for corporate loans.

Level of Credit Committee

In carrying out its duties, the Credit Committee is grouped under the following credit categories:

1. Corporate Credit Committee
2. Commercial Credit Committee.

Credit Committee Authority

The authority of the Credit Committee includes making credit decisions or providing recommendations for the draft of credit decisions, by referring to the provision concerning the Authority to Terminate Credit as contained in the Corporate Credit Policy Manual and Commercial Credit Policy Manual.

Following is the scope of authority vested in the Credit Committee:

- In terms of the magnitude of authority:
The Credit Committee has the authority to terminate credit in accordance with the authorized maximum amounts specified for each type of borrower.
- In terms of the object of credit decisions:
 - Giving credit decisions for corporate and commercial categories above a certain value.
 - Providing a decision on proposed credit facilities.
 - Determining the take over/purchase of loans that have or have not been restructured from other financial institutions.

Membership and Voting Rights of Corporate Credit Committee

Position	Filled By	Voting Rights Status ^{*)}
Chairman (concurrently as Permanent Member)	Credit Director (DKR)	Reserves Voting Rights
Permanent Members	• President Director (PD)	Reserves Voting Rights
	• Deputy Director (WPD)	Reserves Voting Rights
	• Corporate Banking Director (DBK)	Reserves Voting Rights
Non Permanent Members	• Other Directors with loan approval authority	Reserves Voting Rights
	• Risk Management Director (DMR) ^{**)}	Reserves Voting Rights
Secretary (concurrently as Permanent Member)	Head of Credit Risk Analysis Group	No Voting Rights

^{*)} Decision making through meetings conducted by voting mechanism

^{**)} Has voting rights in the decision of loan restructuring, loan settlement and matters relating to risk management



Membership and Voting Rights of Commercial Credit Committee

Position	Filled By	Voting Rights Status ¹⁾
Chairman ^{**)} (concurrently as Permanent Member)	Head of Group Credit Risk Analysis based on the suitability with exposure of the commercial credit that is being handled.	Reserves Voting Rights
Permanent Members	• Retail & Commercial Banking Director (DBC)	Reserves Voting Rights
	• Credit Director (DKR)	Reserves Voting Rights
	• Head of Regional Office	Reserves Voting Rights
Non Permanent Members	• Risk Management Director (DMR) ^{***)}	Reserves Voting Rights
Secretary (concurrently as Permanent Member)	Credit Adviser	No Voting Rights

Description:

¹⁾ Decision making through meetings conducted by voting mechanism

^{**)} Duties of Committee Chairman may be alternated among Group Heads based on the relevant commercial loan exposure handled

^{***)} Has voting rights in the decision of loan restructuring, loan settlement and matters relating to risk management

Main Duties of Credit Committee Members

The main duties of Credit Committee are stated below:

- To provide direction for more comprehensive credit analysis of specific credit when necessary, should information presented be insufficient for decision-making;
- To give consideration to draft decisions, proposals and recommendations submitted by the provider of the recommendation/proposer;
- To decide on credit based on professional skills in an honest, objective, accurate, and thorough fashion;
- To provide input to the Credit Committee secretary regarding the meeting needs.

Credit Committee Meetings

The following are several provisions on Credit Committee Meetings:

- Credit Committee Meetings are held as necessary with at least 6 (six) meetings per year;
- Meetings can be held and declared to meet quorum if attended by at least 3 (three) Permanent Members;
- Meetings can be conducted through teleconference;
- For the Corporate Credit Committee, the Compliance Director or his alternate shall attend every Credit Committee meeting;
- Commercial Credit Committee meetings can be done both at the Head Office and Regional Offices;
- Details of each Credit Committee meeting must be noted in minutes of meetings.

Decision Making

The following are provisions on decision making:

- Decision making on credit can be made via the approval for the draft decision, which is circulated in writing or approval confirmation via email (memo circulation) to the members of the Committee or through Credit Committee meetings. If a circulated draft decision is not approved by one member of the Committee, then the secretary has to schedule a Credit Committee meeting immediately;
- For the Corporation Credit Committee, if the credit decision that was taken at a Credit Committee meeting has not complied with the authority of the Board of Directors in the loan approval; therefore, the draft decision is circulated to seek credit approval from other Directors and/or Board of Commissioners;
- Monitoring and Resource Persons do not have voting rights in the credit decision.

Accountability of Credit Committee

Accountability of Credit Committee can be delivered through the minutes of Credit Committee meeting, circulated decision memoranda, and periodic Credit Committee reports.

Meeting Frequency of Corporate Credit Committee And Presence Level of Board of Directors and Members of Corporate Credit Committee during 2015

Name of Director	Number of Meeting	Presence	Percentage
President Director (Jahja Setiaatmadja)**)	8	7	88%
Vice President Director (Eugene Keith Galbraith)**)	8	5	63%
Credit Director (Rudy Susanto) ⁾	8	8	100%
Corporation Business Director (Dhalia M. Ariotedjo)**)	8	7	88%
Risk Management Director (Anthony Brent Elam)***)	8	6	75%
Director (Suwignyo Budiman)****)	8	1	13%
Director (Erwan Yuris)****)	8	1	13%
Director (Henry Koenafi)****)	8	2	25%
Director (Subur Tan)****)	8	2	25%
Director (Armand W. Hartono)****)	8	1	13%

⁾ Chairman concurrently Permanent Member

^{**)} Permanent Member

^{***)} Non-Permanent Member

^{****)} Other Member of Board of Directors

Meeting Frequency of Commercial Credit Committee and Presence Level of Board of Directors and Members of Commercial Credit Committee during 2015

Name	Number of Meeting	Attendance	Percentage
Credit Director (Rudy Susanto)**)	8	8	100%
Branch Business Director (Suwignyo Budiman)**)	8	8	100%
Group Head of Commercial Credit Risk Analysis (Rickyadi Widjaja) ⁾	8	8	100%
Division Head of Small and Intermediate Business****)	8	3	38%
Head of Compliance Working Unit****)	8	3	38%
Head Area**)	8	8	100%

⁾ Chairman concurrently Permanent Member

^{**)} Permanent Member

^{***)} Non-Permanent Member

^{****)} Other Member of Board of Directors

Activity Realization of Work Program of Corporate Credit Committee and Commercial Credit Committee in 2015

In 2015, the Corporate Credit Committee held 8 (eight) meetings, and the Commercial Credit Committee held 8 (eight) meetings .

INFORMATION TECHNOLOGY STEERING COMMITTEE

KPTI was established to ensure the implementation of an information technology (IT) system is in line with BCA's strategy. KPTI's mission is to improve the Company's competitive advantage through the utilization of appropriate IT functions.

Main Functions of KPTI

- Reviewing and recommending an IT strategic plan that is aligned with the business plan of BCA.
- Conducting regular evaluations for IT support for BCA's business activities.
- Ensuring that IT investments add value to BCA.



Information Technology Steering Committee Membership and Voting Rights

Position	Filled By	Voting Rights Status
Chairman (concurrently as a Member)	Operations and Information Technology Director	Reserves Voting Rights
Secretary (concurrently as a Member)	Head of IT Management Office	Reserves Voting Rights
Members	• Risk Management Director	Reserves Voting Rights
	• Compliance Director	Reserves Voting Rights
	• Regional & Branch Support Director	Reserves Voting Rights
	• Executive Vice President of Information Technology (EVP TI)	Reserves Voting Rights
	• Strategic Information Technology Group (GSIT) ¹⁾ : - Head of IT Management Office - Head of IT Infrastructure & Operation Management - Head of Core Application Management - Head of Delivery Channel & Middleware Application Management	Reserves Voting Rights
	• Head of Enterprise Security Unit (SKES)	Reserves Voting Rights
	• Head of Risk Management Unit	Reserves Voting Rights
	• Head of Compliance Unit	Reserves Voting Rights
	• Head of Operation Strategy & Development Division	Reserves Voting Rights
	• Head of Primary User IT Work Unit ^{**)}	Reserves Voting Rights
• Head of Internal Audit Division	No Voting Rights	

Note:

¹⁾ GSIT only has 1 (one) voting right represented by the EVP IT

^{**)} Participation in meetings depends on the meeting topics relevant to the work units concerned

Authority and Responsibility of KPTI

KPTI has the authority and responsibility as follows:

- To provide recommendations to the Board of Directors for the IT strategic plan in line with BCA's business activities and strategic plan.
- To review and make recommendations on the feasibility of IT investments that will contribute to the achievement of BCA's business objectives.
- To review and recommend strategic steps to minimize the risk of BCA's investments in IT sector.
- To review and provide recommendations on major IT policies and procedures.

KPTI Meetings

The following are several provisions on KPTI Meetings:

- KPTI Meetings are conducted as necessary for at least 4 (four) times a year.
- KPTI meetings meet quorum if attended by at least 2/3 (two thirds) of the members with voting rights.

Decision Making

The following are provisions in decision making:

- Decision-making in relation to KPTI authority can only be made from decisions of legitimate KPTI meetings.
- Decisions of KPTI meetings are valid and binding if approved by at least ½ (half) plus 1 (one) of the members with voting rights present.

Accountability/Work Realization Reporting

The work realization of KPTI is reported through minutes of KPTI meetings, with the provision as follows:

- Results of KPTI meeting must be written in minutes of meetings and be well documented.
- Minutes of meetings are prepared by the Secretary of KPTI and signed by the Chairman of KPTI.

Frequency of Information Technology Steering Committee Meetings and Attendance of the Board of Directors and Other KPTI Members in 2015

Name	Number of Meeting	Attendance	Percentage
Director of Information Technology and Operations (Armand W. Hartono) ^{y)}	4	4	100%
Risk Management Director/(Anthony Brent Elam)	4	4	100%
Compliance Director (Subur Tan)	4	4	100%
Regional and Branch Support Director/(Erwan Yuris Ang)	4	4	100%
Executive Vice President of Information Technology	4	4	100%
Strategic Information Technology Group (GSIT) ^{**)} :			
• Head of IT Management Office	4	4	100%
• Head of Core Application Management	4	3	75%
• Head of Delivery Channel & Middleware Application Management	4	2	50%
Head of Enterprise Security Unit	4	3	75%
Head of Risk Management Unit	4	4	100%
Head of Compliance Unit	4	3	75%
Head of Operation Strategy & Development Division	4	3	75%
Head of Internal Audit Division ^{***)}	4	4	100%

Note:

^{y)} Chairman

^{**)} GSIT only has 1 (one) voting right represented by the EVP IT

^{***)} Without voting rights

Work Programs in 2015

- To provide recommendations to the Board of Directors regarding the IT strategic plan.
- To monitor the performance of Information Technology and its improvement efforts.
- To evaluate and monitor the application of IT in accordance with the business requirements of BCA.
- To ensure that IT investments deliver optimal investment value.
- To ensure the effectiveness of risk minimization on BCA IT investments.

Realization of Work in 2015

- To evaluate and monitor the implementation of strategic information technology (IT) projects aligned with strategic corporate objectives and BCA business direction.
- To evaluate the implementation of process and technology in IT project development.

- To review and to monitor strategic measures in minimizing the IT investment risk.
- To monitor the use of IT budget in 2015.
- To review and to evaluate new IT strategic projects, namely:
 - a. IT infrastructure development to support e-commerce gateway
 - b. Consolidation of Subsidiary's IT infrastructure through utilization of private Cloud technology
- To evaluate and to monitor IT initiative which is carried out to support delivery of the IT strategic projects. The initiatives are:
 - a. One-vision project delivery priority.
 - b. Improving resource visibility to view a development team capacity.
 - c. Establishing a Scrum Team as well as 4DX implementation.
 - d. Establishing Testing Factory.
 - e. Strengthening capacity and capability of Business Analyst (BA).



- f. Establishing a team to develop Digital Banking.
- g. Establishing environment for multiple concurrent-development & testing.
- To monitor IT human resource allocation to establish a reliable and competent IT team.
- To evaluate and to provide guidance on the IT Strategic Plan proposal for 2016-2018 To monitor IT human resource allocation to establish a reliable and competent IT team.

PERSONNEL CASE ADVISORY COMMITTEE

The Personnel Case Advisory Committee (KPKK) was established with the mission to provide recommendations to the Board of Directors regarding the settlement of personnel cases based on the principles of justice and equality by analyzing cases of violations of policy and/or possible illegal activity undertaken by employees.

Main Functions of KPKK

- To review cases of violations and/or crimes committed by employees, which require decision by the Board of Directors for follow-up settlement.
- To give consideration to the Board of Directors in determining follow-up settlement of cases of violations and/or crimes, which include the imposition of sanctions, revamping operational procedures and systems and processing legal cases if necessary.
- To periodically review the settlement of violations and/or crimes that were implemented by the Heads of Branch Offices and Regional Office.
- To provide advice and guidance (if necessary) to branches and regions in handling cases of violations and/or crimes.

KPKK Authority

KPKK has the authority to make suggestions/recommendations to the Board of Directors concerning the settlement of violations and/or crimes committed by employees.

Membership of the Personnel Case Advisory Committee and Voting Rights

Position	Filled By	Voting Rights Status
Chairman (concurrently as Member)	Head of Human Capital Management	Reserves Voting Rights
Permanent Members	• Head of Internal Audit Division	Reserves Voting Rights
	• Head of Legal Group	Reserves Voting Rights
	• Head of Operation Strategy & Development Division	Reserves Voting Rights
Non Permanent Members	• Head of Network Management Unit and Regional Planning	Reserves Voting Rights
Secretary	• Head of Branch Audit Subdivision	No Voting Rights

Main Duties of KPKK

KPKK members have voting rights, with the main tasks of providing analysis and consideration at meetings in order to formulate suggestions/ recommendations in regard with:

- Imposition of sanctions;
- Improving systems and operational procedures;
- Processing of legal cases.

KPKK members who are unable to attend the meeting can be represented by other officials (with a level equal to the Deputy Head or Division Head) appointed by the member concerned.

KPKK Meetings

The following are several provisions of KPKK Meetings:

- KPKK meetings are held as necessary.
- Voting rights are held by members.
- KPKK meetings meet quorum if attended by at least 2/3 (two thirds) of the number of members.

Decision Making

The following are several provisions of KPKK meetings and decision making:

- Decision-making in relation to the use of authority of the Committee can only be taken for decisions from legitimate KPKK meetings.
- Decisions of KPKK meetings can be in form of:
 - A recommendation to the Board of Directors agreed upon by all members, or
 - More than one recommendation (if consensus is not reached).

Accountability/Work Realization Reporting

Realization of KPKK work reported through:

- Minutes of KPKK regular meetings.
- Minutes of KPKK special meetings held to discuss specific issues.

Frequency and Attendance of the Board of Directors and Other KPKK Members in the 2015 KPKK Meetings

During 2015, KPKK conducted 10 (ten) meetings and meeting attendance rate has reached quorum. The Chairman and members of KPKK are Executive Officers under the Board of Directors.

The following is KPKK member attendance in 2015:

Name	Number of Meeting	Attendance	Percentage
Head of Human Capital Management Division ⁹⁾	10	10	100%
Head of Internal Audit Division ¹⁾	10	10	100%
Head of Legal Group ¹⁾	10	9	90%
Head of Operation Strategy & Development Services ¹⁾	10	5	50%
Head of Network Management Unit and Regional Planning ²⁾	10	6	60%

Note:

⁹⁾ Chairman

¹⁾ Permanent Member

²⁾ Non-permanent Member

Realization of KPKK Work Program in 2015

Throughout 2015, KPKK held 10 (ten) meetings. Realization of the KPKK work program is to provide input in the form of information, analysis and judgment to make recommendations to the Board of Directors on several offenses committed by employees that required

the Board's decision for follow-up settlement, including the imposition of sanctions and/or improvement of systems and operational procedures and/or processing of legal cases.



CORPORATE SECRETARY

The Corporate Secretary is primarily responsible for maintaining the BCA image and safeguarding the best interests of BCA by fostering communication and good relations with stakeholders. Corporate Secretary is also responsible for supporting the Board of Directors and Board of Commissioners in running the Company. In addition, the Corporate Secretary performs the BCAs secretarial duties, manages public relations, ensures the Bank's compliance with industry and capital market authorities, and supports the implementation of GCG.

Position and Officer of Corporate Secretary

The Corporate Secretary is appointed and installed by the Board of Directors, and responsible to the President Director. The position of Corporate Secretary is at par with a Division Head.

BCA's incumbent Corporate Secretary is Inge Setiawati, who has been in office since 1 August 2011 pursuant to Board of Directors Decision No.1289/SK/DHR/A/2011 issued by the Board of Directors on 1 August 2011. Corporate Secretary domiciled in Indonesia.

The educational background and work experience of the Corporate Secretary is provided in the Corporate Data section on page 571 of this Annual Report.

Duties and Responsibilities of the Corporate Secretary

Duties and responsibilities of Corporate Secretary, among others, are as follows:

- Represent the Board of Directors in liaising with public and private agencies/institutions.
- Monitor BCA's compliance to the provisions of the laws and regulations applicable in the Capital Markets and Stock Exchange.
- Support the implementation and enforcement of Good Corporate Governance within BCA.
- Manage and develop BCA's positive image by fostering internal and external relations through public relations activities.
- In regard with Company operations, support adherence by the Board of Directors and Board of Commissioners to BCA's Articles of Association and other policies, among others in implementing corporate actions.
- Monitor activities under the corporate secretariat, protocol, correspondence and document-keeping related to the Board of Directors and Board of Commissioners.
- Manage and monitor the implementation of corporate social responsibility (CSR), social awareness programs as well as BCA corporate sponsorship in an effort to provide guidance to stakeholders.
- Establish communication and good relations with internal and external parties, and business partners.
- Remain updated on laws and regulations related to the capital market, good corporate governance and banking.
- Organize the GMS, corporate actions and public expose (together with Investor Relations).
- Coordinate with the relevant internal work units and external parties/institutions to facilitate corporate activities and boost work effectiveness related to activities carried out by the Board of Directors and Board of Commissioners, and Board of Commissioners' Committees.
- Coordinate/monitor activities associated with the receipt and delivery of corporate information and the convening of the Board of Directors and Board of Commissioners' meetings.
- Provide stakeholders with the necessary services for any information needed concerning BCA.
- Act as the contact person (liaison officer) between BCA and the Financial Services Authority (OJK), Indonesian Stock Exchange, other capital market authorities and the public.
- Perform activities that support the implementation of transparency, primarily related to BCA's performance through communication with relevant parties.

Overview of Duties Fulfilled by the Corporate Secretary in 2015

Throughout 2015, the Corporate Secretary carried out the following activities:

1. Organized the 2015 AGMS.
2. Conducted GCG Implementation self-assessment of BCA and integrated governance for the first and second semester of 2015.
3. Prepared the GCG Implementation Report for 2015.
4. Formulated "Corporate Governance" and "Corporate Social Responsibility" to be included in the 2015 Annual Report.
5. Developed implementing corporate governance according to the ASEAN Corporate Governance Scorecard.
6. Organized a sports and cultural event in celebration of BCA's 58th anniversary on February 2015 across Jakarta, Bogor, Depok, Tangerang and Bekasi that involved employees and public from various regions and BCA branches in Jakarta, Bogor, Depok, Tangerang and Bekasi.
7. Conducted Public Expose (together with Investor Relations).
8. Held press conferences and analyst meetings on a quarterly basis.
9. Convened the National Working Meeting (together with other work units).
10. Developed and implemented CSR programs and activities.
11. Prepared press releases on BCA's performance and progress.
12. Developed BCA's corporate communication materials such as publications of financial statements through the mass media, advertisements during national holidays, and others.
13. Developed and implemented BCA sponsorship activities in keeping with Company policies.
14. Developed means of communication and organized internal events, such as BCA's anniversary celebration, retired employee gatherings and social gatherings to celebrate Eid al-Fitr, Christmas and New Year.

Competency-Building Training Programs for Corporate Secretary

Training programs which the Corporate Secretary has participated in are as follows:

- Activation Strategy "Developing Your Communication Strategy"
- Indonesia Knowledge Forum
- ICSA "Socialization of the Financial Services Authority Regulation"
- ASEAN CG Scorecard In House Training
- Socialization of the Integrated Governance for Financial Conglomeration Guidelines
- Workshop on the Preparation of 2015 Sustainability Report
- BCA's Knowledge Sharing Open Source "A Corporate Heritage"

INVESTOR RELATIONS FUNCTIONS

The main Duty of Investor Relations in 2016

The main duty of Investor Relations is to represent the Board of Directors in liaising with investors, the capital markets (community) and shareholders, including to:

1. Formulate communication strategies, specifically toward investors, potential investors, analysts, fund managers and the capital markets in general.
2. Prepare the necessary materials and implement organize various activities such as road shows, analyst meetings and conference calls.
3. Communicate various matters related to BCA shares, performance, and Financial Statements to parties such as fund managers, investors and potential investors.
4. Manage the relationships with fund managers, experts and economists (specifically related to stocks).
5. Monitor and report the results of analysis on BCA's performance and stock prices on a periodic basis.
6. Coordinate the preparation, publication and distribution of the Annual Report to investors/analysts.
7. Provide financial data and information for investors and the capital markets (community).



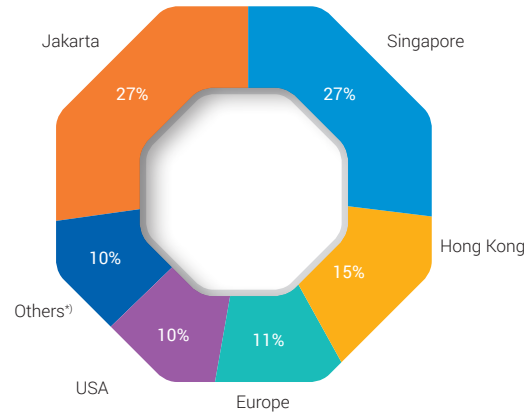
BCA Investor Relations Activities in 2015 and 2014

	2015	2014
Analyst Meeting ^{*)}	5	5
Non-deal road show	3	2
Conference ^{**)}	15	11
Investor visits	203	193
Conference call	33	39
Total	259	250

Description

^{*)} Including a public expose^{**)} Including 8 conferences in Jakarta in 2015 and 4 conferences in 2014

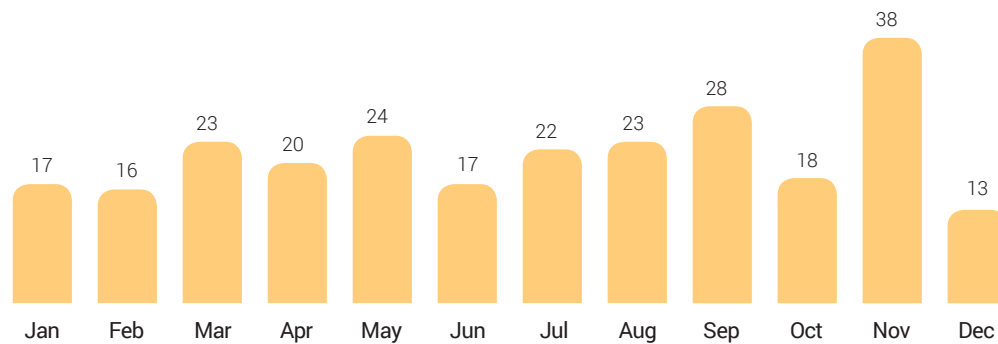
The number of investors/analysts conducting visits and calls totaled 479 people, with the following composition by country of origin:



Note:

^{*)} Others come from Japan, Malaysia, Thailand, Australia, Africa, South Korea & United Arab Emirates

The Frequency of Monthly Investor Relations Activities in 2015



INTERNAL AUDIT DIVISION

The Internal Audit Division was established to generate added value and improve BCA's operations through independent and objective audits to provide assurance as well as consulting activities.

In carrying out its functions, the Internal Audit Division assesses the adequacy and effectiveness of risk management, internal control and governance, and offers consultation internally within BCA for those requiring such services.

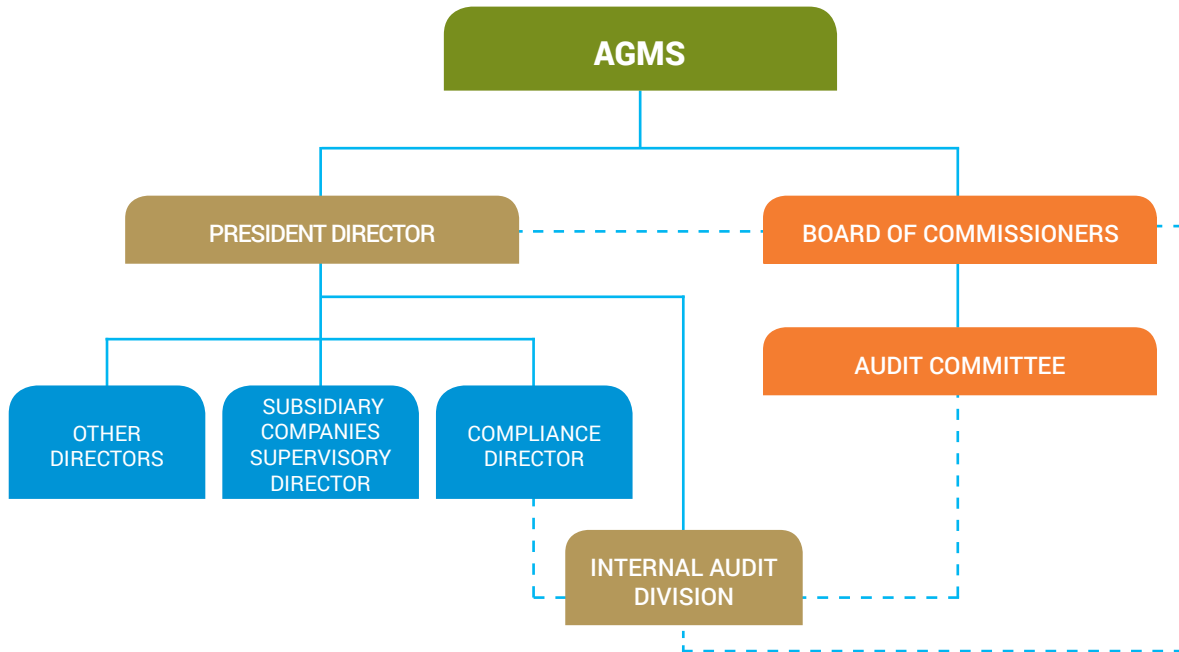
In line with the enactment of the Financial Services Authority Regulation POJK No.18/POJK.03/2014 concerning Application of Integrated Governance for Financial Conglomerates, the Internal Audit Division

also carries out the integrated internal audit functions to support the application of integrated governance for BCA as Financial Groups.

Structure and Position of Internal Audit Division

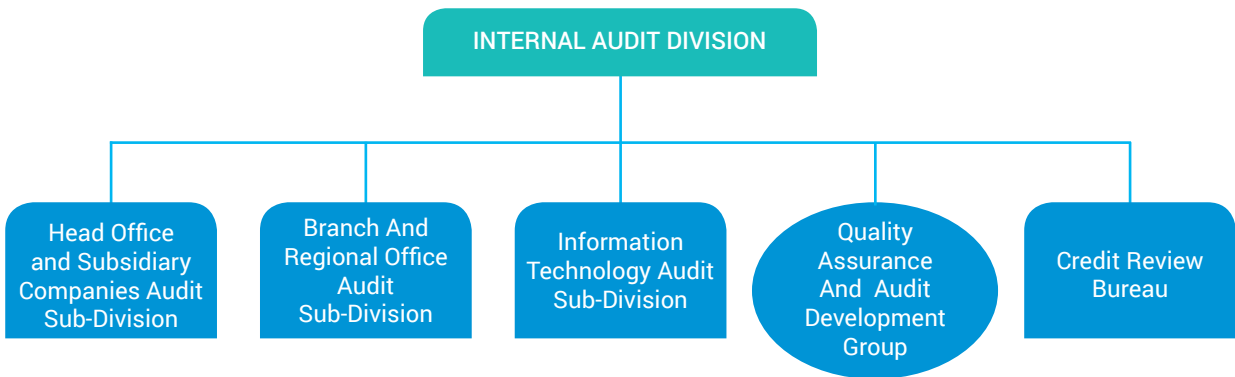
The Head of the Internal Audit Division is responsible to the President Director. Jacobus Sindu Adisuwono currently serves as the Division Head since 1 November 2008 in accordance to Directive No.1390/SK/DHR/A/2008 concerning the Appointment of Employees signed by the President Director on 24 October 2008, with approval from the Board of Commissioners. The Division Head has considerable experience in internal auditing and has earned certification for internal audit professionals, namely the Certified Internal Auditor (CIA) and Qualified Internal Auditor (QIA).

The Position of Internal Audit Division in BCA's Organizational Structure



Description :
 ----- Communication line

Organizational Chart of Internal Audit Division





Duties and Responsibilities of the Internal Audit Division

1. Formulate and implement an annual risk-based audit plan and report on its realization.
2. Test and evaluate risk management, internal control and governance in order to assess its adequacy and effectiveness.
3. Conduct credit quality assessment.
4. Offer recommendations for improvements and objective information on audited activities.
5. Conduct special investigations/examinations at the request of the Board of Commissioners, Audit Committee, Board of Directors and work units or based on specific indications.
6. Monitor, analyze and report on follow-up actions which the auditee has undertaken as recommended according to audit results.
7. Act as consultant for BCA's internal parties in need of such services, primarily in regard to the Internal Audit Division's scope of duties.
8. Monitor the implementation of internal audit functions at each subsidiary company in order to perform the integrated internal audit functions.
9. Develop and submit the Integrated Internal Audit Reports.

Implementation Standards

Activities carried out by the Internal Audit Division refer to the Internal Audit Work Manual and Charter in accordance to the Board of Directors Decision Letter No. 074A/SK/DIR/2012 of 30 April 2012 which was issued in compliance with the Implementation Standard of the Banking Internal Audit Function established by Bank Indonesia and provisions on the Establishment and Guidelines for Formulating an Internal Audit Charter laid out by Bapepam-LK. As a source of reference for global best practices, the Internal Audit Division also abides by the standards and code of ethics issued by the Institute of Internal Auditors (IIA) and the Information System Audit & Control Association (ISACA).

The effectiveness of the Internal Audit function and its compliance with the Implementation Standard of the Banking Internal Audit Function (SPFAIB) is reviewed by an independent external party at least every 3 (three) years. The most recent review was conducted by an external assessor in late 2013.

Scope

The scope of the internal audit covers the activities of all Branch Offices, Regional Offices, Divisions, Work Units and Business Units at the Head Office and Subsidiaries, and BCA activities outsourced to third parties.

Independence

The Internal Audit Division is independent to operational work units. The Division Head is accountable directly to the President Director and may communicate directly with the Board of Commissioners and Audit Committee.

The Internal Audit Division's meeting with the President Director and Audit Committee was held 8 (eight) times in 2015, while meetings with the Board of Commissioners are convened every semester.

The appointment, replacement and dismissal of the Internal Audit Division Head is done by the President Director upon approval by the Board of Commissioners, and reported to the Financial Services Authority.

Number of Auditors in the Internal Audit Division

The Internal Audit Division is supported by 185 auditors (as of 31 December 2015) with diverse position levels, experiences and professional certification, as provided below:

Job Position:

• Division Head	: 1 person
• Deputy Division Head	: 4 person
• Audit Adviser	: 17 person
• Senior Audit Officer	: 25 person
• Audit Officer	: 39 person
• Associate Audit Officer	: 77 person
• Assistant Audit Officer	: 10 person
• Senior Staff	: 12 person

Experience:

• 0 to < 3 years	: 71 person
• 3 to < 9 years	: 52 person
• 9 to < 15 years	: 17 person
• ≥ 15 years	: 45 person

Professional Certification:

1. Qualified Internal Auditor : 29 persons
2. Certified Information System Auditor : 4 persons
3. Certified Internal Auditor : 1 person
4. Certified Fraud Examiners : 1 person

Reporting

The Internal Audit Division submits reports to the following:

1. Board of Commissioners, Audit Committee and Board of Directors, consisting of:
 - a. Audit Report.
 - b. Summary Report of Follow-Up to Audit Results.
 - c. Report of Audit Realization.
 - d. Integrated Internal Audit Report
2. The Financial Services Authority concerning the implementation of the Internal Audit function, which consists of:
 - a. Report on the Implementation and Fundamental Results of Internal Audit.
 - b. Special reports on any internal audit findings that may disrupt the sustainability of banking operations.
 - c. Report on external assessor's review that provides opinions on the work performance of the Internal Audit Division and its compliance with the Implementation Standard of the Internal Audit Function in Banking and improvements that may be made.

Internal Audit Division Activities in 2015

Activities carried out by the Internal Audit Division in 2015 focused on the following:

1. Renewal of the Strategic Audit Plan 2016-2018 by referring to the Bank's Business Plan for 2016-2018 and expectations of the Board of Commissioners, Audit Committee and Board of Directors expressed in various occasions.
2. Conducted an audit of Branch Offices, Regional Offices, Divisions/Work Units of the Head Office and Subsidiaries as determined according to the results of a risk assessment.

3. Conducted IT governance, in line with the increasing complexity of information technology being applied.
4. Performed an audit on Internet Banking and Mobile Banking processes in line with the increasing transaction volume carried through these delivery channels.
5. Conducted a thematic audit of Management of Outsourcing in line with the greater number of activities being outsourced.
6. Conducted an audit of the SME, commercial, and corporation credit processes in order to maintain high credit quality.
7. Enhanced the effectiveness of methodologies by developing and implementing continuous auditing to support the role of the audit process as an early warning system.

Focus of Audit Plan in 2016

1. In 2016, the audit process will focus on the following:
 - Implementation of consumer protection in compliance with the existing provisions from regulators.
 - Implementation of Branchless Banking, a new activity.
 - Implementation of Internal Control Over Financial Reporting in regard to Good Corporate Governance.
 - Internal control adequacy related to Automatic Teller Machines (ATM) due to incidents of external fraud at ATMs in Indonesia.
 - Implementation of the Internal Capital Adequacy Assessment Process (ICAAP) in compliance with Bank Indonesia regulation.
2. Performing audits of branch offices, regional offices, divisions/work units in the Head Office and Subsidiaries as determined according to the results of risk assessments.
3. Continue developing an Audit Management System for improving the efficiency and effectiveness of managing internal audit activities.
4. Developing and implementing continuous audits and analytical review to support the role of the audit mechanism as an early warning system.



PUBLIC ACCOUNTANT (EXTERNAL AUDIT)

In an effort to ensure that the External Audit function is implemented in compliance with the Financial Services Authority Regulation No. 6/POJK/2015 on Transparency and Publication of Bank Reports, and Bank Indonesia Circular Letter No. 3/32/DPNP on the Relationship between Banks, Public Accounting Firms and Bank Indonesia, BCA has undertaken the following measures:

1. BCA Financial Statements were audited by an independent, competent, and professional Public Accountant, who exercised due professional care.
2. The Public Accountant appointed by BCA conducted the audit according to professional standards, the work agreement and scope of the audit function.
3. In keeping with the resolution of the AGMS, the Board of Commissioners appointed the Public Accounting Firm and determined the fee involved by taking into account the recommendations provided by the Audit Committee.
4. Appointment of the Public Accounting Firm had been conducted in accordance with applicable provisions, among others:
 - The Public Accounting Firm and Public Accountant (partner-in-charge) are registered with the Financial Services Authority/Bank Indonesia. BCA only took into consideration 4 (four) of the largest Public Accounting Firms registered with the Financial Services Authority/Bank Indonesia.

- The Public Accounting Firm does not provide other services to BCA for the year in question, preventing the likelihood of a conflict of interest.
- The Public Accounting Firm only renders audit services for an audit period no longer than 5 (five) consecutive fiscal years.

The Siddharta Widjaja & Rekan Public Accounting Firm in affiliation with KPMG International was appointed as BCA's auditor to conduct an audit of the Bank's financial statements for the fiscal year ending 31 December 2015, for an estimated fee of Rp 7,050,000,000 (excluding VAT).

5. BCA grants power to the Public Accounting Firm to submit the audited financial statements accompanied with a Management Letter to the Financial Services Authority no later than 3 (three) months after the fiscal year.

Public Accounting Firms and Public Accountants Who Have Audited BCA's Financial Statements

	2015	2014	2013	2012	2011
Public Accounting Firm	Siddharta Widjaja & Rekan	Siddharta Widjaja & Rekan	Siddharta & Widjaja	Siddharta & Widjaja	Purwantono, Suherman & Surja
Public Accountant	Kusumaningsih Angkawijaya	Elisabeth Imelda	Elisabeth Imelda	Elisabeth Imelda	Peter Surja

COMPLIANCE FUNCTION

BCA formed the compliance function to reflect its commitment to comply with the existing law and regulations. The compliance function in BCA acts as implementor and manager of compliance risks, and performs preventive supervisory duties. This has to be

done by BCA considering the Bank is an industry that is highly regulated and supervised by regulators. In addition, the increasing complexity of bank operations also creates significant impact on the risk exposure faced by the Bank, including compliance risks.

To manage and mitigate the compliance risks, BCA has appointed one Director as Compliance Director to oversee the compliance function. In carrying out these duties, BCA formed a Compliance Work Unit that is independent, separate and free from the influences of other work units.

The Compliance Work Unit is at the same level as Divisions at the Head Office and directly responsible to the Compliance Director. The Compliance Work Unit is also responsible for implementing policies related to compliance functions, as well as implementation of Anti-Money Laundering and Prevention of Terrorism Financing.

In order to ensure the implementation of BCA's compliance function, the Board of Directors and Board of Commissioners also perform active supervision in many forms, such as approval of policies and procedures, periodic reporting, requests for explanations, and meetings.

Compliance-Related Activities in 2015

Pursuant to Bank Indonesia Regulation No.13/2/PBI/2011 of 12 January 2011 on the Compliance Function of Commercial Banks, the Bank's compliance function covers actions aimed at:

1. Instilling a compliance culture at all organizational levels and business activities of the Bank.
2. Managing compliance risks facing the Bank.
3. Ensuring that the Bank's policies, provisions, systems, procedures and business activities are in conformity with Bank Indonesia policies and other applicable laws and regulations, including the Sharia Principle for Sharia-compliant Commercial Banks and Business Units.
4. Ensuring compliance of the Bank with the commitment made with the Bank of Indonesia and/or other supervisory authorities.

In fulfilling its function, the Compliance Work Unit undertakes preventive measures (ex-ante) to prevent violations as well as curative steps (ex-post) to ensure improvements.

The following activities were conducted by the Compliance Function in 2015:

1. In order to encourage the Compliance Culture to be formed:
 - Disseminated new provisions from regulators to other units.
 - Sensitized BCA employees and customers on relevant regulations.
 - Provided information on the Financial Services Authority and Bank Indonesia regulations and other laws and regulations in the BCA employee intranet.
 - Enrolled Compliance Unit personnel in various training sessions, seminars and sensitization events to improve quality, including their active participation in a working group known as the Communication Forum of Banking Compliance Directors (FKDKP) and in compliance certification programs held by the Banking Professional Certification Institute (LSPP).
 - Performed a consultative function in relation to the implementation of prevailing laws and regulations by offering advice/feedback to questions posed by work units or branches, and through e-mail, memorandums and discussions by phone or meetings.
2. In order to manage compliance risks and ensure that all policies, provisions, systems and procedures, and business operations carried out by the Bank are in conformity with the prevailing regulations:
 - Conducted a gap analysis and examined the impact of new policies on BCA operations.
 - Proposed adjustments to internal manuals, policies and procedures.
 - Reviewed and offered input on new products and activities in the pipeline to ensure that they conform to applicable laws and regulations.
 - Reviewed draft internal policies to be issued to ensure conformity of internal policies with existing laws and regulations.
 - To conduct study adherence to the release of the corporate credit.
 - Tested the level of compliance toward the implementation of policies by branch offices in cooperation with Branch Internal Supervisors.



- Updated the database of existing regulations.
 - Monitored the level of compliance with applicable policies related to practices and principles of prudent banking (KPMM, GWM, PDN, BMPK, NPL). Throughout 2015, in general, there were no violations of policies related to the principle of prudential banking.
 - Monitored the submission of reports to regulators.
 - Monitored the imposition of sanctions/penalties by regulators.
 - Assessed compliance risks and prepared a quarterly compliance risk profile report as part of an effort to effectively manage compliance risks.
 - Ensured operational preparedness for the opening, relocation and closing of offices through coordination with Network Management and Regional Planning Unit as coordinators, and reviewed submitted documents.
 - Coordinated with related units in performing the Risk-Based Soundness Level of the Bank.
3. To ensure the Bank's compliance with the commitments pledged to regulators:
- Monitored BCA's commitment to OJK, BI and other regulators, together with the Internal Audit Division (DAI).
 - Monitored and followed up on requests for data/information from OJK and BI relating banking supervision.

In line with the implementation of POJK No.18/POJK.03/2014 dated 18 November 2014 on Integrated Governance for Financial Groups, the Compliance Work Unit included the Integrated and Corporate Compliance Aspect to be at least responsible for monitoring and evaluating the compliance function of each financial service provider within the Financial Group.

In implementing its duties, Integrated Corporate Compliance has engaged in discussions on implementing the compliance function in each BCA subsidiary to gain a deeper understanding of the fulfillment of the compliance function in the respective subsidiary. Monitoring and evaluation is also conducted through reports submitted

by each subsidiary in a view to prepare the Integrated Risk Profile Report regarding compliance risks as a part of PT BCA Tbk's Integrated Risk Profile Report. This report was submitted in August 2015 for the first time. In addition, Integrated Corporate Compliance also handed in an Integrated Compliance Report to the Compliance Director.

Know Your Customer and the Supporting and Information in the Implementation of Anti-Money Laundering and Prevention of Terrorism Financing in 2015

Pursuant to Bank Indonesia Regulation No.14/27/PBI/2012 of 28 December 2012 concerning the Implementation of the Anti-Money Laundering and Counter Terrorist Financing (AML and CFT) Programs for commercial Banks, a special unit responsible for conducting the AML and CFT must undertake the following measures:

- a. Prepare and propose guidelines for implementing the AML and CFT programs to the board of directors.
- b. Ensure:
 - 1) the establishment of a support system for the AML and CFT programs;
 - 2) policies and procedures are in line with the latest developments in the AML and CFT areas, as well as the bank's product risks, activities and complexities of the banking business and transaction volume;
- c. Monitor:
 - 1) updates in customer profiles and transactions;
 - 2) that the bank has an effective communication mechanism in place in each work unit related to the special unit or to the officer responsible for implementing the AML and CFT programs while maintaining the confidentiality of information;
 - 3) relevant work units to ensure that they perform their duty of preparing reports on alleged Suspicious Financial Transactions to be submitted to the special unit or officer in charge of implementing the AML and CFT programs;
 - 4) the bank to ensure that it has identified high-risk areas related to the implementation of the AML and CFT programs by referring to applicable policies and adequate information.
- d. Coordinate and monitor the implementation of the AML and CFT policy with those relevant work units liaising with customers.

- e. Receive any report on potentially suspicious money transactions or red flags from those relevant work units liaising with customers and conduct an analysis of the report.
- f. Prepare reports on Suspicious Financial Transactions and other reports as laid out in laws related to the prevention and eradication of money laundering to be handed over to PPATK upon approval of the director overseeing the compliance function.
- g. Monitor, analyze and recommend any need for training on the AML and CFT program for bank employees.

In carrying out Bank functions in 2015, Know Your Customer activities included the following:

- Refined the Implementation Policy of the Anti-Money Laundering and Prevention of Terrorism Financing Programs of BCA that have been approved by the Board of Commissioners.
- Completed the system for filtering outgoing money transfers as part of an effort to improve the STIM application.
- Coordinated the updating of customer data by setting targets and monitoring their realization.
- Monitored dubious financial transactions by applying the Suspicious Transaction Identification Model (STIM).
- Reviewed plans for the launching of new products and activities to ensure they conform to AML and CFT regulations.
- Updated the OFAC List and UN List as a terrorist database to filter customers and transactions.
- Conducted a compliance test on the implementation of AML and CFT in branch offices in cooperation with the Branch Internal Supervisor.
- Reported suspicious financial transactions and cash transfer transactions from and to overseas to PPATK (Financial Transaction Reporting and Analysis Center).
- Conducted training and sensitization of AML and CFT in a continuous manner.
- Developed e-learning material on the implementation of AML and CFT.
- Distributed a comic book on AML and CFT to all branch offices and the head office as part of socialization efforts.

Indicators of Compliance in 2015

- The minimum Capital Adequacy Ratio (CAR), which includes credit, market, and operational risks, is 18.67% and is above the applicable regulation of 9% - 10% (the minimum CAR based on BCA's risk profile is in rank 2).
- The NPL ratio (net) is 0.22%, within the range of the applicable provision of 5% (net) maximum.
- There was no excess or violation to the maximum Legal Lending Limit either to related parties or business groups.
- Minimum Statutory Reserves in Rupiah – Main 7.54% and Secondary 7.44% already comply with the existing provision concerning Minimum Statutory Reserves in Rupiah.
- Minimum Statutory Reserves in Foreign Exchange at 9.12% already comply with the existing provision concerning Minimum Statutory Reserves in Foreign Exchange.
- Foreign Exchange position is 0.41%, significantly above the limit allowed by the regulatory provision of a maximum 20% of the capital.
- Commitments to the Financial Services Authority, Bank Indonesia and other authorities have been well-accomplished.

IMPLEMENTATION OF RISK MANAGEMENT

The Board of Commissioners and Board of Directors are responsible for implementing risk management and the internal control system within BCA. The implementation of risk management and the internal control system covers the following:

- Robust supervision by the Board of Commissioners and Board of Directors.
- Adequacy of policies, procedures and limit setting.
- Adequacy of the process of risk identification, measurement, monitoring and control, and the risk management information system.
- Internal control system.

BCA effectively applies risk management and the internal control system in keeping with business goals and policies, as well as BCA's business size and complexities by complying with the requirements and procedures set forth in regulations issued by Bank Indonesia (BI) and the Financial Services Authority (OJK), as well as referring to best practices through the following actions:



1. Identify and control all risks, including risks arising from new products and activities.
2. Establish a Risk Oversight Committee to ensure that the existing risk management framework provides adequate protection for all BCA risks, with the primary duty of offering recommendations and opinions in a professional and independent manner regarding the appropriateness of policies with the implementation of risk management policies to the Board of Commissioners, and monitoring and evaluating the duties carried out by the Risk Management Committee and Risk Management Unit.
3. Establish a Risk Management Committee with the primary responsibility of formulating risk management policies, strategies and implementation guidelines, improving the effective implementation of risk management based on results of the evaluation of the risk management process and system, and deciding on matters related to business decisions that deviate from normal procedures (irregularities).
4. Establish a Risk Management Unit (Integrated) to ensure that the risks facing the Bank and Subsidiaries are identified, measured, monitored, controlled and accurately reported in an integrated manner by applying the appropriate risk management framework.
5. Manage risks and make sure that the necessary policies and risk limit setting are in place and supported by procedures, reports and information systems that provide accurate and timely information and analysis to the management, including in determining the required measures in dealing with changes in market conditions.
6. Ensure that the existing work systems and procedures pay heed to operational and business dimensions as well as the level of risk that may occur in work units.
7. Ensure that the internal control system is implemented according to applicable policies.
8. Monitor BCA's compliance with principles applied for the management of a healthy bank in conformity with existing policies through the Compliance Unit.
9. Prepare the BCA Risk Profile Report on a quarterly basis and the Integrated Risk Profile Report every semester to be submitted to OJK in a timely fashion.

Risk Management System

In regard to risk control, BCA implements the Risk Management Framework in an integrated manner as embodied in the basic Risk Management Policy. The framework serves as a means for determining BCA strategies, organization, policies, guidelines and infrastructure to help ensure that all risks that BCA needs to deal with can be effectively identified, measured, controlled and reported.

In order for risk management to be implemented effectively and optimally, BCA has established a Risk Management Committee to comprehensively discuss risk-related issues and recommend risk management policies to the Board of Directors.

Apart from the Committee above, BCA has also formed several other Committees assigned to deal with more specific risks, among others the Credit Policy Committee, Credit Committee and Asset and Liability Committee (ALCO).

BCA consistently assesses risks in a comprehensive manner related to the planned launching of new products and activities according to the type of risk set forth in PBI No.5/8/PBI/2003 dated 19 May 2003 and its amendments, among others through PBI No.11/25/PBI/2009 of 1 July 2009 and SEBI No. 11/35/DPNP of 31 December 2009.

Managed risks

There are 8 (eight) types of risks that are being managed:

1. Credit Risk

- Credit organizations undergo continual improvements based on the "four eyes principle" whereby credit decisions are made according to two considerations: business development and credit risk analysis.
- BCA has established a basic Bank Lending Policy (KDPB) that is constantly refined in line with developments in BCA and regulations issued by Bank Indonesia and the Financial Services Authority, and according to international best practices.

- The credit risk management system and procedure is refined through the development of a Loan Origination System for the lending process (from start to finish) to ensure an effective and efficient credit process. A debtor risk profile assessment system is constantly improved to ensure its comprehensive implementation, as is the case for the development of a credit database.
 - To maintain credit quality, it is necessary to regularly monitor the quality of loans, both by credit category (Corporate, Commercial, Small and Medium-Sized Enterprise/SME, Consumer and Credit Card) and credit portfolio as a whole.
 - BCA has developed its credit risk management system through the stress testing of credit portfolios and monitoring the results of these stress tests. In responding to a changing market and economic turbulence, BCA periodically conducts stress testing. Stress testing is beneficial for the Bank as a tool for estimating the risk impact under stressful conditions which will help BCA devise the most appropriate risk mitigation strategy as part of implementing the contingency plan.
 - In monitoring and controlling credit risks in subsidiaries, BCA regularly monitors the credit risks of its subsidiaries while ensuring that an effective Credit Risk Management Policy is in place in subsidiaries.
- To measure foreign exchange risks, BCA adopts the Value at Risk (VaR) method with the Historical Simulation approach for internal reporting purposes, whereas for calculating provisions its minimum capital requirement BCA applies the Bank Indonesia standard method.
 - A key component of BCA liabilities which are sensitive to interest rate movements is customer deposits, while BCA's interest-sensitive assets are government bonds, securities and loans. ALCO regularly keeps track of market developments and adjusts the interest rate of deposits and loans.
 - BCA sets the deposit interest rate based on market condition and competition by monitoring the movement of the reference interest rate and the interest rates offered by competitor banks.

2. Market Risk

- In managing foreign exchange risks, BCA centralizes the management of its net open foreign exchange position at the Treasury Division, which consolidates daily reports of net open positions from all branches. Each branch is generally expected to cover its foreign exchange risks by the end of each working day, even though each branch has a tolerance limit for its net open position which depends on the volume of foreign exchange transactions at the respective branch. BCA prepares a daily net open position report that combines the net open positions in the consolidated statement of financial position and administrative accounts (off-balance sheet accounts).

3. Liquidity Risk

- BCA places emphasis on maintaining adequate liquidity to fulfill its commitment to customers and other parties in regard to giving out loans, repaying customer deposits and meeting operational liquidity needs. Liquidity needs overall are managed by ALCO, while operationally this comes under the responsibility of the Treasury Division.
- Liquidity risks are measured and controlled by monitoring liquidity reserves and the Loan to Funding Ratio (LFR), analyzing the maturity profile, projecting cashflows and conducting stress tests on a regular basis to observe the impact towards BCA's liquidity under extreme conditions. BCA also follows a contingency funding plan in coping with such extreme situations. Furthermore, in accordance with OJK policies, BCA has conducted a trial run in calculating the Liquidity Coverage Ratio (LCR).
- BCA has complied with provisions related to liquidity as governed in the Bank Indonesia Regulation that makes it compulsory for banks to maintain the Rupiah liquidity (Statutory Reserves) on a daily basis, consisting of Primary Reserves and LFR-Statutory Reserves in the form of Rupiah deposits in Bank Indonesia, Secondary Reserves in the form of



SBI, SDBI, SUN and excess reserves, as well as foreign currency reserves in the form of foreign currency current accounts in Bank Indonesia.

4. Operational Risk

- Basel Accord II requires banks to include operational risks as a component in calculating their capital adequacy. In line with this, BCA implements the Risk Control Self Assessment (RCSA) in all branches/regional offices and in those divisions or work units which have been assessed to have significant operational risks by Head Office. One of the purposes of implementing RCSA is to instill a risk culture and build risk awareness which is a key requirement in risk management.

- BCA also maintains a database of cases/losses related to operational risks that occur in all work units, known as Loss Event Database (LED). LED is mainly maintained as an instrument to record operational losses which BCA will use in calculating capital charge and regularly monitor events that may result in operational losses for BCA.

In addition, BCA also applies LED to analyze cases or problems facing the bank in order to decide on the necessary improvement/preventive measures for minimizing/mitigating the risk of operational losses which may later arise. BCA implements Key Risk Indicator (KRI), which is an application that can help provide an indication (early warning sign) of the likelihood of increased operational risk in work units.

- BCA calculates the Bank's minimum capital requirement for operational risks based on the Basic Indicator Approach according to Bank Indonesia regulations related to the inclusion of operational risks into the calculation of the capital adequacy ratio (CAR), apart from credit risk and market risk.

5. Legal Risk

- Inherent legal risks are assessed according to the potential losses of court cases involving BCA and subsidiaries against the Bank's consolidated capital. The parameter for calculating potential losses from an ongoing court case is the basis

for the lawsuit (position case), value of court case and legal documentation.

- To identify, measure, monitor and control legal risks, BCA has established a Legal Group at the Head Office and legal units in most Regional Offices.
- In mitigating legal risks, the Legal Group has taken the following measures:
 - Developed the Legal Risk Management Policy with internal provisions on the organizational structure and job description of the Legal Group, and standardized the legal documents.
 - Held legal communication forums to build the competency of the legal staff.
 - Sensitized on the impact of new regulations on BCA's banking activities and the various modus operandi of banking crimes, and guidelines on handling such cases through the legal route, to branch officers and the relevant work unit.
 - Provided legal defense for ongoing criminal and civil cases involving the Bank, and monitored progress of the cases.
 - Formulated a loan security strategic plan (in cooperation with other work units, among others the Credit Settlement Bureau) related to non-performing loans.
 - Registered with the authorized body all assets owned by BCA, including intellectual property rights for BCA banking products and services, and the right to BCA land and buildings.
 - Monitored and took legal action on violations against BCA assets, including infringements of BCA's intellectual property rights.
 - Monitored and analyzed ongoing court cases faced by BCA and subsidiaries.
 - Conducted an inventory of, monitored, analyzed and calculated potential losses that may occur due to court cases.

6. Reputation Risk

- Reputation risks are assessed by using parameters such as the number of complaints and negative publicity, and complaints

resolution rate. The assessment is presented in the reputation risk profile report prepared on a quarterly basis.

- To manage and control reputation risks, BCA is supported by the Halo BCA Contact Center (24-hour hotline for information, suggestions and complaints).
- Reputation risks are managed according to the following policies:
 - PBI No.7/7/PBI/2005 dated 20 January 2005 on Customer Complaints Resolution as amended through PBI No.10/10/PBI/2008 of 28 February 2008.
 - SEBI No.7/24/DPNP dated 18 July 2005 on Customer Complaints Resolution as amended through SEBI No.10/13/DPNP of 6 March 2008.
 - PBI No.8/5/PBI/2006 dated 30 January 2006 on Banking Mediation as amended through PBI No.10/1/PBI/2008 of 28 February 2008.
 - PBI No.16/1/PBI/2014 dated 16 January 2014 on Consumer Protection Related to the Payment System Services.
 - POJK No.1/POJK.07/2013 dated 26 July 2013 on Consumer Protection Related to the Financial Service Sector.
 - SE OJK No.2/SEOJK.07/2014 dated 14 February 2014 on Consumer Complaint Services and Resolution for Financial Service Providers.

7. Strategic Risk

- Assessment of Inherent strategic risk is conducted by applying parameters such as the suitability of strategy with the business environment, low-risk and high-risk strategy, BCA's business position and the achievement of the Bank Business Plan.
- Assessment of the quality of strategic risk management implementation is conducted by applying parameters such as risk governance, risk management framework, risk management process, management information system, human resource and adequacy of the risk control system.

8. Compliance Risk

- Pursuant to Bank Indonesia Regulation, BCA has appointed a member of the Board of Directors as Director overseeing the compliance function. In implementing duties, the Compliance Director oversees the compliance function with assistance from the Compliance Unit responsible for managing BCA's compliance risks. The Compliance Unit is also in charge of implementing the Anti-Money Laundering (AML) and Prevention of Terrorism Financing (PTF) programs.
- In assessing inherent compliance risks, the parameters are the type and significance of violations that were committed, frequency of violations or compliance track record, and violation against policies related to specific financial transactions.
- BCA enforces compliance policies and procedures that among others govern on a process for the continual adjustment of internal policies and system with prevailing laws and regulations, communicates policies to relevant employees, reviews new products/activities, conducts periodic compliance tests, provides training for employees and prepares quarterly compliance reports for submission to the Board of Directors and Board of Commissioners.
- BCA has introduced and implemented AML and PTF programs. To help identify suspicious financial transactions, BCA has an application that is constantly improved to enhance its capacity.

In relation to the issuance of Regulation of Financial Service Authority No.17/POJK.03/2014 dated 18 November 2014 and Circular Letter of Financial Service Authority No.14/SEOJK.03/2015 regarding Implementation of Integrated Risk Management for Financial Conglomeracy, the Financial Conglomeracy of BCA in integrated manner manages 10 (ten) type of risks with additional 2 (two) risks as follows:

9. Intra-group Transaction Risk

- Assessment of inherent intra-group transaction risk is conducted by applying parameters such as intra-group transaction composition in the



Financial Group, documentation and fairness of transactions and other information.

- Assessment of the quality of intra-group transaction risk management implementation is conducted by applying parameters such as risk governance, risk management framework, risk management process, MIS and HRD, and adequacy of risk management system.

10. Insurance Risk

- Assessment of inherent insurance risk is conducted by applying parameters such as technical risk, priority of insurance risk towards over all business lines, product risk bias and type of benefit, and reinsurance structure.
- Assessment of the quality of insurance risk management implementation is conducted by applying parameters such as risk governance, risk management framework, risk management process, MIS and HRD, and adequacy of risk management system.

BCA's Integrated Risk profile level in December 2015 is "low to moderate", which reflects a "low to moderate" level of inherent risk and "satisfactory" quality of risk management implementation.

The ranking of risk levels of the 10 (ten) types risk being assessed is as follows:

- Risks with "low" level of risk are Market Risk, Liquidity Risk, Legal Risk, Intra-Group Transaction Risk and Insurance Risk.
- Risks with "low to moderate" level of risk are Credit Risk, Operational Risk, Reputation Risk, Strategic Risk and Compliance Risk.

BCA's Integrated Risk "low to moderate" profile was accomplished because BCA and its Subsidiary Company are able to implement an effective and efficient risk management process in all corporate activities.

The inherent risks trend in the next period is stable because projections show that there will be no significant change to inherent risks.

Similarly, quality of risk management implementation in the future is stable as well. This is because BCA and

Subsidiary Company continually makes enhanced adjustments to the implementation of risk management for all activities which help the Company identify, measure, monitor and control each risk.

INTERNAL CONTROL SYSTEM

BCA's internal control system abides by Bank Indonesia Circular Letter No.5/22/DPNP on Guidelines for Internal Control Systems Standard for Commercial Banks dated 29 September 2003, and cover 5 (five) key components:

1. Supervision by management and a control culture.
2. Risk identification and assessment.
3. Control activities and separation of functions.
4. Accounting, information and communication systems.
5. Monitoring activities and corrective measures for any irregularity.

The five components are in line with the Internal Control Integrated Framework developed by the Committee of Sponsoring Organization of the Treadway Commission (COSO).

Furthermore, BCA has established a business continuity plan and disaster recovery plan to expedite the recovery process in the event of a disaster, with a backup system for preventing high-risk business failures.

The management and employees of BCA play their roles and responsibility in improving the quality and implementation of BCA's internal control.

Parties involved and responsible for implementing BCA's internal control system among others are the Board of Commissioners, Audit Committee, Board of Directors, Internal Audit Division, BCA senior officers and employees, Branch Internal Supervisors, Internal Regional Office Supervisors and Specific Internal Work Unit Supervisors at Head Office.

Implementation of Internal Control

1. Internal control is implemented as follows:
 - a. **Financial Control**, whereby:
 - BCA has prepared a Bank Business Plan that discusses BCA strategies in overall which covers the direction of business development.

- Strategies are formulated by factoring in the impact towards BCA capital, among others capital projections and the minimum capital requirement.
 - The Board of Directors actively engages in discussions to offer input and monitor the internal situation, and keep track of external factors that directly or indirectly affect BCA's business strategy.
 - BCA has implemented a financial control process by monitoring realization against the financial budget in periodic reports and submitted when follow-up action from the Board of Directors is needed.
- b. **Operational Control**, whereby:
- BCA has completed standard operating procedure/work manuals that provide, in detail, the work procedure of each banking operational transaction that BCA undertakes in relation to new products and activities, including the relevant operational risk mitigation measures. The work procedure is developed by the Operational and Service Development and Strategy Division which has been reviewed by various relevant work units to ensure that operational risks that may arise have been effectively mitigated.
 - BCA confers limited powers on officers by imposing a transaction limit and restricted access to IT and computer networks through control of user ID and password, and installing fingerscanners.
 - BCA has established a sound organizational structure complete with supervisory/control units which further support operational control, as provided below:
 - o Separation of functions that may create conflict of interest.
 - o Supervisor oversees the implementation of internal controls in branches on a daily basis.
 - o PIC oversees the implementation of internal controls in branches on a periodic basis.
- o PIKW (Regional Office Supervisor) oversees the implementation of internal controls in Regional Offices.
 - o Internal Supervisor oversees the implementation of internal controls in certain work units at Head Office.
 - o Risk Management Unit, Legal Group and Compliance Unit.
 - o Internal Audit Division:
 - Independent from the risk-taking unit.
 - Examines and assesses the adequacy/effectiveness of the internal control system, risk management and corporate governance by implementing the annual audit plan.
- c. **Compliance to other laws and regulations**, whereby:
- BCA stands firm in the commitment to comply with prevailing laws and regulations and take the necessary steps to improve weaknesses, if any.
 - BCA has established a Compliance Unit independent from operational units in implementing the compliance function.
 - A quarterly Compliance Monitoring Report is prepared related to BCA's Principle of Prudence, to be submitted to the Board of Commissioners and Board of Directors.
 - BCA's Compliance Risk Management Strategy involves the necessary policies to ensure compliance with applicable laws and regulations which means proactively taking preventive measures (ex-ante) to minimize the possibility of violations and curative actions (ex-post) for improvements.
2. BCA applies an effective inherent control system tailored to BCA business goals, policies, size and complexities in accordance to requirements and procedures set forth in the Bank Indonesia Regulation, and in reference to best practices through the following measures:



- Established clear reporting lines and separation of functions between operational units and units implementing the control function.
- The control function is implemented by the Risk Management Unit (SKMR), Legal Group (GHK), Compliance Unit (SKK), Credit Risk Analysis Group (GARK) and Internal Audit Division (DAI).
- DAI independently and objectively reviews BCA procedures and operational activities on a periodic basis. Review results are presented in the Audit Report and Audit Follow-Up Report to the Board of Directors.
- The Branch Internal Supervisor (PIC), Internal Regional Office Supervisor (PIKW) and DAI evaluate the implementation of BCA systems and procedures. Evaluation results from PIC, PIKW and DAI serve as benchmarks on the level of compliance of work units in existing systems and procedures.

CORRUPTION PREVENTION

• Implementation Of Anti-Fraud Strategy

The anti-fraud policy comprises part of BCA's management commitment in preventing fraud by applying an effective and ongoing fraud control system. The fraud control system guides the Bank in determining the necessary measures to prevent, detect, investigate and monitor fraud.

Fraud refers to any violation or act of omission committed willfully to deceive, dupe or manipulate the Bank, customers or other parties that takes place within the Bank and/or using Bank facilities and which causes the Bank, customers or other parties to incur losses, and/or fraud offenders gaining financial advantage or benefit either directly or indirectly.

Actions that constitute fraud are as follows:

1. Cheating.
2. Deception.
3. Asset misappropriation.
4. Breach of confidence.

Background

The legal basis for implementing an anti-fraud policy in BCA is BI Circular Letter No.13/28/DPNP of 9 December 2011. This Circular Letter was issued to help strengthen the internal control system of banking institutions, and for the further implementation of BI Regulation PBI No.5/8/PBI/2003 of 19 May 2003 on Risk Management for Commercial Banks.

Pursuant to the BI Circular Letter, banks are required to establish and apply an effective anti-fraud strategy that should at least fulfill a minimum standard, and should take into account the following matters:

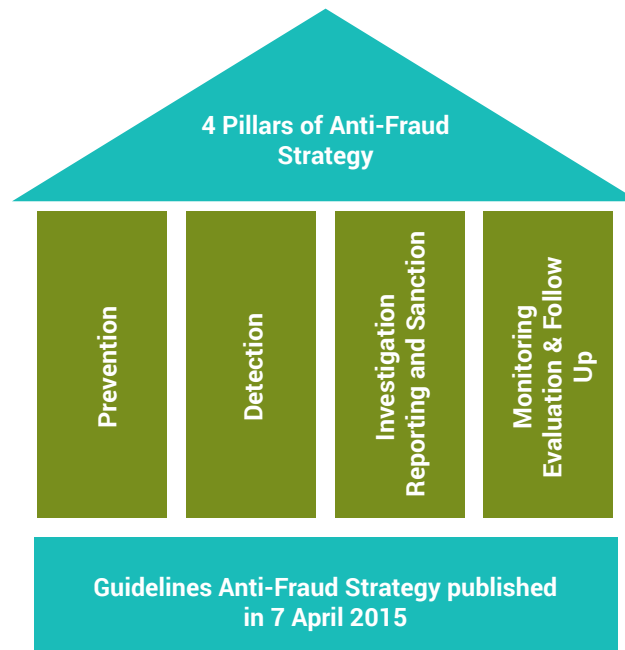
- a. Internal and external environment;
- b. Business complexities;
- c. Potentiality, type and risk of fraud; and
- d. Resource adequacy.

Purpose

An anti-fraud policy is implemented in BCA for the following purpose:

- To instill an anti-fraud culture in all BCA organizational levels.
- To raise awareness and concern over fraud risks in BCA operations.
- To serve as a reminder for BCA operational officers to comply with existing procedures and policies.

The 4 Pillars of Anti-Fraud Strategy



The implemented anti-fraud strategy is a fraud control system consisting of 4 (four) pillars:

1. **Prevention:**
Comprises methods for lowering the fraud risks from occurring, that should at least cover anti-fraud awareness, identification of vulnerabilities and know your employees.
2. **Detection:** Comprises methods to identify and detect fraud in Bank operations that should at least cover a whistleblowing mechanism, surprise audit and surveillance system.
3. **Investigation, Reporting and Sanction:**
Comprises methods to obtain information, implement a reporting system and impose sanctions for fraud in Bank operations that should at least cover investigation standards, reporting mechanism, and the imposition of sanctions.
4. **Monitoring, Evaluation and Follow-up:**
Comprises methods to monitor and evaluate fraud and the required follow-up action based on evaluation results that should at least cover monitoring and evaluation of fraud and the follow-up mechanism.



• Whistleblowing System

The whistleblowing system is a means of internal communication for BCA to report on any action/behavior/incident related to fraud, violation of the law, BCA Collective Work Agreement, Code of Ethics and other BCA internal policies, and/or conflict of interest committed internally within BCA.

The lodging of a report must be done in good faith and not grounded on personal complaint, bad faith, or slander. The following provides the definitions and provisions related to the whistleblowing system.

Conflict of Interest

Conflict of interest refers to a situation where BCA personnel in the discharging of their duties and responsibilities have vested interests other than for the best interests of the Company, which could be a personal and family interest, or the interest of other parties that may compromise the person's objectivity in making decisions and policies according to the power and authority which BCA has vested in said person.

Purpose of the Whistleblowing System

- Confidentiality is assured as a means for a whistleblower to report a fraudulent act, as well as violation of the law, BCA Collective Work Agreement, Code of Ethics and other BCA internal policies, and/or conflict of interest, without any fear or worry.
- To ensure the early detection and prevention of fraud.

Complaint Mechanism

The following presents the methods and addresses that whistleblowers can use to initiate the disclosure process.

METHOD	ADDRESS/CONTACT
E-mail	bcabersih@bca.co.id
SMS	0818-0818-1909*
Telepon Direct	021-2358-8008
VSAT – Extension	VSAT 89000 Extension 22888
Mail correspondence	PO BOX 1189, JKS 12011

*This number can only be used for text messaging

Matters Required from the Whistleblower

To facilitate and speed up the follow-up process, the whistleblower needs to fulfill the following matters when filing a report.

1. Provide personal information to facilitate communication with the whistleblower which should at least consist of the following:
 - 1.1. Name of whistleblower (an anonymous name is allowed);
 - 1.2. Phone number/email address which can be contacted.
2. Provide an early indication which can be accounted for (3W & 1H) that consists of the following:
 - 2.1. What is the complaint about;
 - 2.2. Who is involved;
 - 2.3. When did it happen;
 - 2.4. How did it happen;
3. The filed report should be related to the following:
 - 3.1. Fraud;
 - 3.2. Violation of the law;
 - 3.3. Violation of the BCA Collective Work Agreement;
 - 3.4. Breach of Code of Ethics;
 - 3.5. Breach of other BCA internal policy;
 - 3.6. Breach of the conflict of interest policy;
 - 3.7. Other similar matters.

Whistleblower Protection

For reports that have been proven true, BCA shall provide protection for the whistleblower.

Whistleblower protection covers:

1. Guarantee of confidentiality of the whistleblower's identity and content of report lodged by the whistleblower;
2. Guarantee of protection against any act that may be harmful to the whistleblower;
3. Guarantee of protection against the likelihood of a threat, intimidation, punishment or any other unpleasant act brought about by the alleged offender.

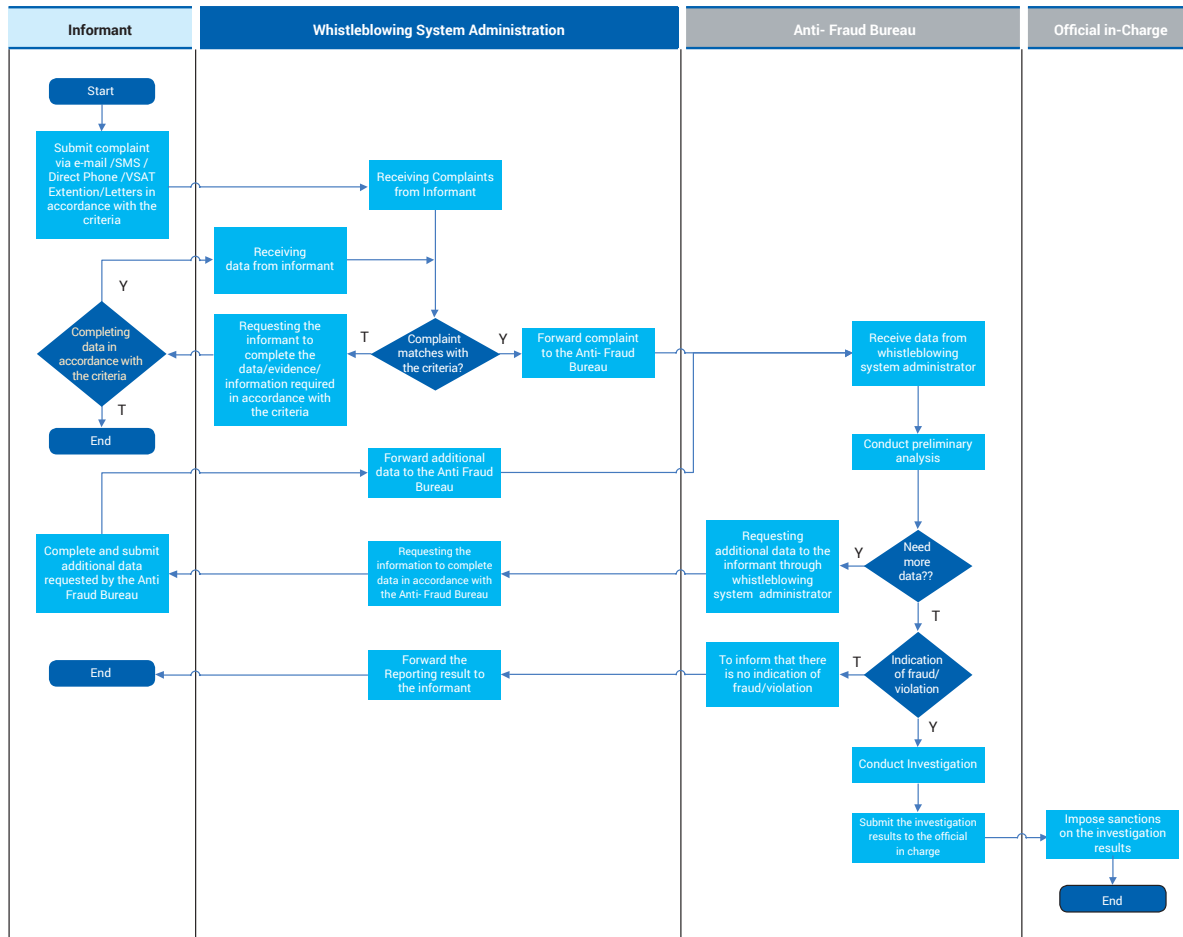
Complaint Handling

Follow-up to a complaint shall be handled thoroughly in compliance with BCA policies and prevailing laws and regulations in Indonesia by BCA's internal team assigned by BCA management.

Imposition of Sanctions

If the investigation process has proven that the alleged offender has committed fraud or wrongdoing, the authorized officer shall impose sanctions according to applicable policies.

Processing Flow of Report Handling



Whistleblowing Data

A recapitulation of incoming reports through the Whistleblowing System is submitted periodically to the Board of Directors. By 31 December 2015, a total of 18 (eighteen) complaints were lodged through the Whistleblowing System with the following status:

Status	Amount	Description
Open (on going)	2	In the middle of the investigation process
Closed (resolved)	16	<ul style="list-style-type: none"> - Proven (2) - Unproven (6) - Customer information/complaint (6) - Incomplete data and the whistleblower could not/has yet to provide the requested additional information/data (2)



- **Anti Gratuity**

The level of trust given to the Bank by the public and market players is highly influenced by the code of conduct of the Bank at all levels, beginning from the Board of Commissioners to the Board of Directors, management and all employees. This trust is critical to foster and maintain business relations with customers and other third parties related to BCA.

In practice, there is the potential for such relationships to incline toward more personal purposes where business ties inter-twine with personal relations, causing professional and private interests to collide.

In an effort to build public trust and support the implementation of the principles of good corporate governance, BCA's Board of Directors finds it necessary to establish the necessary policy governing conflict of interest for the purpose of guiding the Bank's work force, as individuals, in interacting with customers, business partners and fellow coworkers.

This policy is intended to provide guidelines on reasonable and reliable conduct for all Bank employees in their dealings with customers, business partners and fellow coworkers, where personal interests must not be allowed to interfere with their professional conduct.

The policy above among others stipulates that:

- All Bank employees are prohibited from soliciting or accepting, allowing or approving the receipt of a gift or reward from a third party who has received or made an attempt to receive facilities from the Bank in the form of loans or other facilities associated with BCA's operational activities.
- All Bank employees are prohibited from soliciting or accepting, allowing or approving the receipt of a gift or reward from a third party who has secured or made an attempt to secure employment or an order associated with the procurement of goods or services from BCA.
- In regard to customers, business partners and other parties offering gifts during specific occasions, such as the Eid al-Fitr celebration or other celebrations, acceptance is prohibited if:

- receipt of the gift will lead to negative consequences and affect BCA decisions, and
- the gift costs greater than a reasonable amount

Any Bank personnel who accept a gift must immediately return it with a courteous explanation on company policy that prohibits the receipt of such gifts.

Concerning this issue and BCA's commitment to promote good corporate governance, all Bank personnel are required to:

1. Know, understand and implement the policy with full responsibility and without exception.
2. Support the implementation of the policy, whereby all members of the Board of Commissioners, Board of Directors as well as echelon 1 to V officials are required to make an annual disclosure of any situation or circumstances that may lead to conflict of interest.

Sanctions for Violations:

1. The policy is binding and must be seriously understood and implemented by all Bank employees as part of the BCA Code of Ethics for Bankers and to support the implementation of the principles of Good Corporate Governance.
2. Any violation or non-compliance with the policy will be liable to sanction according to the severity of the misconduct.

This is part of an effort to prevent gratuities, an act prohibited by existing laws and regulations. In line with this, BCA's Board of Directors since 2003 has issued a Directive to implement the anti-gratuity policy to be adhered to by all Bank personnel.

It has become a culture in BCA to refuse any gift or reward from customers, debtors, vendors, business associates and partners and other third parties for services rendered by BCA employees in carrying out their duties.

- Internal Fraud**

Internal fraud refers to any fraud/deception committed by management, and permanent and temporary employees related to BCA's work processes and operational activities.

In 2015, a number of internal fraud incidents for a nominal value of above IDR 100,000,000 (one hundred million rupiah), including 1 (one) case of internal fraud committed by permanent employees, and 5 (five) cases involving temporary employees.

Internal fraud in a year	Number of cases committed by:					
	Management		Permanent Employee		Temporary Employee	
	Previous year	Current year	Previous year	Current year	Previous year	Current year
Total Fraud	-	-	2	1	1	5
Resolved cases	-	-	2	1	1	-
Ongoing cases resolved internally within BCA	-	-	-	-	-	-
Cases yet to be resolved	-	-	-	-	-	-
Cases already followed-up through the legal process	-	-	-	-	-	-

TRANSACTIONS WITH CONFLICT OF INTEREST AND AFFILIATED TRANSACTIONS

BCA keeps by the commitment to deal with all transactions bearing an element of conflicting interests by complying with existing laws and regulations, among others those issued by Bank Indonesia and OJK. To this end, BCA has established internal policies on conflict of interest as governed in the following:

- Board of Directors Decision No.219/SK/DIR/2003 dated 10 November 2003 on Provisions Regarding Conflict of Interest.
- Board of Directors Decision No.137/SK/DIR/2008 dated 26 September 2008 on Provisions Regarding Transactions with Parties Affiliated to BCA.
- Board of Directors Decision on the Procurement of Logistics Goods/Services and Buildings, including related to Information Technology Applicable to the Head Office, and All BCA Regional and Branch Offices.
- BCA Articles of Association.
- BCA Code of Ethics.
- Code of Ethics of the Logistics and Building Division.
- Internal policies/memos on affiliated transactions.
- BCA manuals such as GCG Manual, Logistics and Building Division Manual.

To prevent conflict of interest from arising in decisions on the procurement of goods and/or services, the following measures on the procurement system were taken:

1. Centralized procurement
Logistics goods/services are procured through the Logistics and Building Division – BCA Head Office.
2. Decentralized Procurement
Logistics goods/services and buildings procured not through the Logistics and Building Division – BCA Head Office, but through the:
 - Head Office Work Unit in Branches, or
 - BCA Regional Office (for all Main Branch Offices and their Sub-Branch Offices).

BCA has also introduced internal policies that require all members of the Board of Commissioners and Board of Directors, and echelon 1 (S1) to 5(S5) officials to make an annual disclosure of any situation or circumstances that may lead to conflict of interest and which is updated on a yearly basis.

In 2015, BCA did not carry out any transaction with conflict of interest.


Affiliated transactions in 2015 are as follows:

No.	Type of Transaction	Affiliated Party	Transaction Value	Reason and Explanation for the Affiliated Transaction
1	The use of Service of Technical Assistance Programmer and IT Architect	PT Angkasa Komunikasi Global Utama	Rp 4,171,200,000,-	PT Angkasa Komunikasi Global Utama has an IT Architect who understands the structure of BCA's delivery channels and has experience in mobile and web programming
2	Room rent for Conducting the 2014 Forth Quarter Analyst Meeting	PT Grand Indonesia	Rp 87,120,000,-	Location of the room is near to the BCA headoffice, making coordination easier
3	Room rent for Conducting of the GMS of BCA of 2015	PT Grand Indonesia	Rp 145,200,000,-	Location of the room is near to the BCA headoffice, making coordination easier
4	Room rent for Conducting the 2015 First Quarter Analyst	PT Grand Indonesia	Rp 87,120,000,-	Location of the room is near to the BCA headoffice, making coordination easier
5	Provision of subordinated loans to PT BCA Sekuritas and Additional Capital in PT Asuransi Jiwa BCA by PT BCA Sekuritas	- PT BCA Sekuritas - PT Asuransi Jiwa BCA	Loans provided directly by BCA amounted to Rp 112,500,000,000,-	This is in line with BCA's efforts to strengthen relationships with its customers by providing more variety of financial solution products and services
6	Increase of paid up capital to PT Asuransi Umum BCA	- PT Asuransi Umum - PT BCA Finance	Portion of directly investment by BCA in the amount of Rp 112,500,000,000.	In line with its business growth, PT Asuransi Umum BCA is necessary to more strengthen the capitalization and to maintain solvency (Risk Based Capital) above minimum provision, namely as much as 120%
7	Long term rent of office space on the 33th floor, Gedung Menara BCA	PT Grand Indonesia	US\$ 32 per semi gross meter square per month + 10% VAT	Currently, BCA is renting office space at Gedung Menara BCA. Due to BCA's organization expansion, more office space is required.
8	Purchase of 10 kiosks at ITC Mangga Dua	Pension Fund of BCA	Rp 5,900,000,000,-	The location is utilized by BCA as a Supporting Branch, therefore enabling BCA to perform operational activities and receive assurance in continuing its future business activities there.
9	Room rent for Conducting the 2015 Second Quarter Analyst Meeting	PT Grand Indonesia	Rp 87,120,000,-	Location of the room is near to the BCA head office, making coordination easier
10	Increase of Paid-up Capital to BCA Syariah	PT Bank BCA Syariah	Rp 400,000,000,000,-	In line with BCA's strategic plan in strengthening relationship with its customers, BCA continues to provide more comprehensive financial products and services. Together with its Subsidiary and BCA Syariah, it plans to enter the BOOK II level in order to support a larger business activities development and increase its business scale.

No.	Type of Transaction	Affiliated Party	Transaction Value	Reason and Explanation for the Affiliated Transaction
11	Room rent for Conducting the 2015 Third Quarter Analyst Meeting	PT Grand Indonesia	Rp 87,120,000,-	Location of the room is near to the BCA head office, making coordination easier.
12	Room rent for Conducting of BCA National Working Meeting of 2016	PT Grand Indonesia	Rp 798,600,000,-	Location of the room is near to the BCA head office, making coordination easier.
13	Sale of land and building between BCA and PT Central Santosa Finance	PT Central Santosa Finance	Rp 13,401,000,000,-	The space is an idle property because it was not used as a branch network and therefore must be settled. By conducting sales, BCA can reduce the cost incurred.

SIGNIFICANT CASES AND ADMINISTRATIVE SANCTION

Civil and criminal cases for the value of over Rp 100,000,000 (one hundred million rupiah) which have been resolved (having permanent legal force) and which are in the process of settlement as of 31 December 2015 are as follows:

Legal Case	Civil Case	Criminal Case
Have been resolved (having permanent legal force):		
• Rp 101 million – Rp 500 million	6	1
• Rp 500 million above	2	-
Total	8	1
Still ongoing:		
• Rp 101 million – Rp 500 million	51	-
• Rp 500 million above	3	-
Total	54	-
Total Number of Cases	62	1

In 2015, there were no significant cases facing BCA and its subsidiaries, or members of its Board of Commissioners and Board of Directors in office for this reporting period, and consequently there is no effect on BCA's financial condition.

Throughout 2015 there were no material administrative sanctions imposed by authorities (Financial Services Authority, Bank Indonesia, Stock Exchange, and other authorities) on BCA, or members of the Board of Commissioners and Board of Directors.

ACCESS TO COMPANY DATA AND INFORMATION

Access to Information

BCA at all times strives to facilitate stakeholders in accessing Company data and information, including on the Company's financial situation as well as corporate products and actions. BCA also issues press releases and sends them out to the print and electronic media.



For more information, the following addresses can be contacted:

- Customers may contact Halo BCA Call Center (021) 500 888.
- The media may directly contact the Corporate Secretariat, Public Relations through humas@bca.co.id
- Investors may directly contact Investor Relations through investor_relations@bca.co.id

Website BCA

BCA's official website (www.bca.co.id) featuring a reliable search engine is intended to help existing and potential customers seek information on BCA products and services.

Furthermore, the BCA website makes available a wide range of interesting and worthwhile articles that provide pertinent information and tips on different needs according to the following categories: Personal & Family, Career & Profession, and Financial & Banking. BCA consistently works toward making its presence felt in society. "BCA, Always By Your Side."

Social Media BCA

In social media, netizens are increasingly being made aware of BCA's presence. BCA is active in different social media platforms such as Facebook, Twitter, Youtube, Kaskus and others. This year, BCA was seriously making itself known through Instagram and LinkedIn. This reflects BCA's earnestness in making its presence felt in society. BCA's official social media accounts and activities can all be accessed at www.bca.co.id/socialmedia

List of BCA Press Releases in 2015

In 2015, BCA has issued 150 (one hundred and fifty) press releases as provided below in detail:

No	Subject	Date
January		
1	Six Banks Serve Payment of Electronic Parking	29
February		
2	To encourage Improvement of 'Entrepreneur Capability In Facing Challenges', BCA Supported Conference of Endeavor Scale-Up 2.0	3
3	Series of Activity of the 58th Anniversary of BCA: BCA Conducted Eye Examination and Given Free Spectacles to BCA Partner School in Serang	4
4	Proofing the Commitment to Serve Customer, BCA Achieved ESEAward	10
5	Series of Activities of the 58th Anniversary of BCA: BCA Conducted Eye Examination and Given Free Spectacles to BCA Partner School in Lampung	10
6	BCA Achieved 8 Awards in Top Brand Award 2015 Event	10
7	BCA Supported MPN G-2 For Realization of Tax Revenue Integrated System	17
8	Series of Activities of the 58th Anniversary of BCA: BCA Officially Inaugurated the Bakti Medika Clinic and Held Free Medication	23
9	Expanding the Flazz Service, BCA Signed Co-branding Cooperation with Bank Woori Saudara	26
10	Series of Activities of the 58th Anniversary of BCA: Appreciating Employees, BCA Held Porseni 2015	26
11	Series of Activity of the 58th Anniversary of BCA: BCA Appreciates Customer Through Gebyar BCA	28

No	Subject	Date
		March
12	Series of Activities of the 58th Anniversary of BCA: To Improve the Environment Awareness, BCA Educated Society at Car Free Day Jakarta	1
13	PT Bank Central Asia Tbk – Performance Result of 2014 Providing Value Added in the Middle of Business Uncertainty	5
14	Series of Activities of the 58th Anniversary of BCA: Donation of 13 Cataract Surgery Tools & 2 Biometri Tools to SPBK Perdami	6
15	To Improve Softskill of Scholarship Receivers, BCA Held Seminar in ITB, Bandung	14
16	Series of Activities of the 58th Anniversary of BCA: To preserve Environment, BCA Planted 18.000 Mangrove Trees in 9 Cities	18
17	Series of Activities of the 58th Anniversary of BCA: Caring of Public Health, BCA Held Free Medication in Partner Village, Yogyakarta	19
18	BCA Achieved Best Achiever Banking in Obsession Award 2015	19
19	BCA Achieved 8 Award Categories in Infobank Digital Awards 2015	26
20	Garuda Indonesia and BCA Signed Cooperation of E-commerce & Program Promosi	30
		April
21	To Keep on Providing Comfort in PBB Payment, BCA Continues a Cooperation with Government of South Tangerang City	2
22	To Support LAKU PANDAI BCA Launched LAKU in Grobogan, Jawa Tengah	6
23	BCA Held Annual and Extraordinary General Meeting of Shareholders	9
24	Series of Activities of the 58th Anniversary of BCA: BCA Held Seminar for Universitas Udayana Students, Bali	10
25	To improve Art and Culture Concept, BCA Invited Partner Students to Watch "Opera Ular Putih"	12
26	BCA Achieved 10 Awards in Contact Center Service Excellence Award (CCSEA) 2015	15
27	Series of Activities of the 58th Anniversary of BCA: BCA Continues on Planting Mangrove at Muara Kali Opak Yogyakarta	15
28	Series of Activities of the 58th Anniversary of BCA: BCA Continues on Planting Mangrove at Teluk Lamong Surabaya	17
29	Providing Support to Airport Quality Improvement, BCA Participated in Syndication Project of Soekarno-Hatta Airport Construction	20
30	To Increase the Use of Public Transportation, BCA Provided Tourism Bus to Government of Bandung City	20
31	To Support Entrepreneurship Improvement in Sidogiri, BCA Syariah Submitted Assistance to LAZ Sidogiri, Pasuruan	27
32	PT Bank Central Asia Tbk, January-March 2015 Results Announcement of BCA Maintaining focus in an Uncertain Environment	29
33	Series of Activities of the 58th Anniversary of BCA: BCA Continues on Planting Mangrove in Lamujung, Aceh Besar	29
34	Spoiling Consumer, Credit 1 Car at BCA Finance or KKB BCA Has Opportunity to Take Home 3 Cars	30



No	Subject	Date
		May
35	To Explore Science of Banking and Indonesian Economy, Students of Singapore Management University Visited BCA	5
36	To reduce Number of Cataract Patients, BCA Held Cataract Operation in South Kalimantan, Banjarmasin	7
37	Maintaining Service Quality, BCA Achieved WOW Service Excellence Award	8
38	BCA Held Training and Development to Scholarship Receivers of Brawijaya University & Airlangga University, Malang	9
39	Supporting SiMolek Operation, BCA and Other LJK Achieved Awards	12
40	Jahja Setiaatmadja Achieved the Most Innovative CEO in Indonesia Property & Bank Award 2015	21
41	Providing the Best Service, BCA Achieved Service Quality Award 2015	22
42	BCA Introduced Mascot of BCA Indonesia Open in Bandung, Bandung	24
43	BCA Indonesia Open 2015 Granted a Total Rp 10 Billion for the Champion	25
44	Jahja Setiaatmadja Achieved Best CEO Predicate in the Finance Asia Award Event: Asia's Best Companies 2015	26
45	Playing Golf and To Give Charity in BCA Royale Open Tournament 2015	27
46	Proofing its Service Quality, BCA Achieved 26 Medallions of Contact Center World Asia Pacific Region, Singapura	28
47	BCA Held Training and Development to Scholarship Receivers of Gadjah Mada University, Yogyakarta	30
		June
48	BCA Indonesia Open Superseries Premier 2015, Indonesian Athletes Are Ready To Show Their Abilities at Istora Jakarta	2
49	Providing the Best Service, BCA Received Award in Banking Service Excellence Award 2015	4
50	Again, Proofing its Service Quality, Halo BCA Once Again Achieved Award in The Best Contact Center Indonesia	4
51	Supporting Effort of Financial Literacy, BCA Held Education to Students and Families of TKI in Sukabumi	4
52	By inviting the People to Live in Healthy Life Style, Again BCA Stood as a Sponsor for Electro Run 2015	6
53	To Prevent Abrasion, BCA and WWF Indonesia Planted Mangrove in Bengkayang Coast , West Kalimantan	9
54	Creating Positive Working Culture and Environment, BCA Achieved Gallup Great Workplace Award	9
55	Maintaining Good Reputation to Stakeholders, BCA Achieved Corporate Image Award 2015	11
56	Six of BCA Products Become the Choice of Middle Up Class Society	11
57	Celebrating the 55th Fisherman Anniversary, BCA Held Cataract Operation in Sukabumi	12
58	Supporting Youth Creativity, BCA Held Short Movie Award	12
59	Developing Tourism Village, BCA Invited 2 Partner Villages to Carry Out Comparative Study To Pentingsari Village, Yogyakarta	12
60	Supporting Art Preservation, BCA Supported Jazz Gunung 2015, Probolinggo, East Java	12
61	Leading Syndication Credit of 21 Banks Amounting to Rp8,8 T - BCA Accomplished Financing of 116.75 Kilometers Cikopo - Palimanan Toll Road	13
62	Jahja Setiaatmadja Become One of the CEO Choice of Bisnis Indonesia Award	16
63	Again BCA Achieved Predicate as the Best Bank	16
64	Preventing Abrasion, BCA Continues on Mangrove Planting in Wringin Putih, Banyuwangi	24
65	Preventing Abrasion, Again BCA Planted Mangrove in Pejarakan, Bali	25

No	Subject	Date
		July
66	BCA Cooperated with BI and Other 13 Banks To Providing Cash for Lebaran Preparation -	6
67	BCA Signed Cooperation Agreement As the Payment Bank with Custodian of The Central Stock Exchange	10
68	58 Years in Serving Indonesian People, BCA Achieved the Predicate as the Living Legend Company	11
69	Again BCA was Recognized as the Best Bank in Euromoney Awards for Excellence 2015, Hong Kong	16
70	Assignment of Service of BCA Kuta, Bali	18
71	BCA is Ready to Fulfill Customers' Banking Needs at Idul Fitri	20
72	BCA Remain Provides Prime Service After Lebaran Holiday	20
73	Performance Result of January - June Period of 2015 to Retaining Focus in the Middle of Business Uncertainty	29
74	BCA Held Training to Management to the Batu Lonceng Tourism Villagem Bandung	30
75	Again, BCA Held Gebyar Tahapan BCA 2015, Yogyakarta	31
76	Again, BCA Held Gebyar Tahapan BCA 2015, Palembang	31
		August
77	Bright Performance, BCA Is Once More Included in Forbes Global 2000 Awards	6
78	BCA & Kidzania Jakarta Provided Education the Importance of Saving to Elementary School Students	10
79	Mutually with OJK, BCA Operated SiMOLEK in 15 Cities	3
80	Tahapan BCA Becomes the Most Frequently Discussed Saving Product	13
81	Having Maintained an Excellent Performance for More Than 15 Tahun, BCA Achieved Titanium Trophy	14
82	BCA Provided Assistance to BOS Foundation for Orangutan Release to Kehje Sewen Forrest, East Kalimantan	19
83	BCA Achieved the First Rank of the Most Valued Indonesian Company 2015 Version Millward Brown	19
84	Again, BCA Held Gebyar Tahapan BCA 2015	21
85	BCA Achieved Two Categories in Social Business Innovation Award upon the Awareness To Environment Through CSR Activity	25
86	Applying Good Corporate Governance Consistently, BCA Received ICGG Award 2015	26
87	Jahja Setiaatmadja Was Recognized as the Most Influenced Banking Figure in Golden Property Award 2015	26
88	Jahja Setiaatmadja Was Awarded as CEO of The Year in APTI II 2015	27
		September
89	IBEX 2015 was Again Presented and Become the Place of Banking and Regulation Exchange Idea	3
90	Appreciating Customer, Director of BCA Served Customer at the National Customer Day	4
91	Again, BCA Held Gebyar Tahapan BCA 2015, Makassar	4
92	Preparing College Students to Face Working World, BCA Held a Seminar at USU, Medan	5
93	Again BCA Enlivened the Sympathetic Parade of the National Customer Service	6
94	BCA Held Indonesia Knowledge Forum (IKF) IV 2015	7
95	Once Again, BCA Provided Support to UNICEF Through Donation of Children-Friendly Education in Papua	8



No	Subject	Date
96	Supporting the Improvement of Financial Literacy, BCA Participated to Develop Tabungan SimPel	8
97	BCA Submitted Aid of School Equipment to the Evacuees of Sinabung Mountain Eruption, Kabanjahe	10
98	Providing Product Quality, BCA Achieved Three Awards in Indonesia WOW Brand Award 2015	10
99	BCA is One of the Agent of the Best State Obligation Seller	21
100	BCA Achieved Second Rank for Finance Private Category - Listed in Annual Report Award 2014	22
101	Banking Innovation for Young Generation, BCA Launched Sakuku Product	28
October		
102	Klik BCA Business Presents Flight Comfort Jointly with Sriwijaya Air Group	1
103	Jahja Setiaatmadja Was Recognized as the Spoken Person of The Year 2015	1
104	Again, BCA Held Cataract Operation Mutually with SPBK - Perdami in Sikka, NTT	3
105	Holding Forum IKF IV, BCA Opened Generation Cross Inspiration Class	7
106	"Become an Inspiring Teacher" - BCA Held Training to Teachers in Timika	7
107	Wayang Day On School "FUN-tastic Wayang", BCA Introduced Wayang to Students, Semarang	8
108	Improving Service to Customer, BCA Signed Ticket Payment Cooperation with Garuda Indonesia	8
109	Providing Qualified Service, Again, BCA Achieved Indonesia WOW Service Excellence Award 2015	9
110	Providing Support of Qualified Education, BCA Donated Library Books, Manokwari	9
111	BCA Achieved The Strongest Bank by Balance Sheet in Indonesia in Asian Banker (AB) 500, Singapura	13
112	Introducing Indonesian Coffee with High Taste, BCA Supported the Series of Banyuwangi Festival, Banyuwangi	19
113	BCA Achieved 7 Awards in Digital Marketing & Social Media Award 2015	22
114	"Great Teacher Produces Great Students!" Through Teacher Training of BCA School Partner in Yogyakarta	23
115	BCA Held Cataract Operation in Mamuju to Reduce Number of Cataract Patients	27
116	Awarding of Short Film Competition of BCA Shovia 2015 to Indonesian College Students	27
117	January-September 2015 Results Announcement of BCA Maintaining Focus as Condition Evolve	28
118	To Bring Closer Society with Banking Service, BCA Launched Laku Pandai in Kuningan	30
November		
119	BCA Supported University Education Development through Scholarship Provision to USU Students, Medan	3
120	BCA Supported University Education Development through Scholarship Provision to UGM Students, Yogyakarta	5
121	BCA Achieved Two Awards in APBI 2015	5
122	BCA Supported University Education Development through Scholarship Provision to Students of Udayana University, Bali	5
123	Contributing in National Development, BCA Achieved the TOP Private Bank for Infrastructure Financing 2015	6
124	BCA Supported University Education Development through Scholarship Provision to Students of IPB, Bogor	6

No	Subject	Date
125	BCA Supported University Education Development through Scholarship Provision to Students of Brawijaya University, Malang	9
126	BCA Supported University Education Development through Scholarship Provision to Students of Diponegoro University, Semarang	10
127	Supporting Saving Culture in the Circle of Students, BCA and BCA Syariah Performed Activation to Tabungan SimPel & SimPel IB in Bandung	10
128	BCA Supported University Education Development through Scholarship Provision to Students of Sam Ratulangi University, Manado	12
129	BCA Preparing Finance for Maritime and Fishery Sector Development in Malang	13
130	Applying a God Governance Company, Again, BCA Achieved Corporate Governance Award 2015	16
131	Applying ISO 9001: 2008 of Quality Management System, BCA Continues to Improve the Service Quality of Information Technology	16
132	Introducing Wayang to Students, BCA Held Wayang in Town: Journey in A Thousand Years	17
133	BCA Supported University Education Development through Scholarship Provision to Students of Unair and ITS, Surabaya	17
134	BCA Supported University Education Development through Scholarship Provision to Students of Unhas, Makassar	17
135	BCA Supported University Education Development through Scholarship Provision to Students of ITB and Unpad, Bandung	19
136	BCA Career Land Introduced Banking to College Students	21
137	Sustainable Finance Program Stabilized BCA in the Line of Sustainable Finance	23
138	Holding a Competition for Graduate Students, BCA Achieved Award in The 8th Indonesia Most Experiential Brand Activation 2015	25
139	Collaboration Expansion in Perfecture Hokkaido, BCA is Cooperating with The Hokkaido Bank, Ltd	25
140	Total Solution of Save and Trusted BCA Online Transaction Service through e-Shopping Carnival 2015	30
141	Providing Investment Solution for Customers, BCA Signed a Cooperation of Mutual Funds Seller Agent with Ashmore	30
		December
142	To Become an Ideal Leader, Jahja Setiaatmadja Achieved the Award of Indonesia Most Admired CEO 2015	7
143	President Director of BCA Jahja Setiaatmadja, is the Marketeer of the Years 2015	10
144	To Improve Tourism Potential, BCA Officially Inaugurate Pentingsari Tourism Village as a Partner Village, Yogyakarta	11
145	BCA Supported Development of Education Facility through Donation Submission for Repair Construction of the Central Library Building of UGM, Yogyakarta	11
146	President Director of BCA, Jahja Setiaatmadja was Again Recognized as the Top National Banker 2015	16
147	Obtaining Public Trust, BCA Achieved Award in the Indonesia Good Governance Award 2015	17
148	Spoiling Customers through Keren Banget Credit Program, BCA and BCA Finance Draw the Program Winners	21
149	To Strengthen the Branchless Banking Service, BCA and Indepay Launched Low-cost Payment Network	21
150	BCA is Ready to Fulfill Customers Needs During the National Holiday	22



Correspondence with the Financial Services Authority (OJK) and Indonesia Stock Exchange (IDX)

In 2015, BCA delivered of correspondence to OJK, including the following:

No.	Subject	Date
January		
1	Information Disclosure on Certain Shareholders	27
February		
2	Information Disclosure on Certain Shareholders	12
3	Information Disclosure on Certain Shareholders	13
4	Submission of Report in Relation to Transaction with Transaction Value Not More than 0.5% of Paid-Up Capital of the Company and not Larger than Rp 5 Billion	16
5	Information Disclosure on Certain Shareholders	17
6	Notification on Agenda of RUPST and RUPSLB of PT BCA Tbk of 2015	23
March		
7	Notification on Agenda of RUPST and RUPSLB of PT BCA Tbk of 2015	3
8	Submission of Report in Relation to Transaction with Transaction Value Not More than 0.5% of Paid-Up Capital of the Company and not Larger than Rp 5 Billion	5
9	Submission of Annual Financial Statement of 2014 of PT BCA Tbk (Audited)	6
10	Submission on Announcement Evidence of Annual Financial Statement of 2014 of PT BCA Tbk (Audited)	6
11	Information Disclosure on Certain Shareholders	9
12	Submission of Evidence of Summon of RUPST and RUPSLB of PT BCA Tbk	17
13	Submission of Evidence of Summon of RUPST and RUPSLB of PT BCA Tbk	18
14	Submission of Evidence of Summon of RUPST and RUPSLB of PT BCA Tbk (to DPB 3 - OJK)	19
15	Information Disclosure on Certain Shareholders	27
16	Submission of Financial Statement of 2014 of PT BCA Tbk (to DPB 3 – OJK)	31
17	Report Submission on GCG Implementation of PT BCA Tbk of 2014 (to DPB 3 – OJK)	31
April		
18	Submission of Announcement Evidence of Information Disclosure in Relation to Affiliation Transaction	1
19	Submission of Result of RUPST and RUPSLB of PT BCA Tbk	13
20	Submission of Announcement Evidence of Minutes of RUPST and RUPSLB of PT BCA Tbk	13
21	Submission of Announcement Evidence of Summary Minutes of RUPST and RUPSLB PT BCA Tbk (to DPB 3 – OJK)	13
22	Submission of Report in Relation to Transaction with Transaction Value Not More than 0.5% of Paid-Up Capital of the Company and not Larger than Rp 5 Billion	13
23	Submission of Report in Relation to Transaction with Transaction Value Not More than 0.5% of Paid-Up Capital of the Company and not Larger than Rp 5 Billion	29
24	Submission of Announcement Evidence of Summary of I Quarter Financial Statement of 2015 of PT BCA Tbk	30
25	Submission of Announcement Evidence of Summary of I Quarter Financial Statement of 2015 of PT BCA Tbk (to DPB 3 – OJK)	30

No.	Subject	Date
26	Submission of Annual Report of Subsidiary Entity of 2014 of PT BCA Tbk	30
27	Submission of Copy of Deed of Minutes of RUPST and RUPSLB of PT BCA Tbk (to DPB 3 – OJK)	30
28	Submission of Copy of Deed of Minutes of RUPST and RUPSLB of PT BCA Tbk	30
		May
29	Information Disclosure on Certain Shareholders	25
		July
30	Information Disclosure in Relation to Affiliation Transaction	2
31	Submission of Advertising Evidence in Relation to Information Disclosure in Relation to Affiliation Transaction	2
32	Information Disclosure in Relation to Affiliation Transaction	14
33	Submission of Report in Relation to Transaction with Transaction Value Not More than 0.5% of Paid-Up Capital of the Company and not Larger than Rp 5 Billion	29
34	Submission of Semi-Annual Financial Report of 2015 of PT BCA Tbk (Unaudited)	30
35	Submission of Announcement Evidence of Summary of Semi-Annual Financial Statement of 2015 of PT BCA Tbk (Unaudited)	30
36	Submission of Announcement Evidence of Summary of Semi-Annual Financial Statement of 2015 of PT BCA Tbk (Unaudited) (to DPB 3 – OJK)	30
		September
37	Information Disclosure in Relation to Affiliation Transaction	7
		October
38	Submission of III Quarter Financial Statement of 2015 of PT BCA Tbk (Unaudited) (to DPB 3 – OJK)	29
39	Submission of Announcement Evidence of Summary of III Quarter Financial Statement of 2015 of PT BCA Tbk (Unaudited)	29
40	Submission of Announcement Evidence of Summary of III Quarter Financial Statement of 2015 of PT BCA Tbk (Unaudited) (to DPB 3 – OJK)	29
41	Submission of Report in Relation to Transaction with Transaction Value Not More than 0.5% of Paid-Up Capital of the Company and not Larger than Rp 5 Billion	29
		November
42	Submission of Evidence of Notification Advertising to Shareholders on Distribution of Cash Interim Dividend of Fiscal Year 2015	9
43	Submission of Report on Education Plan to Improve Financial Literacy for Consumer and/ or Society in the Period of January up to December 2016	19
		December
44	Submission of Report in Relation to Transaction with Transaction Value Not More than 0.5% of Paid-Up Capital of the Company and not Larger than Rp 5 Billion	1
45	Information Disclosure in Relation to Affiliation Transaction	21



Throughout 2015, BCA has delivered correspondences to BEI, several as follows:

No	Subject	Date
1	Information on Publication of Annual Financial Statement Summary of 2014 (Audited) of PT BCA Tbk	5 March
2	Report and Announcement of Schedule of Cash Dividend Distribution of Fiscal Year 2014 of PT BCA Tbk	13 April
3	Submission of Announcement Evidence on Schedule of Cash Dividend Distribution of Fiscal Year 2014	13 April
4	Information on Publication of Summary of I Quarter Financial Statement of 2015 of PT BCA Tbk	29 April
5	Submission of I Quarter Financial Statement of 2015 of PT BCA Tbk	30 April
6	Information on Publication of Summary of Semi-Annual Financial Statement of 2015 of PT BCA Tbk	29 July
7	Information on Publication of Summary of III Quarter Financial Statement of 2015 of PT BCA Tbk	28 October
8	Submission of III Quarter Financial Statement of 2015 of PT BCA Tbk	29 October
9	Report of Announcement on Schedule and Distribution Procedure of Cash Interim Dividend of Fiscal Year 2015	9 November
10	Submission of Implementation Result of Issuer Presentation and Press Release Presentation in the Investor Summit 2015 Event.	12 November

Internal Communications

Internal communication plays a central role in building corporate character and corporate culture, fostering solid team work. Smooth, intensive and effective internal communications in disseminating company information will accelerate processes and mechanisms at all organizational levels. In line with this, overall Company performance is inextricably linked to effective Company-wide internal communication support.

Information content and communication media are the keys to successful internal communication. Both components are complementary and together ensure that information reaches employees, is understandable and actionable.

With a sizeable work force dispersed across Indonesia, effective internal communication is key to making BCA's vision and mission real. BCA is therefore fully aware of the need for an accurately-targeted internal communication strategy which among other goals aims to cultivate a harmonious relationship with all employees.

Through smooth, intensive and effective internal communication for disseminating Company information, BCA can accelerate processes and mechanisms in all organizational levels.

Internal communication media in BCA, includes:

1. InfoBCA

InfoBCA is a monthly in-house magazine that functions as a media for education, sensitization, entertainment and the sharing of knowledge, experiences and company activities for all BCA employees.

Therefore, InfoBCA contains information on Company, products, services, networks, programs, awards and recognitions, technology, activities of all work units and branches spread across Indonesia, subsidiaries, knowledge resources (economy, business and investment, etc), learning and motivation modules and other useful information for employees.

From time to time, InfoBCA publishes Special Editions that feature information on service-related activities. To meet the needs of readers and BCA's employees, other than the printed edition, the magazine is also published in an e-magazine edition, which can be downloaded through MyBCA.

2. MyBCA

MyBCA is BCA's internet-based internal communication media. It is only accessible internally within BCA through Company-provided facilities.

MyBCA is managed by the Information Technology Group in cooperation with Public Relations and other work units at the Head Office. Each work unit maintains their own portal accessible through MyBCA's main page. This internal website functions as a medium for imparting information on the Company, work unit programs and other key information, building awareness on products, services, programs, educational and learning media, and other valuable information.

Employees can download various data such as application systems, texts, pictures and videos useful for supporting work-related activities. MyBCA's function has broadened to include online information and personnel administration services such as health expenses, request for leave, overtime, business trips, employee data, compensation, appraisal and others.

3. Plasma TV

To complete internal communication media, Plasma TVs are installed in strategic locations inside BCA office buildings or premises. This audio visual electronic media provides information on the Company, products, services, work unit activities and other important information.

4. Email

BCA also relies on email as an internal communication media. Email blasts are effective in spreading information on the Company, products, programs or events, and other information. Another of the many email internal communication facilities is the management communication forum.

5. Microsoft Lync

Another internal communication media is based on Software Microsoft Lync, which enables employees to send data or information from their respective personal computer (PC) and easily communicate with each other, as similar to the chatting feature in modern gadgets. Microsoft Lync is particularly useful for urgent matters because incoming messages instantly appear on screen with a message alert, along with the incoming message sign. In addition, the Microsoft Lync facility can be used for sending large files or data.

6. Internal Events

Internal communication is also built through a wide range of internal events, such as:

- a. BCA anniversary activities;
- b. Branch openings;
- c. Lunching Together with Management;
- d. Gatherings to celebrate, among others Christmas/New Year and Eid al-Fitr, annual recreational events and events dedicated to BCA retirees;
- e. National Working Meetings attended by the Board of Commissioners, Board of Directors, Regional Office Heads, Division Heads, Division Deputy Heads and Branch Heads;
- f. Coordination meetings, such as at the regional and branch levels;
- g. Sports, arts and cultural activities under Bakorseni;
- h. Knowledge sharing, such as COP (community of practice).

7. Corporate Identity Manual

This manual is internal guidance for BCA, specifically in using the corporate logo and other usage. This standardization applies at least to:

- a. BCA logo;
- b. Building signage (Head Office, Regional and Branch Offices);
- c. Corporate materials: ID cards, name cards, corporate advertisements, stationery and others;
- d. BCA employee uniforms.



8. Facebook Semua Beres

BCA makes the most of Facebook as a means of internal communication known as Facebook Semua Beres. As a social networking site, Facebook helps share information on BCA performance, specifically related to BCA solutions or values. Internal parties within BCA already registered are connected to each other and can exchange information and experiences.

9. HaloSDM

A call center for BCA employees creates a communication line on information related to human resource policies. This facility provides employees with the opportunity to better understand and comply with BCA policies.

Bakorseni

Bakorseni, standing for the Coordinating Body for Sports, Arts and Hobbies, is an informal forum with the purpose of encouraging BCA employees to develop their interest in sports, arts and hobbies.

The National Bakorseni is headquartered in Jakarta under the coordination of the Training and Learning Division (DPP), which in its daily operations is assisted by executives from the Head Office and Regional Bakorseni (BAKORWIL) to coordinate routine activities related to sports, arts and hobbies at the respective Regional/Branch Office/Work Unit.

Bakorseni was established to nurture a sense of togetherness and camaraderie, and to develop employee potential in sports, arts and hobbies, in order to create a work-life balance where employees are not only preoccupied with work but also have balance with activities outside of work such as in sports, arts or other hobbies. This is expected to boost productivity and employee spirit at work.

Types of Bakorseni activities:

1. Sports: football, volleyball, futsal, table tennis, tennis, basketball, badminton, cycling, bowling and others.
2. Arts: vocal group, choir singing, band, dance and shadow puppetry.
3. Hobbies: photography, fishing, chess.

Bakorseni organizes a national-scale activity known as National Porseni every 3 (three) years, and a regional event for the Jabodetabek area on a yearly basis. Outside of Jabodetabek, the Regional Porseni may be held every 1-2 years.

In its implementation, Bakorseni also coordinates with various BCA internal work units and relevant bodies outside of BCA, such as banking institutions and organizations dedicated to sports, arts and hobbies, for encouraging employees to compete in various competitions or championships such as the Inter-Bank Sports Week organized by Bank Indonesia (PORBANK) or other sports events held by the National Private Bank Association (PERBANAS) and the Regional Banking Consultative Board (BMPD).

Bakorseni Activities in 2015

1. Held the National Coordination Meeting attended by executives of National Bakorseni in preparation for National PORSENI to celebrate BCA's 58th.
2. Organized National Porseni as part of BCA's 58th anniversary celebration on 22 February 2015 at the Soemantri Brodjonegoro Sports Complex in Jakarta that involved 1,148 athletes and 3,000 employees from BCA Regional and Branch Offices across Indonesia.
3. Indonesia Wayang Seminar, held on 7 November 2015 at the Raden Saleh Cultural Center in Semarang, to commemorate 12 years of the Indonesian wayang puppetry declared by UNESCO as a World Heritage. Present at the event were experts and executives of national wayang organizations from Jakarta, Semarang and Jogjakarta.
4. In the field of sports, the Head Office and Regional Offices held regular training, joint community activities and the Regional PORSENI.
5. In regard to arts, several friendly competitions were held and members performed in events held by organizations outside of BCA, in addition to regular training.
6. In regard to hobbies, several seminars were held apart from training for competitions and regular activities.

CODE OF ETHICS

BCA Code of Ethics for Bankers

1. Comply with existing laws and regulations.
2. Maintain the good name and reputation of BCA and safeguard corporate assets.
3. Maintain the confidentiality of BCA and customer data.
4. Ensure that personal interests do not conflict with the interests of BCA or customers.
5. Accurately record all transactions according to applicable policies.
6. Nurture and maintain a harmonious working environment and healthy competition.
7. Will not abuse their position and powers for personal or family interests.
8. Will not commit an act of misconduct that may be harmful to their professional image and BCA's reputation in general.
9. Will shun all forms of gambling or speculation.
10. Will constantly build their knowledge and broaden their horizons by keeping abreast of developments in the banking industry in particular and the business world in general.

Sensitization and Enforcement of the Code of Ethics

Pursuant to the Direction of the Board of Directors No. 778/SK/DIR/95, BCA's Code of Ethics applies to members of the Board of Commissioners and Board of Directors, and BCA employees. The Code of Ethics is available in pocketbook form and has been distributed to all BCA employees. Employees sign a statement asserting that they understand and promise to observe and implement BCA's Code of Ethics to guide their conduct and behavior both inside and outside of work. Any breach to the Code of Ethics will be liable to sanctions according to existing policies.

BCA's Code of Ethics for Bankers is accessible at the Company website under Good Corporate Governance.

Apart from the Code of Ethics, BCA Board of Directors has issued a policy that guides employees when liaising with customers, business partners and fellow coworkers as laid down in Direction No.219/SK/DIR/2003

dated 10 November 2003. The Directive applies to all BCA employees, including members of the Board of Commissioners and Directors and all employees. The policy and Code of Ethics are also embodied in BCA's GCG Manual.

Enforcement of the Code of Ethics and Sanctions for Breach of the Code of Ethics

- The policy and Code of Ethics are binding in nature and must be understood and implemented in all earnestness by all BCA employees to support the fulfillment of GCG principles.
- In the event of a breach or non-compliance with provisions in the policy and Code of Ethics, the offender is liable to sanctions according to the severity of the wrongdoing. Any decision on this matter shall be made by BCA in proportion to the type and severity of the offense based on a comprehensive evaluation of the individual who has committed the act of misconduct.

In 2015, BCA did not introduce breach of the Code Ethics

CORPORATE CULTURE

Corporate Culture Consists of BCA Vision, Mission and Values.

BCA's Vision, Mission and Values are as follows:

BCA's Vision

To be the people's bank of choice and a key pillar of Indonesia's economy.

BCA's Mission

- To build an outstanding institution in the field of payment settlement and financial solution for business entities and individual customers.
- To understand the diverse needs of customers and offer the right financial services to generate optimal customer satisfaction.
- To increase BCA's franchise value and stakeholder value.



BCA's Values

1. Customer Focus

Understand, explore and fulfill customer needs in the best possible way.

2. Integrity

Honest, sincere and direct.

A Bank that customers can trust.

Trust is built through actions that reflect unquestionable integrity and business ethics.

3. Team Work

Team is a group of people with a special bond, commitment, approach and synergy aimed at achieving a shared goal.

4. Continuous Pursuit of Excellence

Consistently strives to offer the best through the best method with the highest quality.

BCA Vision, Mission and Values

The corporate vision and mission provide the platform, direction and guiding principles for all BCA employees in implementing Company activities.

Corporate values serve as the moral compass for all BCA employees in fulfilling the corporate vision and mission.

Efforts to build awareness on corporate vision, mission and values are through the following:

1. Head Office, all work units (participants represent echelon 1 to 3 officials).
2. Coordination Meeting/Quality Meeting (QM) across BCA Regional Offices.
3. Career Development Program (Management Development Program/MDP and Manager Development Program), special forums such as the Account Officer (AO) Forum, and specific groups such as Project Management Office/PMO.

BCA's corporate culture is introduced through the induction program for all new employees, specifically on the corporate vision, mission and values. Learning through games is an effective approach for communicating the corporate vision, mission and values to the new employees of Generation Y.

BCA's vision, mission and values are also sensitized through:

- InfoBCA bulletin (monthly in-house magazine);
- Employees' PC screen saver and mouse pad;
- In-house training;
- Internal culture video clip;
- BCA handbook;
- Comic book distributed to all employees;
- Games;
- Other media.

BCA mission statements are understood as below:

1. To build an outstanding institution in the field of payment settlement and financial solution for business entities and individual customers signifies that BCA aims to evolve into an exceptional payment institution in all sectors to cover all payment activities in the banking business.
2. To understand the diverse needs of customers and offer the right financial services to generate optimal customer satisfaction signifies that BCA is highly familiar with different customer needs and caters to these diverse needs.
3. To increase BCA's franchise value and stakeholder value denotes a broader meaning that covers corporate value in its totality, both tangible and intangible values. Stakeholder value on the other hand reflects BCA's flexibility in accommodating the interests of various parties.

BCA's vision and mission are evaluated at least every five years. In 2014, the corporate vision and mission statements were evaluated by BCA's Board of Commissioners and Board of Directors. Based on the evaluation, it was found that the stated vision and mission remains valid with the current situation.

STOCK OPTION

In 2015, BCA did not introduce a Stock Option Program.

PROVISION OF FUNDS TO RELATED PARTIES AND LARGE EXPOSURES

BCA has issued a policy on providing funds to related parties and large exposures as laid down in the Credit Manual. Evaluation and updates of policies in the Credit Manual are carried out on a periodic basis. Providing

funds to related parties or debtors in large amounts consistently adhere to the principle of prudence, and abide by Bank Indonesia policies and other applicable laws and regulations, including those related to the Legal Lending Limit (LLL). Furthermore, decisions concerning loans to related parties must be made by the Board of Commissioners in an independent manner.

The LLL is reported regularly to Bank Indonesia in a timely fashion. In 2015, there was no violation or exceeding of the LLL.

Provision of Funds to Related Parties and Main Individual and Group Debtors (Large Exposure) in BCA in 2015.

No	Provision of Funds	Amount	
		Debtor/Group	Nominal (Rp million)
1	To Related Parties	192	5,441,635
2	To Main Debtors:		
	a. Individual	50	80,709,227
	b. Group	30	113,032,306



STRATEGIC PLAN

To respond to dynamic changes in the external environment, BCA periodically re-examines short-term, middle-term and long-term business strategy as detailed in the Bank Business Plan (RBB) and Annual Work & Budget Plan (RKAT). BCA prepares strategic plans referring to Bank Indonesia Regulation No.12/21/PBI/2010 dated 19 October 2010 regarding Bank Business Plan, and to Bank Indonesia Circular Letter No.12/27/DPNP dated 25 October 2010 regarding Bank Business Plans.

As part of BCA policy direction and strategic measures in order to realise its vision and mission, BCA designs and develops business initiatives with an orientation to meet customers' growing and changing requirements.

BCA Strategic Plan 2016

Indonesia economy is estimated to continue through various challenges and grows moderately in 2016. BCA will continue to monitor the economic environment and its impact on the performance of the Indonesian banking sector. Entering 2016, BCA will continue to prioritize cautious policies and measures. The trend of increasing non-performing loans in the banking sector has the potential to lead to a multiplier effect on the deterioration of loan quality for some of BCA's customers. To mitigate risk, the Bank will remain disciplined in applying prudent risk management principles, working to implement cost efficiency programs. BCA will continue to explore alternative sources of income other than interest income.

In general, the Bank assesses the Indonesian economy and banking industry as having a solid footing in the face of a slowing economic cycle. BCA continues to support the efforts of the Indonesia Financial Services Authority and Bank Indonesia in maintaining the balance of loan quality and sustainable national loan growth while also maintaining healthy capital and liquidity position. BCA is optimistic about the long-term prospects of the Indonesian economy and banking sector. The growth of the middle class in Indonesia and the infrastructure development programs proposed by the Government are expected to support domestic economic growth in the future.

Responding to the dynamic changes in the external environment, the Bank continuously examines business strategies both for the short, medium and long terms as outlined in the Bank's Strategic Plan in the form of the Bank Business Plan and the Annual Budget & Work Plan.

BCA believes that investments made to strengthen transaction banking capabilities and to improve lending infrastructure should not be interrupted considering the long-term prospects of the Indonesian banking industry and anticipating the increased competition in the era of the ASEAN Economic Community and rapid digital evolution. In addition to the strategic steps taken by the Bank, the development of human resources and organizational alignment of all work units, and with the subsidiaries, are essential to further reinforce BCA's position as a leading financial institution.

In 2016, the Bank is committed to continue investing in the Bank's franchise value. Strategic priorities in 2016 will remain focused on efforts to strengthen relationships with customers through enhanced payment settlement services, prudent lending, and development of new business lines through its subsidiaries. Below is a further elaboration of the three major business objectives:

- **Strengthening Payment Settlement Services**

BCA believes that the ease, convenience and security of transactions are fundamental factors that sustain the growth of the Bank's current accounts and savings accounts (CASA). BCA continues to develop its range of payment transaction products and services, as well as expanding the coverage of conventional and electronic banking and information technology infrastructure.

The Bank will increase the number of branches and electronic delivery channels in Indonesia supported by an enhancement in the capability and capacity of information technology infrastructure. BCA will explore and implement the latest technological developments into the Bank's payment settlement products and services in accordance with evolving customer needs and their acceptance level.

To maintain a solid liquidity position, the Bank will continue to assess developments and liquidity trends in the banking sector. CASA will remain the major source of liquidity. The Bank believes that BCA can actively raise funds through time deposits products by adjusting interest rates as needed. This is essential to maintain the position of third party funds as a whole.

- **Lending**

Through the economic slowdown, the Bank will continue to provide lending while focusing on healthy and real loan demand with a view that sustainable lending growth will strengthen relationships with quality customers.

Lending activities are planned upon a solid capital position and the implementation of prudent and effective risk management principles to manage the Non-Performing Loans (NPL) ratio. The increasing NPL trends signify higher risk for the national banks, including BCA. Therefore, the Bank prioritizes lending to customers who have a good track record in the corporate, commercial & SME and consumer segments. Asset quality will be an important factor for maintaining BCA's strategic position in the national banking industry and for maintaining sustainable long-term growth.

For the business segment, the Bank will actively explore lending to sectors with broad value chains. In the individual credit segment, the Bank believes that the mortgage, vehicle loans, and credit card financing have great potential for growth in the long term although individual lending is expected to grow slower than business lending in the short term. Nevertheless, the Bank remains committed to being at the forefront in consumer lending and continues to maintain a strategic presence in the individual credit market.

To support sustainable loan growth, the Bank will continue to enhance the credit infrastructure across all segments, both in branches and at head office.

- **Business Development among the Subsidiaries**

To meet the increasingly diverse needs of customers, the Bank has developed a comprehensive range of financial products and services through the business lines of the Bank's subsidiaries. Business development of the subsidiaries are focused on automotive financing, Sharia banking, securities, remittance, general insurance, and life insurance.

The subsidiaries continue to grow and have demonstrated positive business development in recent years. BCA Finance, a subsidiary engaged in car financing, consistently contributes significantly to the profitability of the Bank.

BCA will continue to build synergies between the Bank's main business and the subsidiaries, including cross selling between BCA consumer products and the insurance products of the subsidiaries, as well as joint financing activities with BCA Finance and CS Finance. BCA is committed to provide the necessary capital support to the subsidiaries in line with the business growth prospects of the subsidiaries. BCA expects the contribution of interest income and fee-based income from the subsidiaries will continue to increase going forward.

BCA believes that these strategies and policies will support the Bank in strengthening its long-term competitive advantages. Consistent strategy will build a quality customer base amid increasing competition in the Indonesian banking industry.

TRANSPARENCY OF FINANCIAL AND NON-FINANCIAL CONDITION UNDISCLOSED IN OTHER REPORTS

Information on BCA's financial condition is disclosed explicitly and transparently in several reports, including the following:



Transparency of Financial Conditions

1. Annual Report

- a. Financial Highlights that include stock performance, reports from the Board of Commissioners and Board of Directors, company profile, management analysis and discussion on business and financial performance, corporate governance and corporate social responsibility.
- b. Annual Financial Statement audited by a Public Accountant and Public Accounting Firm registered with Bank Indonesia. The Annual Financial Statement covers a period of 1 (one) fiscal year and is compared to the previous fiscal year, and the start of the earliest comparative year.
- c. Accountability statement of the Board of Commissioners and Board of Directors verifying the content of the Annual Report. The statement is delivered in writing and bears the signature of all members of the Board of Commissioners and Board of Directors.

2. Quarterly Published Financial Reports

BCA has made the necessary announcements on its Quarterly Financial Report in accordance with existing policies. The Published Financial Report is signed by 2 (two) members of BCA's Board of Directors. The announcement was featured in 2 (two) newspapers in the Indonesian language with widespread circulation in the place of domicile of BCA's Head Office.

3. Monthly Published Financial Reports

BCA publishes its Monthly Financial Report in a format laid out by the Financial Services Authority Regulation.

In addition, BCA provides and communicates to customers on its customer complaints and dispute settlement mechanism in compliance with Bank Indonesia policy on customer complaints and banking mediation.

In view of the above, BCA has carried out the following measures:

1. Transparently publicized its financial and non-financial condition to stakeholders, among others through its Periodic Financial Reports, Routine Reporting of Legal Lending Limit to Bank Indonesia, Quarterly Published Financial Reports, and featured in BCA's official website according to existing policies.
2. Prepared and presented reports according to the procedure, type and scope set forth in the Bank Indonesia policy on the transparency of banks' financial condition.
3. Published information on BCA products in compliance with Bank Indonesia policy on the transparency of information on banking products and use of customers' personal data.
4. Provided customers with a customer complaint and dispute settlement mechanism according to Bank Indonesia policy on customer complaint and banking mediation.
5. Submitted the Annual Report to Bank Indonesia, regulators and other institutions as required or deemed necessary.
6. Disclosed information on the Ownership Structure in the Annual Report and BCA's website.

Transparency of Non-Financial Conditions

BCA discloses information on its products in an explicit, accurate and updated manner. Such information can be easily accessed by customers, among others in leaflets, brochures or other written materials in every BCA branch office in locations that customers can have easy access to, and/or in the form of electronic information made available through hotline service/call center or website.

HIGHEST AND LOWEST SALARY RATIO

Salary refers to an employee's right that is received and expressed in the form of monetary compensation from BCA as the employer to the employee who is hired and

paid according to an employment contract, agreement or laws and regulations, including benefits for the employee and members of the family for the work and/or services rendered.

The highest and lowest salary ratio according to the comparative scale is as follows.

Ratio	Comparative Scale
Highest and lowest employee salary ratio	46,43
Highest and lowest Director salary ratio	2,88
Highest and lowest Commissioner salary ratio	1,63
The ratio of the Highest Director salary and the highest employee salary ratio	5,63

The remuneration being compared in the salary ratio above is the compensation received by members of the Board of Commissioners and Board of Directors, and employees on a monthly basis. Employees here refer to BCA's permanent employees up to the executive level.

SHARES BUY BACK

In 2015, BCA did not undertake the corporate action of repurchasing shares (share buy backs).

PROVISION OF FUNDS FOR SOCIAL ACTIVITIES

BCA actively contributes to increasing the welfare of communities and improving the environment through corporate social responsibility activities developed under the 'Bakti BCA' program.

Overall, BCA social activities throughout 2015 focused on 3 (three) key pillars:

- A. Pilar Solusi Cerdas (Smart Solution Pillar), are as follows:
 1. Non-Degree Accounting Education Program
 2. Non-Degree Information Technology Education Program
 3. Bakti BCA Internship
 4. Integrated Partner Schools
 5. Bakti BCA Scholarship
 6. Banking education and partnership with other institutions related to education, and contributions/donations to other educational institutions

B. Pilar Solusi Sinergi (Synergy Solution Pillar), are as follows:

1. Culture
2. Health
 - a. Cataract Surgical Services - Bakti BCA
 - b. Bakti BCA Blood Drives
 - c. Bakti BCA Public Health Service Partnership
3. Environmental Conservation
4. Bakti BCA Empathy Program in the form of donations for natural disaster victims and sports programs.

C. Pilar Solusi Bisnis Unggul (Outstanding Business Solution Pillar), as follows:

1. Partnership with the community
2. Business Development Institute

Apart from the aforementioned programs, BCA also channels donations to other social organizations.

Total amount of funds that BCA has invested in social activities in 2015 is provided in the Chapter on Corporate Social Responsibility of this Annual Report.

Further information on the Company's social activities in 2015 is available in the Chapter on Corporate Social Responsibility of this Annual Report.



PROVISION OF FUNDS FOR POLITICAL ACTIVITIES

Similar to previous years, in 2015 BCA did not provide funds for political activities.

FULFILLING THE RECOMMENDED GCG CODE FOR PUBLIC COMPANIES

BCA has complied with both the recently enacted Financial Services Authority Regulation No 21/POJK.04/2015 dated November 16 regarding the Implementation of GCG Code for Public Companies and with the Financial Services Authority Circular Letter No.32/SEOJK.04/2015 regarding GCG Code for Public Companies, as presented in the table below:

RECOMMENDATION COMPLIANCE TABLE OF GOOD CORPORATE GOVERNANCE MANUAL

No.	Recommendation	Description
A	Relationship of Public Company with the Shareholders in ensuring the Shareholders' Rights	
	Principle 1	
	Improving the Value of General Meeting of Shareholders (GMS) Convention	
1.1	Public company has technical procedures for opened or closed voting that promote independency and shareholders' interest	comply
1.2	All Members of the Directors and Board of Commissioners are present at Annual GMS.	comply
1.3	Summary of GMS Minutes is available on public company's Website by no less than 1 (one) year	comply
	Principle 2	
	Improving Communication Quality of public company with Shareholders or Investors.	
2.1	Public company has a communication policy with shareholders or investors.	comply
2.2	Public company discloses its communication policy with shareholders investors in Website	comply
B	Board Of Commissioners' Function and Role	
	Principle 3	
	Strengthening the Membership and Composition of Board of Commissioners	
3.1	Determination of number of Board of Commissioners' member shall consider the condition of Public Company	comply
3.2	Determination of Composition of Board of Commissioners' member considers the variety of expertise, knowledge, and experiences required.	comply

No.	Recommendation	Description
Principle 4		
Improving the Quality of Job and Responsibility Performance of Board of Commissioners		
4.1	Board of Commissioners has self assessment policy to assess the performance of Board of Commissioners	comply
4.2	Self Assessment policy to assess the performance of Board of Commissioners id disclosed in Annual report of public company.	comply
4.3	The Board of Commissioners has a policy with respect to the resignation of the member of the Board of Commissioners if such member involved in financial crime	comply
4.4	Board of Commissioners or Committee that conduct Nomination and Remuneration function arrange succession policy in Nomination process of Directors member.	comply
C	DIRECTORS' FUNCTION AND ROLE	
Principle 5		
Strengthening the Membership and Composition of the Board of Directors		
5.1	Determination of Number of Board of Directors' member considers the condition of public company and the effectiveness of decision-making.	comply
5.2	Determination of Board of Directors' member considers the variety of expertise, knowledge, and experiences required	comply
5.3	Member of Board of Directors who is liable for accounting or finance has accounting expertise and/o knowledge	comply
Principle 6		
Improving the Quality of Job and Responsibility Performance of Board of Directors		
6.1	Board of Directors has self assessment policy to assess performance of Directors.	comply
6.2	Self – assessment policy to assess the performance of Board of Directors is disclosed in Annual Report of public company	comply
6.3	Director have a policy related to resignation of Board of Directors' member if involved in financial crimes	comply
D	PARTICIPATION OF STAKEHOLDERS	
Principle 7		
Improving corporate governance aspect through participation of stakeholders		
7.1	Public Company has a policy to prevent insider trading	comply
7.2	Public company has anti corruption and anti fraud policy	comply
7.3	Public company has policies concerning selection and capability improvement of suppliers and vendors	comply
7.4	Public company has a policy concerning the fulfillment of creditors' rights	comply
7.5	Public company has a policy of whistleblowing system	comply
7.6	Public company has long- term incentive policy for Directors and employees	comply



No.	Recommendation	Description
E	INFORMATION DISCLOSURE	
	Principle 8	
	Improving the Implementation of Information Disclosure	
8.1	Public Company takes benefits from application of a broader information technology other than website as information disclosure media	comply
8.2	Annual Report of public company discloses beneficial owner in share ownership of public company of at least 5% (five percent), other than disclosure of beneficial owner in share ownership of public company through major controlling shareholders	comply